

**To:** Finance, Resources & Customer Services Policy Board

**On:** 6<sup>th</sup> June 2018

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**Report by:** Director of Finance & Resources

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**Heading:** Corporate Asset Strategy (CAS)

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1. **Summary**

1.1 The Corporate Asset Strategy 2018 - 2021, which is attached to this report, sets out a high level framework for the management of all of the Council's Assets:-

- Property;
- Open Spaces;
- Roads Infrastructure;
- Fleet;
- HRA Assets and
- Information Communications Technology (ICT).

1.2 The document is intended:-

- To guide the development and upkeep of strategies and plans for each classification of assets;
  - To provide a context within which needs and priorities can be judged and managed across the spectrum of the Council's asset management responsibilities; and
  - To assist in developing the Council capital and revenue strategies and plans.
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## 2. **Recommendations**

- 2.1 It is recommended that the Corporate Asset Strategy (CAS) 2018 - 2021 be approved.
- 2.2 Note that a capital strategy will be developed over the course of 2018/19 in line with the revised Prudential Code for capital finance.
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## 3. **Background**

- 3.1 The Corporate Asset Strategy 2018 - 2021 provides an update to the previous Corporate Asset Strategy 2015 - 2018. The updated CAS has been written to reflect the continued desire to work more creatively and efficiently to enable:-
- Meeting the ever changing and increasing expectations of public services; and
  - Being aware of the continued pressure on budgets, securing continuous improvement in value for money through adopting new ways of delivering services and working in partnership with existing and new community partners / third party organisations.
- 3.2 The strategy outlines that:-
- All assets are held corporately and their management needs to be well co-ordinated to maximise the benefits for Renfrewshire and support the achievement of the vision for the area and of the Council's key objectives; and
  - There is a need to strengthen the Council's long term strategic planning and asset stewardship.
- 3.3 Strategic Asset Management can be underpinned by seven objectives:-
- Retain or acquire assets that are necessary and appropriate to our needs;
  - Maximise utilisation of the corporate estate;
  - Match fitness for purpose with our needs;
  - Optimise value for money in investment;
  - Improve the condition of our assets through continued lifecycle management;
  - Improve environmental sustainability outcomes and
  - Comply with all statutory requirements.

3.4 These are to be supported by a focus on seven management principles:-

- Long term strategic planning;
- Joint working;
- Governance arrangements;
- Clarity of roles and responsibilities;
- Strengthen and develop performance management;
- Importance of regularly reviewing and reporting on asset performance and
- Skills, competencies and capacities to undertake good asset management.

3.5 The strategy outlines high level responsibilities for Asset Management and its co-ordination. It provides summary statistics for each asset classification, with values as at 1<sup>st</sup> March 2018. It sets out key strategic actions that are planned to be undertaken within the planning period of 2018 - 2021.

3.6 The Prudential Code for Capital Finance underpins the system for capital investment by local authorities, and provides a framework which authorities by regulation must have regard to when making capital investment decisions. The Code has recently been revised and now includes a requirement to develop and publish a capital strategy which will provide an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; and also an indication of how risk is managed and implications for financial sustainability and asset management.

3.7 A capital strategy for the Council will be developed over the course of 2018/19 which will incorporate elements of the corporate asset strategy and the prudential financing reporting framework to provide long term context for capital expenditure and asset investment decisions.

#### **4. Progress since last Corporate Asset Strategy**

4.1 Key achievements that have been delivered include the following:-

##### **4.2 Property**

- Continued development of the Building Better Communities Programme. Prominent completions include:-
  - Refurbishment of Russell Institute, Paisley
  - Riverbrae ASN School, Linwood;

- Continue to deliver/develop the School Estates Management Plan (SEMP);
- Managing regeneration projects including the restoration of the Grand Fountain, Paisley;
- Delivery of the continued new ways of working environment within Renfrewshire House striving to rationalise the office estate and better utilisation of corporate offices;
- Continue to accommodate third party organisations within Renfrewshire House namely Renfrewshire Leisure (RL), Scotland Excel, Renfrewshire Integration Joint Board (RIJB) and more recently accommodating the Care Commission;
- Develop and implement Community Asset Transfer Policy Framework supporting the Scottish Governments objective of promoting community empowerment and public asset transfer.

