

EAST RENFREWSHIRE COUNCILCABINET26 January 2023Report by Director of EnvironmentCORPORATE ASSET MANAGEMENT PLAN 2023-2028**PURPOSE OF REPORT**

1. To advise the Cabinet on the new hierarchal approach to Asset Management within the Council and to introduce an updated Corporate Asset Management Plan 2023-2028 (copy attached), to replace older versions.

RECOMMENDATIONS

2. It is recommended that the Cabinet approves the Corporate Asset Management Plan 2023-2028.

BACKGROUND

3. This is the proposed Corporate Asset Management Plan (CAMP) which sits above all other Asset Management Plans (AMP's) in the new hierarchy and outlines the Council's vision for operating and maintaining physical assets.

4. The Council currently retains a suite of AMP's under the following headings:

- Corporate Asset Management Plan
- Outdoor Space Asset Management Plan
- Fleet Asset Management Plan
- ICT Asset Management Plan
- Roads Asset Management Plan
- Housing Asset Management Plan
- Property Asset Management Plan

REPORT

5. The objectives of the Corporate Asset Management Plan include:

- To align and provide a governance document for all other AMP's
- Retain or acquire only assets that are necessary and appropriate for our needs
- Maximise utilisation and match fitness for purpose
- Optimise value for money in investment
- Improve the condition of our assets through lifecycle management
- Ensure compliance with statutory obligations

6. The CAMP identifies corporate ambitions in relation to Asset Management, but allows future actions (with timescales) and potential risks to be identified within the more detailed suite of AMP's.

7. All AMP's will now come under this hierarchy and are currently being reviewed and updated to sit below the new version CAMP.

8. The CAMP will allow greater coordination between strategic and operational Council Services which will develop a better understanding of the Council's assets in terms of condition, future requirements and associated financial expenditure.

FINANCE AND EFFICIENCY

9. The Capital Investment Strategy (CIS) will lean heavily on the contents of the CAMP and other AMP's and will be used to inform and prioritise future capital and revenue spend.

CONSULTATION

10. The CAMP has been prepared by the Council's Corporate Landlord Manager and circulated and approved by the Corporate Asset Management Group.

PARTNERSHIP WORKING

11. The CAMP applies to all Directorates who will continue to be consulted on all aspects of capital asset management and the decision making processes therein. Key actions will be identified through regular interaction with key stakeholders.

IMPLICATIONS OF THE PROPOSALS

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

CONCLUSIONS

13. With the continued pressure on budgets and expenditure, asset management is a critical tool in ensuring best use is made of available funding. The new hierarchy of AMP's will be continually updated to assist in this process and highlight improvements.

RECOMMENDATIONS

14. It is recommended that the Cabinet approves the Corporate Asset Management Plan 2023-2028.

Director of Environment

Further information can be obtained from: Phil Daws, Head of Environment (Strategic Services) phil.daws@eastrenfrewshire.gov.uk or Alistair Ross, Corporate Landlord Manager

Convener contact details:

Councillor Owen O'Donnell,
Leader of the Council

January 2023



Corporate Asset Management Plan 2023-2028



Contents

1	Introduction	03	7	Sustainability and Climate Change	16
2	Review of previous Corporate Asset Management Plan 2015 - 2020	05	8	Service Asset Management Plans <ul style="list-style-type: none"> • Property • Housing • Open Space • Fleet • ICT • Roads 	18
3	Corporate overview and background	07			
4	Organisational and governance structure	11			
5	Aims and Objectives of the CAMP	13	9	Review and monitoring	19
6	Capital Investment Strategy	14			

1 Introduction

This is East Renfrewshire Council's Corporate Asset Management Plan 2023 to 2028 which supersedes the previous version which was approved and adopted by the Council in August 2017. As with the Council's previous Corporate Asset Management Plan, this plan has been developed in line with "A Guide to Asset Management and Capital Planning in Local Authorities" published by CIPFA and includes Property, Open Space, Roads, Housing, Fleet and ICT assets.

Corporate Asset Management is the process by which informed management decisions are made in relation to council assets, whether buildings or land, through the collation of key data including; value, condition, suitability, location, needs, maintenance and energy costs/ consumption data.

This Corporate Asset Management Plan also outlines the Council's approach to Asset Management and how this links with: the East Renfrewshire Community Plan 2018 - 2028, Fairer East Ren and seeks to deliver on the outcomes of the Climate Change Bill 2018 and the aspirational Net Zero carbon Standard for

Public Buildings 2045 drive by the Scottish Government.

Effective management of the Council's assets has a positive impact on the services the Council provides. The aim of the Corporate Asset Management Plan is to ensure the Council's assets support current and future service requirements and to enable future investment decisions to be prioritised. In recognising that different locations and communities across the council area have different needs from our assets, the Corporate Asset Management Plan needs to be flexible to ensure that our assets contribute effectively to service delivery by being fit for purpose, suitable, sustainable and environmentally friendly.