#### **4.3 Open Space**

- Development of a Cemeteries, Parks and Play areas Strategic Plan to explore options for delivering a more effective and efficient services;

#### **4.4 Roads Infrastructure**

- Street lighting Strategy was implemented and this included replacing all lamps with LED to reduce power and maintenance costs;

#### **4.6 HRA Assets**

- Working in conjunction with Housing Association Partners, to deliver affordable housing throughout Renfrewshire;
- Progressing area regeneration projects in conjunction with partner organisations, including refurbishment of HRA assets;

### **5. Summary of key priorities between 2018 and 2021**

5.1 The key priorities over the coming 3 years for the 6 key areas are:-

#### **5.2 Property**

- Implement the Council's approved Capital Investment Programme, taking forward the provision of new facilities within Erskine (St John Bosco & Bargarran Primary School joint project) and new build St Paul's PS/Foxlea NS , Foxbar;

- Support strategic Council initiatives such as Glasgow & Clyde Valley City Deal;
- Continue to review and drive improvement in the performance of property assets to ensure they remain fit for service delivery;
- Support the implementation of the Paisley Heritage Asset Strategy;
- Continue to review medium to long term asset management opportunities with Community Partners and third party organisations;
- Ensure Community Asset Transfer framework reflects legislative changes brought about through enactment of the Community Empowerment (Scotland) Act 2015.

### **5.3 Open Space**

- Improve the condition of the Council's parks and cemeteries and
- Ensuring sufficient space is available to meet medium to long term demands on cemeteries;

### **5.4 Roads Infrastructure**

- Roads Asset Management Plan currently being prepared which considers the network condition surveys.

### **5.5 Fleet**

- Vehicle Replacement Strategy invests approximately £1.5 million per year replacing and updating the fleet;
- Continued maintenance of circa 434 owned vehicles and trailers including both light and heavy fleet;
- Number of vehicles owned / leased varies during on the year depending on operational requirements;

### **5.6 HRA Assets**

- Housing Capital Investment Programme for 2017/18 and 2019/20 including planned regeneration and new build programme;
- £36.9m allocated to improvements to existing housing stock.

### **5.7 Information Communication Technology**

- Continued development of ICT Strategy which provides a rolling development programme, providing robust ICT systems;
- Moving the Council's data centres to an external provider.

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## **Implications of the Report**

1. **Financial** – The Strategy will assist and inform the development of the Council's capital and revenue strategies and plans.
2. **HR & Organisational Development** – A long term approach to strategic asset management planning will assist in identifying and developing skills and capacities that will be required in their management.
3. **Legal** - none
4. **Property/Assets** – as outlined within the strategy document.
5. **Information Technology** – as outlined within the strategy document
6. **Equality & Human Rights** -
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
7. **Health & Safety** - None
8. **Procurement** - None
9. **Risk** – The strategy will ensure that significant risks are identified, necessary management action properly debated and appropriate arrangements to remove, reduce or manage risks are taken. Key risks addressed, directly or indirectly, will include risks of major failure and compliance with statutory requirements, including health and safety.
10. **Privacy Impact** - None
- 11.. **Cosla Policy Position** - None

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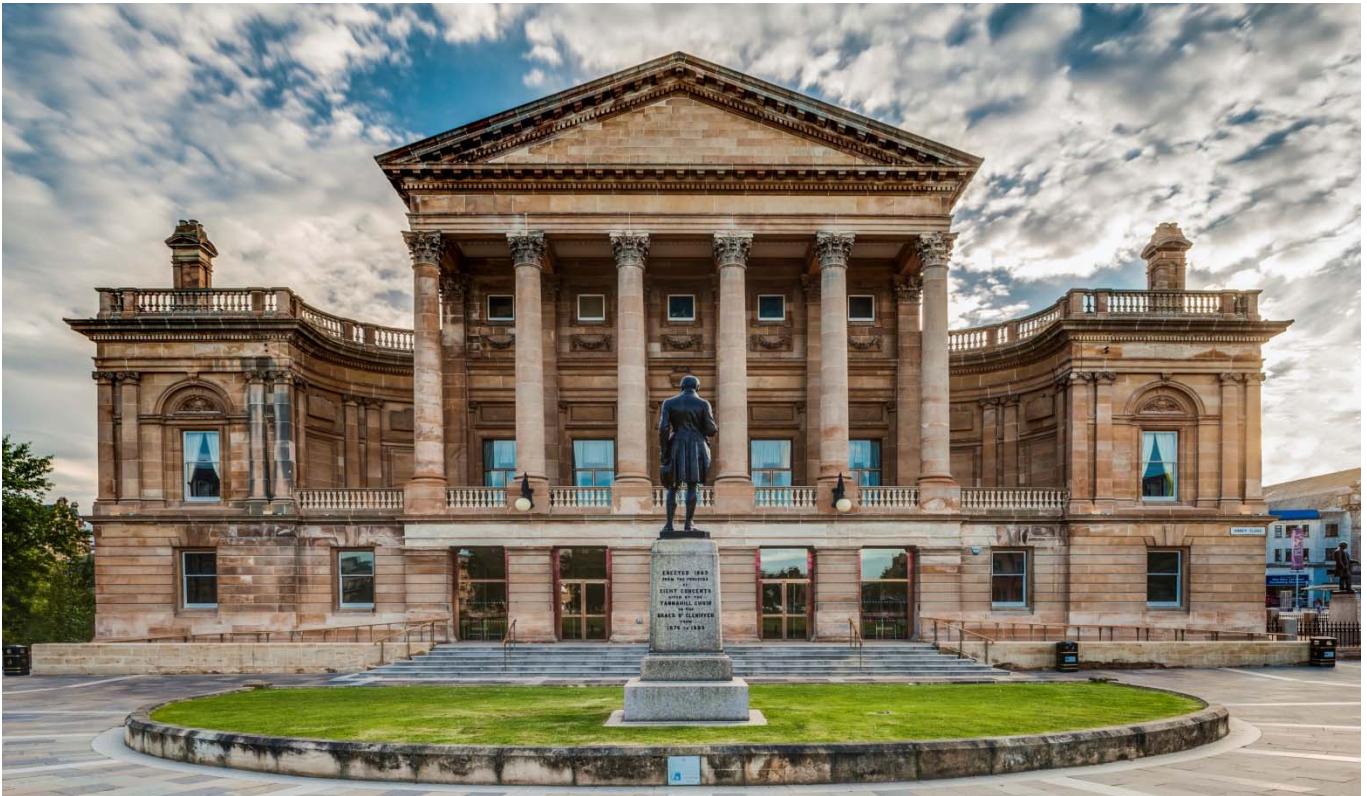
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**RENFREWSHIRE COUNCIL  
CORPORATE ASSET STRATEGY  
2018 - 2021**



# The Strategic Context

The 2018 – 2021 Corporate Asset Strategy (CAS) is a strategic document which sets out Renfrewshire Council's continued approach to Asset Management and provides a broad, long term plan for assets to support the Council's goals and objectives. The Corporate Asset Strategy outlines links to the priorities of the Renfrewshire Council Plan 2017 – 2022, the Council's financial strategies, and *Our Renfrewshire*, which is the community plan for Renfrewshire 2017-27 and also the Local Outcome Improvement Plan (LOIP). The community plan sets out the four priorities for Renfrewshire 2017-27 as:

*Our Renfrewshire is thriving;*  
*Our Renfrewshire is well;*  
*Our Renfrewshire is fair;*  
*Our Renfrewshire is safe;*

The place dimension of the Community Plan/Local Outcome Improvement Plan will be developed through a series of Locality Plans, which will focus on developments within local communities.

## Our Vision for Renfrewshire

*“Working together for a thriving and connected Renfrewshire creating opportunities for all”*

## Key Themes

The Council Plan 2017 – 2022 whilst high level, sets out how the Council will work with Community Partners, communities and businesses to progress 5 key outcomes:-

- *Reshaping our place, our economy and our future;*
- *Building strong, safe and resilient communities;*
- *Tackling inequality, ensuring opportunities for all;*
- *Creating a sustainable Renfrewshire for all to enjoy;*
- *Working together to improve outcomes*

## Corporate Asset Management

All assets are owned corporately by the Council and their management will be co-ordinated across the organisation to maximise the benefits for Renfrewshire as well as to support the achievement of the vision for the area and the Council's key objectives.

# Introduction

## Key Drivers

The demand for and supply of public services in Renfrewshire are key drivers for strengthening the Council's corporate management of its existing assets:

### Drivers for Change in the Demand for Public Services

- changing public needs and priorities with changing demography, e.g. reducing population and school roles, ageing population;
- increasing public expectations as to quality and ease of access to joined-up public services;
- The Community Empowerment and Renewal (Scotland) Bill in 2015.