The importance of Asset Management within East Renfrewshire is considerable as it cuts across all 5 outcome priorities for East Renfrewshire by ensuring our physical, information and financial assets are efficiently and effectively managed to enable our Directorates to deliver the services to the communities they serve.



Aerial photography: (c) Getmapping PLC.

"We are continually developing the way we work and have in place a change programme - the Digital Transformation Programme, to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents."

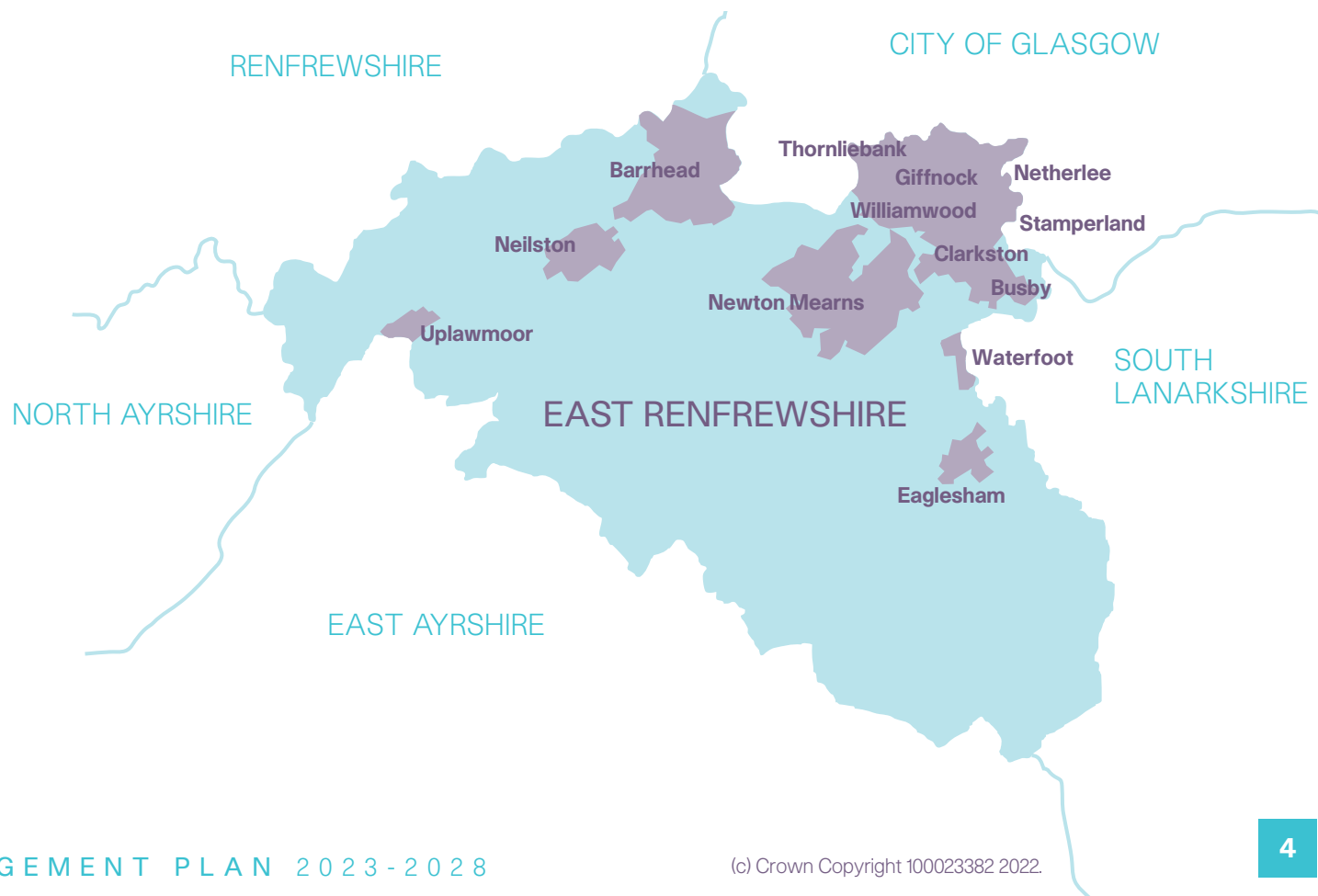


11



East Renfrewshire is an area with a population of 91,000 spread across distinct communities comprising the relatively affluent suburbs of Newton Mearns, Giffnock and Clarkston in the east of the authority, the post-industrial town of Barrhead in the north-west, and various rural and semi-rural settlements such as Neilston, Uplawmoor, Eaglesham and Waterfoot.

East Renfrewshire is considered to be a high quality green corridor leading to Glasgow and is a major commuter area for the City. It also offers the opportunity for commercial leisure and day visits for Glasgow region residents.