### Drivers for Change in the Provision of Public Services

- increasing budget pressures (capital and revenue);
- the need to adopt new, more efficient, effective and economic ways of re-engineering how services are provided – e.g. home and flexible working;
- the opportunity and need to embrace joint and partnership working.

## Corporate Asset Management

In accordance with the CIPFA "Guide to Asset Management and Capital Planning in Local Authorities" Renfrewshire Council has classified its assets under the following six categories:

- *Property (including historic assets such as monuments, the Grand Fountain);*
- *Open Space (including parks, play areas, civic spaces etc);*
- *Roads Infrastructure;*
- *Fleet;*
- *HRA Assets;*
- *Information Communication Technology (ICT);*

Services have prepared plans which outline their priorities and outcomes for service delivery known as Service Improvement Plans (SIP). These strategic plans also provide the framework for driving best value and continuous improvement in the management and performance of assets that are required to support current and future service delivery.

The Corporate Asset Strategy (CAS) does not restate the detail of the individual plans but provides a long term broad plan for our assets to support our corporate goals and objectives and provide a framework for the key actions we will take to achieve our targeted outcomes. Diagram 1, below outlines the strategic context for the CAS.

Effective asset management ensures that assets are administered in the best way to meet the needs of the organisation and the delivery of its corporate goals and objectives. Forward planning for assets is vital to secure the best value for money:

- *time is needed to formulate the Council's needs for assets and translate those into sound proposals;*
- *it takes time to procure and deliver change in assets;*
- *upkeep of assets can involve highly variable levels of expenditure that need to be forward planned;*
- *Assets are expensive to provide and need to be used for the maximum time appropriate.*

Nationally and internationally, asset management disciplines increasingly form a core part of effective strategic management of large organisations.

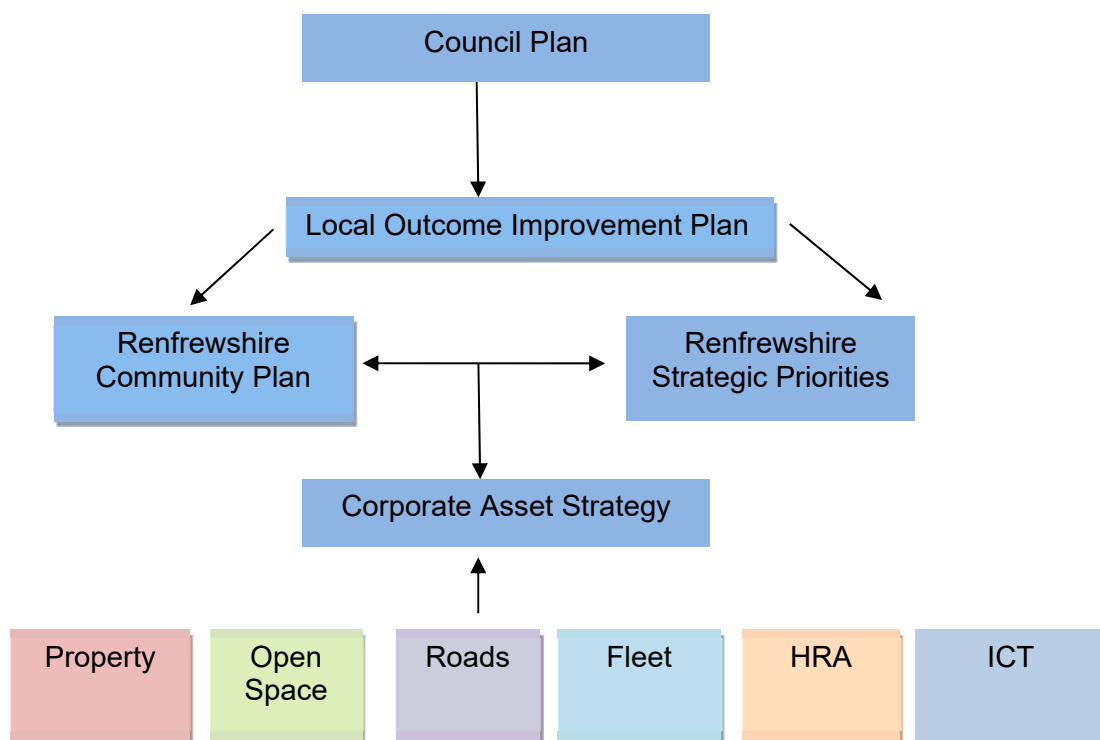
In the Scottish local government context:

- The Local Government in Scotland Act 2003, places a responsibility on local authorities to secure Best Value in all they do. This has direct implications for asset management;
- “The Prudential Code for Capital Finance in Local Authorities” makes specific reference to the necessity for an Asset Plan as a means of ensuring that local authorities properly assess their existing assets against their corporate and service objectives and develop strategic plans for their medium / long term management and development, matched against financial strategies; and
- Asset plans are also essential to support partnership working.

The Council’s Corporate Asset Strategy (CAS) sets the overall framework for strategies for the management of all Council assets. It is therefore high level and “generic” in its form and content.

The governance and monitoring for all asset classes recognises the best practice framework prepared by Audit Scotland (i.e. Best Value 2 toolkit) and aims to strengthen the Council’s overall management and stewardship of all corporate assets.

**Diagram 1**



# Corporate Asset Strategy

Renfrewshire Council is committed to good asset management that sets or at least matches best practice in councils.

## Corporate Asset Management Vision

Our assets provide best value for money and excel in meeting the needs of the Council and the delivery of its services to the citizens and businesses of Renfrewshire.

## Corporate Asset Management Aim

Our aim is to manage our assets in a balanced manner which takes cognizance of the Council's service needs and of the upkeep of our assets, ensuring their optimum use over the long term.

## Corporate Asset Management Objectives

1. *Retain or acquire assets that are necessary and appropriate to our needs;*
2. *Maximise utilisation of the corporate estate;*
3. *Match fitness for purpose with our needs;*
4. *Optimise value for money in investment;*
5. *Improve the condition of our assets through continued lifecycle management;*
6. *Improve environmental sustainability outcomes and,*
7. *Comply with all statutory requirements.*

## How the Council will deliver the Corporate Asset Strategy

1. We will continue to develop and apply long term strategic planning processes for asset management which are integrated with strategic management at both corporate and service levels;
2. We will work jointly wherever possible to secure best value in the acquisition, use and management of resources, both within the Council and with our community partners;
3. We will strengthen the governance arrangements for the management of our assets to provide clear leadership and drive for efficiencies, effectiveness and economy through clear accountability;
4. We will clarify roles and responsibilities for all involved in the management of assets and provide appropriate support and training;
5. We will strengthen and develop performance management for all our assets, playing a full part in benchmarking and similar groups appropriate to our assets;
6. We will keep corporate assets and their performance under review and report regularly to enable the Council to develop and apply a properly balanced long term strategic approach to the management of our assets;
7. We will provide the necessary skills, competencies and capacities to undertake good asset management through the development of necessary resources within the organisation and by external commissions where that provides better value for money.

# Corporate Asset Management - Governance

Table 1.1 below represents the Council's governance arrangements for driving and embedding corporate asset management through the organisation:

- the Council provides the corporate framework, direction and overview;
- the Policy Boards have specific functions and areas of responsibility;
- The Corporate Management Team ensures officer co-ordination on corporate asset management and support to the Council and its Policy Boards at chief officer and senior management levels.

Table 1.1

Council					
Community Plan, Corporate Plan, Financial Strategy & Budgets					
Leadership Board provides strategic leadership for the Council and ensures consistency across the Council's policy objectives and can call in decisions by other boards in circumstances where the Leadership Board considers that the matter requires to be reconsidered.					
Finance, Resources and Customer Services Policy Board	Audit, Risk and Scrutiny Board	Communities, Housing & Planning Policy Board	Cross Party Sounding Board	Education & Children's Services Policy Board	Infrastructure, Land and Environment Policy Board
Delivery of services, supported by Service Improvement Plans, Asset and other resources, plans and management & monitoring of budgets and capital projects and programmes.					
Corporate Asset & Facilities Management Civic Functions Customer & Business Services HR & Organisational Development ICT Risk Registers Procurement Renfrewshire Licensing Forum RVJB Scotland Excel Trading Operations Better Council Change Programme Building Services	Audit Committee  Corporate Governance  Risk Management  Monitoring & Reviewing Service Delivery Performance  Policies & Practices  Community Leadership through monitoring of other public bodies  Standards & Ethics	Housing  Civil Contingencies  Community Learning & Development  Community Justice  Criminal Justice Social Work  Community Councils  Community Safety & Public Protection  Development Management  Development Planning  Consideration of Strategic Development Plan  Clyde Muirshiel Park Authority	Sounding Board & Discussion Forum with no decision making powers  Provides an opportunity to discuss matters  of common interest or of council wide relevance  Cross party discussion on non-partisan / non-political issues	Education  Early Years  Children & Families Social Work  Social Work  Community Learning & Development	Community Empowerment Act  Environmental Issues  Water & Sewerage  Waste Management  Flood Prevention  Roads & Transportation  Fleet & Infrastructure  Sustainability  Parks & Cemeteries  Clyde Valley Waste Initiative  Strathclyde Partnership for Transport  Open Space