Review of previous Corporate Asset Management Plan 2015-2020

The previous CAMP reflected the various Asset Management Plans (AMP's) and the Actions however the timeframes for the various AMP's were inconsistent with the CAMP. The current review is an opportunity to achieve alignment of timeframes with all the AMP's and to secure improved alignment with Council Priorities and Corporate Strategies including the Capital Investment Strategy. This will facilitate more efficient and speedier responses to changes in Council Priorities.

COVID 19 has had a major impact worldwide and it is right that all Governments and local government bodies review their corporate strategies and plans etc to ensure delivery to the communities continues to deliver what is needed, where and when; for example the opportunity to consider flexible working and the potential to reduce buildings may not be deliverable to same extent in post COVID environment.

The CAMP will continue to facilitate East Renfrewshire's ability to deliver good services

for all its residents. It will ensure that the Council makes the most of the assets they own, not only to ensure the quality of the built environment within which residents live, but the assets upon which the Council service is built. It is essential to recognise the internal and external pressures the council faces in its delivery of service and the CAMP will seek to ensure that the assets remain as flexible and adaptable as possible to meet changing needs from Services.

The objectives of the Corporate Asset Management Plan are;

- Retain or acquire only assets that are necessary and appropriate to our needs
- Maximise utilisation and match fitness for purpose with our needs
- Optimise value for money in investment
- Improve the condition of our assets through lifecycle management
- Comply with all statutory regulations
- Service redesign to enable agile working, where it adds value to our services
- Intelligent collaboration with the private sector and sharing of assets with public sector partners.



Over the last few years the council has undergone service redesign to improve service delivery and has introduced agile working to facilitate this. In addition the council's asset base is continuously being reviewed to ensure it maximises the contribution assets can make to the councils strategic aims and objectives.

Successes over the past few years which have delivered against council plans and objectives include;

- Introduction of agile working to facilitate various service redesigns to improve service delivery.
- Improving building suitability to 84% of our operational portfolio and 84% of floor area in satisfactory condition.
- Delivery of a capital works programme of c £5.4m on our roads network.
- Significant improvement in (EESSH) energy efficiency in our housing to beyond 75% of our stock with over 98% of our stock meeting SHQS standard.
- Delivery of service redesign in both Housing and Roads to improve service delivery.
- Significant investment in our parks infrastructure providing a wide range of outdoor activities for residents.

- Consistent performance in councils vehicle fleet with investment in greener vehicles reducing councils carbon output.
- Delivery of a 2 stream primary school in August 2019 as part of £50m wider learning primary school and nursery class investment programme including Early Learning and Childcare expansion.
- Successful ongoing rollout of Windows 10 and upgrade of the Microsoft Office environment along with continual upgrade of ICT assets across both corporate and education estates. Improvements to WWAN and WLAN to improve connectivity have been successful across the Council network to reduce annual running costs from both internal and external factors.

With the successful appointment of a Corporate Landlord Manager towards the end of 2019 this is an opportunity to review how the council uses its corporate assets and to seek better alignment of all AMP's with timeframes and Corporate values, particularly since COVID has had a major impact on the council and the previous CAMP was approved in 2017. The council is entering a period of structure change with the Council Vision and Values being revisited as a result of changing priorities and accordingly this represents an opportunity to fully align all AMP's with the CAMP to ensure council priorities deliver benefit to residents of East Renfrewshire.



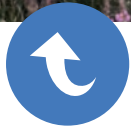
3

Corporate Overview and Background

The Council's vision for the future is to be a modern, ambitious council creating a fairer future for all. Our focus is on delivering better outcomes and futures for all our customers and residents across East Renfrewshire. Our ultimate aim is making people's lives better. We want to maintain the area's reputation as one of Scotland's most sought after places to live - safe, green and family friendly - with a wealth of opportunity.

Council Values of Ambition, Kindness & Trust.

our values



Ambition



Kindness



Trust

Strategic Outcomes

This Corporate Asset Management Plan complements other strategic documents and plans, including the Outcome Delivery Plan, the Council's 5 Capabilities, the Corporate Procurement Strategy and the Capital Investment Strategy. 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. Through robust and evidence based Corporate Asset Management East Renfrewshire Council can make strides towards the achievement of the following strategies and outcomes:

East Renfrewshire Community Plan

The strategy that guides all the work of the Council and its community planning partners is The Community Plan which is structured around five strategic priority areas which in turn help to inform this Corporate Asset Management Plan.



EARLY YEARS AND VULNERABLE YOUNG PEOPLE

SP1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.



LEARNING, LIFE AND WORK

SP2 East Renfrewshire residents are fit and active and have the skills for learning, life and work.



ENVIRONMENT AND ECONOMY

SP3 East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.



SAFE, SUPPORTIVE COMMUNITIES

SP4 East Renfrewshire residents are safe and supported in their communities and homes.



OLDER PEOPLE AND PEOPLE WITH LONG-TERM CONDITIONS

SP5 Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.