# Corporate Asset Management - Roles

The Convener of the Finance, Resources & Customer Services Policy Board is the Member within the Council for championing corporate asset management in general and in respect of property. The role focuses on ensuring the Council develops and is committed to a strategic framework for the management of its assets, taking a long term view.

Conveners of other Policy Boards, listed, act as Members within the Council for championing strategic asset management in respect of particular classifications of assets within the remit of their respective Boards.

Table 1.2

Board	Convener
Finance, Resources and Customer Services Policy Board	Councillor John Shaw
Audit, Risk and Scrutiny Board	Councillor Bill Binks
Communities, Housing & Planning Policy Board	Councillor Marie McGurk
Cross Party Sounding Board	Councillor Iain Nicolson
Education & Children's Services Policy Board	Councillor Jim Paterson
Infrastructure, Land and Environment Policy Board	Councillor Cathy McEwan

## Better Council Change Programme

The organisation has a strong track record of innovation and embracing new approaches to service delivery. Since 2011/12, the Council has managed a total of £117 million of savings and cost pressures. The Better Council Change Programme has been an important element of the Council's approach to transformation and supporting longer term financial sustainability.

Whilst we have already delivered very significant savings in the last few years and have started to transform our services, more work needs to be done to transform the council and change how we do business, embracing new ways of working to become more sustainable and deliver on the outcomes and priorities of our Council Plan 2017-2022. To enable this the programme will focus on four key themes including; Commercialisation, Customer Experience & Digital, New Delivery Models and Optimising the use of our assets

### Property Services and Facilities Management

Under the BCCP, the Council revised the corporate landlord operating model relating to building management and maintenance and adopted an integrated approach for Facilities Management Hard & Soft services (FM). The Director of Environment and Communities now has responsibility for all FM services.

**Integrated Hard and Soft FM service.** Key Functions include:-

- Janitorial and Cleaning;
- Catering;
- School Crossing Patrollers;
- Building Repairs Maintenance and Compliance;
- PPP Contract Management;
- Building Services.

The Director of Finance and Resources assumed responsibility for Property Services (Asset & Estates, Energy Management and Technical Services). The responsibilities can be summarised as follows: -

**Estates and Energy Management** continue to provide a Strategic Asset Management Service. Key functions include:-

- Property Asset Register;
- Disposals, Acquisitions and Leases;
- Valuations and Estates Management functions
- GIS plans and land information;
- Carbon Management Plan and Carbon Reduction;
- Community Empowerment Act;
- Capital Planning.

**The Technical Unit** retain responsibility for delivering the Capital Programme and other commissioned works. Key Functions include:-

- Architectural and Design Services;
- Cost Management;
- Project Management;
- Engineering Support;
- Specialist Services.

## **Renfrewshire Leisure (RL)**

Renfrewshire Leisure manages the majority of the cultural facilities, sports facilities, community facilities, bowling clubs (including pavilions) and services.

RL have their own Board and Governance structure whereby matters relating to sports and Leisure, community centres, town halls, bowling clubs, libraries, museums, outdoor pitches and Barshaw Golf Course report to.

It is important to note that many of the matters which the RL Board may consider may also be referred to one of the six Council Boards as outlined within table 1.1.

The Council currently provides a range of support services to RL and will continue to do so through Service Level Agreements (SLA's).