Outcome Delivery Plan (ODP)

East Renfrewshire Council’s Outcome Delivery Plan sets out how services across the Council are contributing to the delivery of local outcomes, and the vision to be **“A modern, ambitious Council creating a fairer future with all”**. The ODP has historically been a rolling three year plan, updated annually. The 2021-24 plan was reviewed during 2022 taking into account recovery planning and the impact of Covid-19 across services. A one year operational plan 2022-2023, was approved at Council in June 2022, to enable a wider review of future strategic planning to take place during 2023. A main area of focus for the Council is to reduce inequalities through early intervention and preventative approaches. Building these approaches across all areas of service delivery so that the Council can make a difference to the lives of residents. East Renfrewshire Council wants to work towards a more sustainable future, and are embracing new technology and ways of working the will improve the capability of Council services and employees.

Five Capabilities

To deliver promises to local people under, our five strategic priority areas, the five SOA outcomes, the Council realised the need to be able to respond effectively and smartly to a

changing environment. That means responding to external factor such as declining budgets, challenging demographic changes and new, emerging legislation. East Renfrewshire Council has developed 5 organisational capabilities that define where the Council needs to excel to meet future challenges and use resources effectively and efficiently.

The 5 capabilities are:



PREVENTION

Prevention: Invest in activity that prevents problems occurring in local communities, rather than trying to fix things when they have already gone wrong.



EMPOWERING COMMUNITIES

Community Engagement: Working hand in hand with local communities to redesign services to ensure they work for and with the people who need them.



DATA

Use Data, Evidence & Benchmarking: Ensuring that all decisions taken are grounded in evidence and what the local communities agrees works well.



MODERNISATION

Modernising How We Work: Ensuring that East Renfrewshire Council is an ambitious, lean organisation, which has the systems and processes in place that are fully modernised, to ensure increased levels of productivity and best meets the needs of our communities.

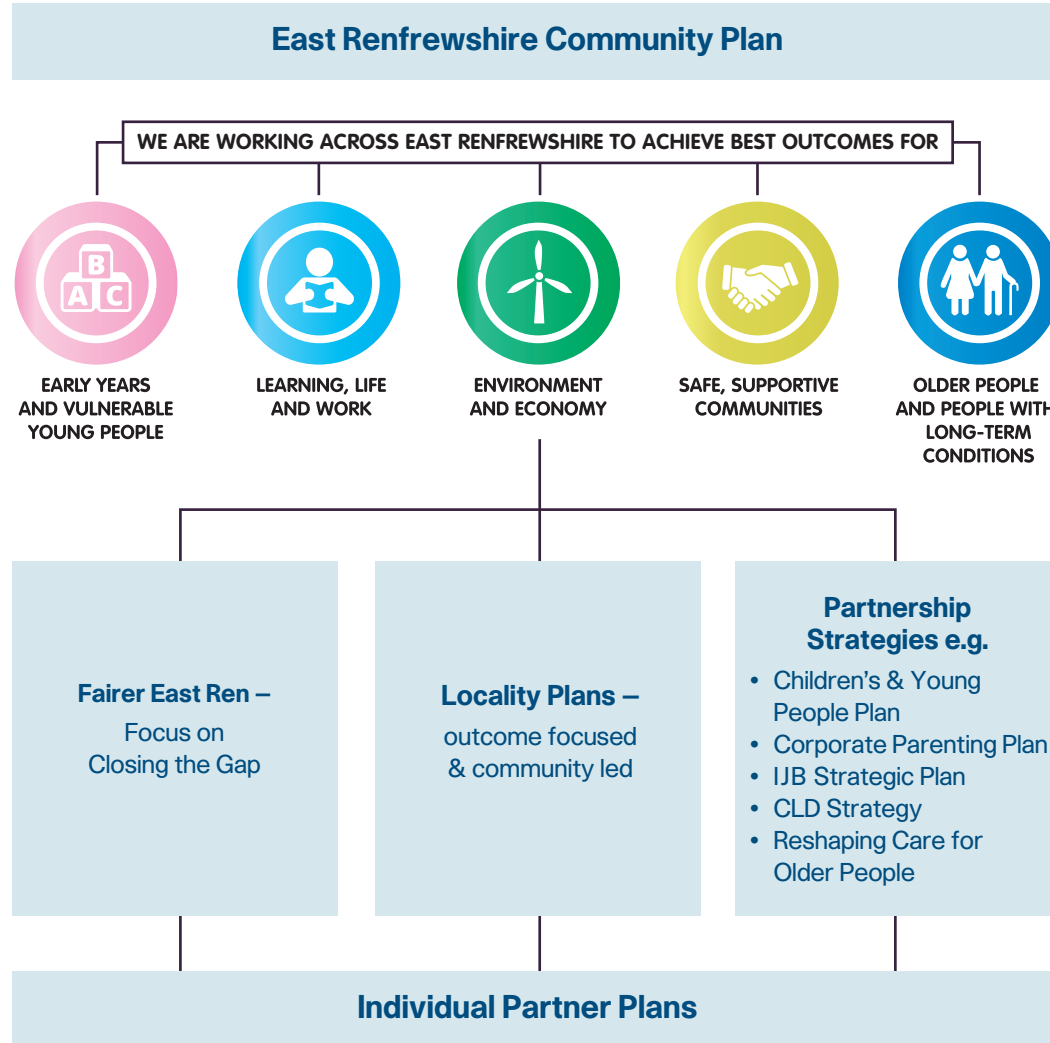


DIGITAL

Digital: Develop digital conference across the Council and local communities, making services accessible for all.

Community Plan

The diagram below highlights the structure of the Community Plan. The CAMP will be updated as and when the council plans and strategies are updated to ensure the CAMP and AMPs suitably reflect the changed / amended priorities.



These strategic documents will have a major influence on how East Renfrewshire Council redesigns the Corporate Asset Management Function going forward. They illustrate the priorities that are at the heart of everything the Council does, and every decision that is made has to make a positive contribution to achieving these outcomes, with the purpose of providing best value services for all of East Renfrewshire’s residents. Community Planning page can be accessed via the following link.

www.eastrenfrewshire.gov.uk/community-planning

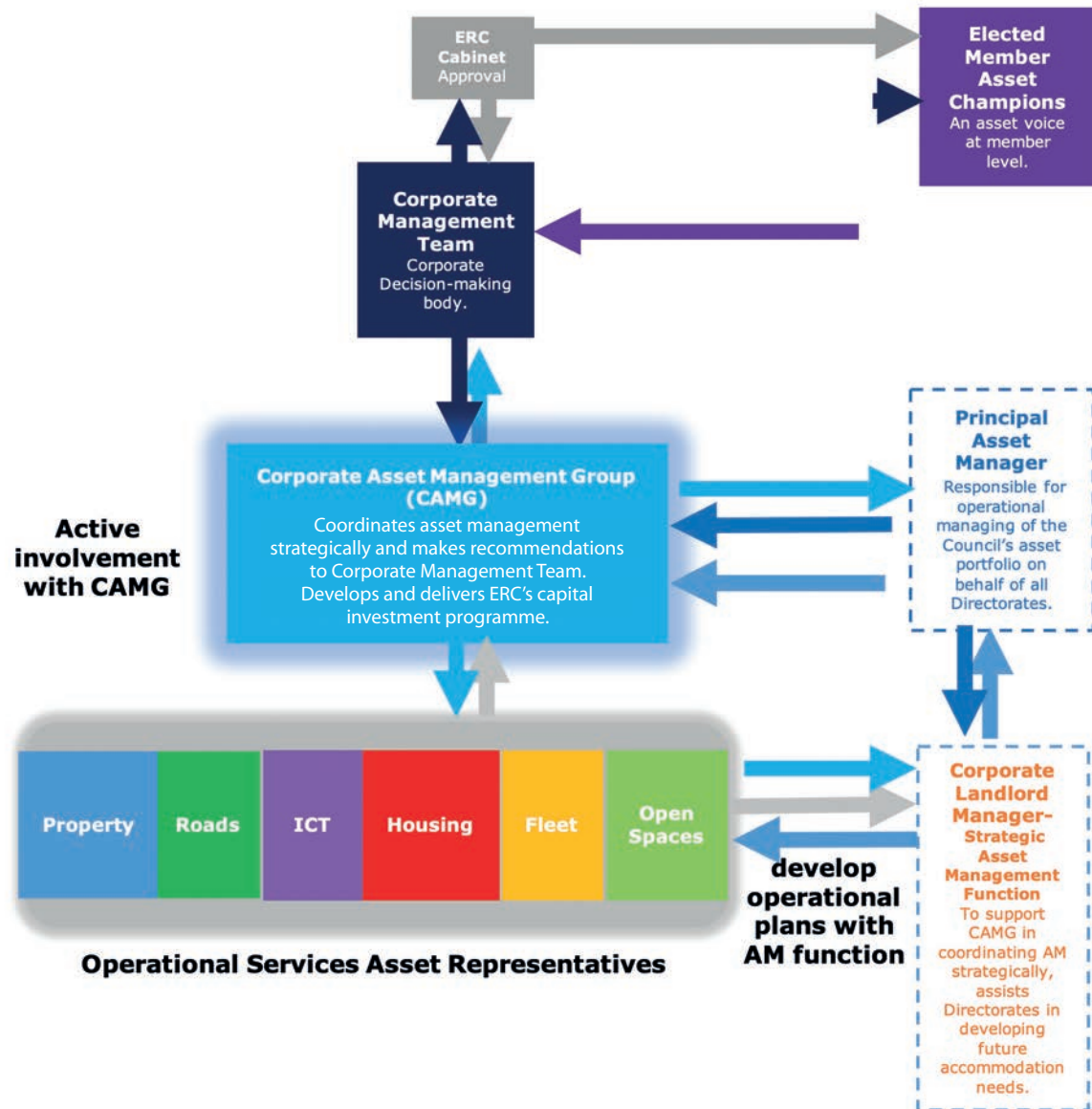


4 Organisation and governance structure

East Renfrewshire Council has implemented a Corporate Landlord ownership model for the improved and more effective management of Council assets. This model will enable full strategic management of council land and property assets (with exception of the school estate) where asset utilisation is better co-ordinated.

Set out below is the principal governance structure within East Renfrewshire Council for asset management and incorporates the recently appointed Corporate Landlord Manager into this structure. This provides strategic oversight of the management of Council assets and ensures greater and improved collaboration with the Directorates to improve service delivery and target assets and their use where they are needed the most.

This further ensures greater engagement with the Directorates through the Corporate Asset Management Group (CAMG). This group effectively provides a decision making gateway platform to ensure that all management decisions are undertaken in a corporate manner. This is particularly so in improving transparency and coordination of the Capital Investment Strategy not to mention raising awareness of and embedding sustainability within the Strategic Asset Management function of the Council.

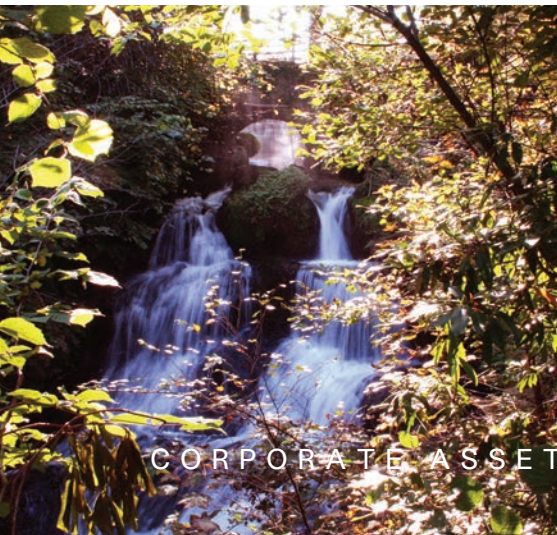
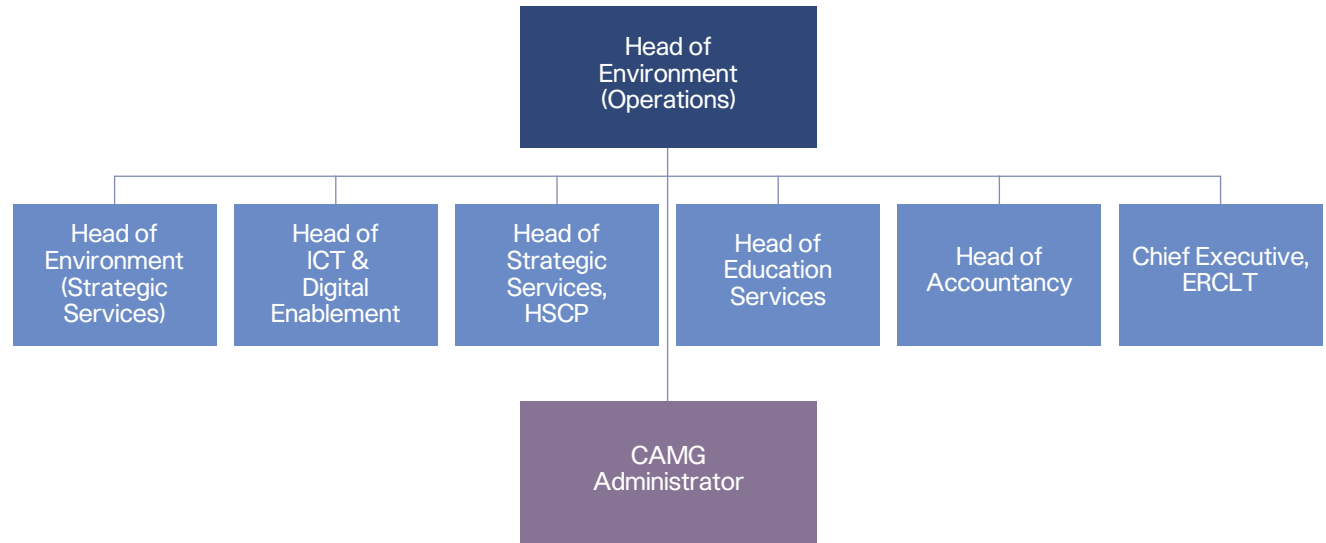


This improved and more focused approach will deliver improved alignment through the AMP's and to Corporate Objectives and Policies such as Fairer East Ren, Community Planning etc.

The CAMG meets on a monthly basis and whilst various Council officers attend to present reports etc the core organisational structure of the CAMG is set out below identifying the Directorates which attend the meetings;

- Environment
- Education
- Business Operations and Partnerships
- East Renfrewshire Council Leisure Trust
- Finance
- HSCP

Organisational Structure of the CAMG



5

Aims and Objectives

Assets which the council holds and manage represent both a strategic and monetary value to the council. This means that assets are an economic resource – anything that is capable of being owned or controlled and is held to have an economic value to the organisation.

Asset Management refers to the system of monitoring and maintaining assets. The asset management process is a system of processes and procedures that seek to manage, operate, maintain, improve and dispose of assets effectively. East Renfrewshire Council must ensure its assets deliver best value, and that the asset portfolio is maintained in order to meet the current and future needs of the

services – including statutory obligations, and that all assets are managed in a way which demonstrates future service needs will also be met.

Within the timeframe of this CAMP, the challenges and priorities are as follows;

- Retain or acquire only assets that are necessary and appropriate to our needs
- Work towards fully implementing the Corporate Landlord Model across the Estate
- Centralise Repairs and Maintenance budgets for improved financial visibility.
- Maximise utilisation of assets and match fitness for purpose with our needs
- Optimise value for money in investment
- Improve the condition of our assets through lifecycle management
- Comply with all statutory regulations
- Service redesign to enable agile working, where it adds value to our services
- Explore opportunities for asset sharing with other public sector partners



All of East Renfrewshire separate asset management plans have the same objectives and their respective actions will embed these aims and objectives in delivering on the councils plans and policies.

The importance of robust data is the backbone to key decision making in relation to assessment of need for capital investment and to tailor investment to available funds in delivering on the CAMP objectives and respective AMP's deliverables.



6

Capital Investment Strategy

Corporate Asset Management is inextricably linked to the Capital Investment Strategy for the council. The council is focussed on the long term approach and has refreshed the Capital Investment Strategy which was approved in February 2021. The approved capital plan can be found in Council Papers online as a Public Document. Our Capital Investment Strategy will need to be flexible and to evolve with new challenges and opportunities demonstrates the many influences on our capital investment plan, particularly external and partner influences,

such as Scottish Government policies and the Glasgow and Clyde Valley City Deal.

When delivering our commitments, as set out in our Outcome Delivery Plan, we need to invest strongly in our Corporate Assets for longer term benefit but always be mindful that any investment must be undertaken in a prudent, affordable and sustainable manner. Our Capital Investment Strategy takes a whole Council approach, ensuring that the Corporate Management Team is driving the delivery of our

capital investment plan, ensuring that it is aligned to our strategy and measuring performance against the expected strategic outcomes.

Our strategic, corporate and financial management processes are essential for achieving financial resilience in uncertain times. The CAMP is a key document linking the use our property, land and available resources wisely and to assist in attracting appropriate external funding to our area.



In addition funding decisions by the Scottish Government in relation to contributions towards local authorities capital investment plans will be prioritised based on projects level of contribution towards net zero carbon outcomes and other legislative requirements. This ties in with the introduction of the Net Zero Carbon in Public Buildings Standard by the Scottish Government and which will have a significant impact on capital investment plans and as a responsible council in the current climate it is crucial that our own plans seek to deliver on this standard to secure the maximum amount of available funding from government bodies/sources and for example is also a key driver for meeting funding requirements to improve the education estate under the Scottish Government's Learning Estate Investment programme, as managed by the Scottish Futures Trust. Further information in relation to the net zero carbon standard will be outlined in the following section.



7 Sustainability and Climate Change

Sustainability and Climate Change is at the heart of the Corporate Asset strategy across all 6 asset management plans.

In August 2020, The Council approved a new approach to the development of a new Climate Strategy and Action Plan for the council which supported the ambition of the Council to be Carbon neutral by 2040. This was in response to the Scottish Government plans for the introduction of the Net Zero Carbon in Public Buildings Standard introduced in 2019 via a working group with representation across all sectors of the public estate in Scotland.



This new standard is aimed at all buildings achieving net zero carbon emissions by 2045. This standard whilst voluntary will seek to introduce a step change in attitude towards sustainability and climate change and in particular towards energy use within the public sector built environment whether through new build or refurbishment projects.

This new standard will be expected to:

- Contribute to Scotland's net zero carbon economy outcomes
- Minimise embodied carbon in construction projects
- Cut operational energy use compared with current regulatory requirements by:
 - Setting world class energy performance as a core objective
 - Checking & commissioning performance at the design & delivery stages
 - Ongoing commitment to achieving operational energy targets

- Support growth and flexibility of zero carbon energy supplies by:
 - Optimising self-supply of renewable heat & power with storage & demand response
 - Adopting Local Heat and Energy Efficiency Strategies
 - Fitting electric vehicle smart charging points
- Improve comfort conditions, air quality and availability of natural lighting
- Collect and share data in open, interoperable and transparent formats

The Standard outlines a path to net zero carbon materials and energy supplies for all non-domestic buildings in advance of 2045. There are many ambitious public bodies that intend to achieve these outcomes sooner and the Standard provides guidance for them to do so, encouraging others to follow suit. The introduction of this standard will impact significantly on all 6 asset management plans and the Corporate Asset Management plan will seek to collate all asset plans' respective actions which contribute towards achieving this standard for East Renfrewshire.

East Renfrewshire Council continues to have a duty to meet the standards set out by the Scottish Government for the Scottish Housing Quality Standard (SHQS) in addition to the plans being introduced through Energy Efficiency Standard for Social Housing (EESH). It is incumbent upon East Renfrewshire to continue to drive forward the changes required to meet these targets as well as securing appropriate funding to help facilitate the delivery of the various measures to improve our assets performance.

The CAMP will seek to ensure that actions outlined within the respective AMPs will be aligned to delivery on council corporate strategy and policies in delivering on the outcomes within it various plans.

Full details of Scottish Government Climate Change and Sustainability Legislation is available on the Scottish Government website.



Asset Management Plans

East Renfrewshire Council has many assets comprising not only operational offices and other buildings but also a substantial housing stock, Roads, Fleet, Open Space and ICT infrastructure and equipment. The Council's aim is to deliver quality services, meet its corporate objectives and provide best value to its customers and it is recognised that this relies on effective and efficient management of its assets. Accordingly the Council has developed asset management plans for each of the above mentioned services;

- **Property** – An operational portfolio which is suited to the Councils' needs in terms of suitability, location, condition and scale. Property is in good condition, should be well maintained, energy efficient and be sustainable.
- **Housing** – A suitable supply of good quality housing which is well managed, well maintained and energy efficient meeting the needs of our tenants all in accordance with SHQS requirements.
- **Roads** – A well maintained roads network which meets the needs of the residents of East Renfrewshire and which promotes economic growth opportunities for all our communities.
- **Fleet** – A well managed fleet of vehicles which supports essential service delivery and ensures the use of vehicles is cost effective and sustainable and contributes towards the council's reduction in its carbon output.
- **ICT** – Effective and efficient Information Technology which provides excellent connectivity to support service delivery whilst delivering value for money for the council.
- **Open Space** - Well managed open space assets providing a high quality accessible and attractive environment which encourages recreational activity and nature conservation and biodiversity.

The above asset management plans form part of East Renfrewshire Councils Corporate Asset Management Approach and they will inform the decisions that Council makes. These individual asset management plans inform the Council, its employees and its service users of the condition of the asset base, its current fit for purpose status and the investment required to maintain and improve the asset portfolio.



In addition the Asset Management Plans are key documents which feed into each Directorate's Service Plans which in line with the AMP's are reviewed regularly to ensure they remain in line with council goals and aspirations.



Review and Monitoring

Going forward with the new CAMP and fully aligned AMPS it is important to review and measure performance of delivery of actions and improvements to the council assets. Currently reporting is carried out twice a year and KPI's are assessed at half yearly and at the end of the year with a view to informing next years' targets for performance management.

It is crucial that the performance of assets are monitored and reviewed to provide the data upon which new and further actions are determined. This provides benchmarking performance data for statutory annual reporting in addition to assessing performance against deliverables and other councils assets performance.

The council has various reporting tools and assets performance will be monitored in the most appropriate tool which has the capacity to provide meaningful and measurable management reports. In order to measure success, the 6 Asset Plans which form the CAMP are currently updated every two years

to ensure actions are relevant and delivering value to East Renfrewshire Council.

The Key Performance Indicators included within each of the 6 individual AMP's will form the basis of the evaluation process and the responsible officer with the Corporate Asset Management function will prepare six monthly Asset Management Monitoring & Evaluation reports for the CMT & CAMG that will include progress made against the KPI's, asset management objectives and improvement plans.

Proper and effective challenge of corporate assets provides the cornerstone of asset management. Asset management is a continuous process that is always evolving and we must continually review our assets to ensure that they are aligned with residents needs and to make certain that we are spending the right money in the right places to improve services.

It is important that in any review and monitoring process there is the opportunity to learn lessons from completed projects and actions within the

various AMPs. This process of governance and review can help to embed changes in process which deliver better value and increased benefits to the council or help deliver improved efficiency in how our assets are used and/or managed. The review and monitoring going forward will be the remit of CAMG where the outputs inform future planning for projects and to inform decision for more targeted capital investment in council assets.

Finally, feedback from customers, both positive and negative, is analysed to identify areas of the service that require extra attention in response to customer needs. This may include altering the specification standards or targeting problem areas with additional resources. Designing and improving assets will include active engagement with internal and external customers from the outset to inform service developments and best meet needs.



134