*\* The following pitches will remain with the Council and continue to be maintained as open space by Environment & Communities:*

<i>Bridge of Weir:</i>	<i>Houston Road Playing Fields</i>	<i>Kilbarchan:</i>	<i>Kilbarchan Public Park</i>
	<i>Moss Road Public Park</i>	<i>Linwood:</i>	<i>Perimeter Road Park</i>
<i>Houston:</i>	<i>Ardgryffe Public Park</i>	<i>Paisley:</i>	<i>Montgomery Avenue, Gallowhill</i>
<i>Howwood:</i>	<i>Howwood Public Park</i>	<i>Elderslie:</i>	<i>Elderslie Playing Fields</i>

## **Renfrewshire Integration Joint Board (RIJB)**

Renfrewshire Council and NHS Greater Glasgow & Clyde (NHSGGC) collectively own, lease and utilise a significant amount of property across Renfrewshire where health & social care functions are carried out.

Following the establishment of the Renfrewshire Integration Joint Board (RIJB) and the Health & Social Care Partnership (HSCP), there was an opportunity to review the approach taken to strategic planning and utilisation of the estate available to the Partnership, to support the aims of integration and the delivery of effective, efficient health & social care services in Renfrewshire.

The key objectives, in relation to a property strategy are:-

- *To gain best value from the use of property;*
- *To ensure that health & social care services are provided in and from fit for purpose modern buildings;*
- *To enhance provision of health & social care services within the local communities;*
- *To rationalise our estate, where appropriate, in order to reinvest savings into frontline services;*
- *Maximise opportunities to co-locate HSCP staff to ensure benefits of integration are realised.*

The Property Strategy of the RIJB does not sit in isolation and is linked closely to both the Council's Corporate Asset Strategy (CAS) and NHS Greater Glasgow and Clyde's Property and Asset Management Strategy (PAMS).

NHS Greater Glasgow & Clyde (NHSGGC) and Renfrewshire Council collectively own, lease or otherwise utilise a significant amount of property across Renfrewshire where health and social care functions are carried out.

## Capital Investment Programme

The Capital Investment Programme for 2018/19 – 2020/21 was approved by Council on 2 March 2018 and details the planned capital investment for non-housing services. The resources available to support investment include prudential borrowing and capital grants, as well as contributions from revenue, partners and external funding bodies.

The approved capital programme primarily relates to major investment in Heritage Venues and Town Centre Infrastructure along with the continuation of the City Deal projects, investment in schools estate and lifecycle maintenance programmes.

Table1.3

Project Title	Programme 2018/19 (£000s)	Programme 2019/20 (£000s)	Programme 2020/21 (£000s)
<b>Major Programmes</b>			
Schools Estate Programme	10,263	2,034	400
Grass Pitches & Changing Facilities	1,330	7	0
Green Spaces & Parks	1,000	0	0
Transformation & ICT*	2,400	400	400
Private Sector Housing Programme	1,320	1,865	0
City Deal Projects	17,439	54,464	37,076
Investment in Heritage Venues & Town Centre Infrastructure	11,789	33,817	44,278
Townscape Heritage/CARS 2	1,255	1,529	976
Community Empowerment Fund	1,000	0	0
<b>Asset Lifecycle Maintenance Programmes</b>			
Vehicle Replacement	1,500	0	0
Roads & Footpaths**	7,239	449	400
Bridges	500	0	0
Lighting Columns	250	0	0
Buildings Capital Lifecycle	6,111	3,287	1,000
<b>Total Programme</b>	<b>63,396</b>	<b>97,852</b>	<b>84,530</b>

\* Includes commitment of additional £1.5m for digital infrastructure approved by Council on 2 March 2018.

\*\* Includes commitment of additional £4.0m for investment in roads and infrastructure approved by Council on 2 March 2018.

# The Council's Corporate Assets

Table 1.4

Asset Classification	Summary Statistics					
Property Portfolio	No of Property Assets	Gross Internal Floor Area (sqm)	Capital Asset Value <sup>1</sup>	Comments		
Children’s Services - Schools	75	255,849	£298,535,846	75 establishments (including PPP schools) covering 97 service areas: 11 Secondary, 47 Primary, 15 ELCC / Pre Five Centres and 2 ASN schools.		
Children’s Services - Non Schools	6	2,418	£3,443,000	Including Children’s Houses, Resource Centres (and Supported Accommodation)		
Health & Social Care Partnership (HSCP)	21	24,083	£29,146,000	Includes Day Centres, Older People’s Residential homes, Resource Centres and ancillary accommodation (e.g. workshop, Supported Accommodation)		
Office Accommodation	15	19,645	£22,750,000	Key corporate offices and service based office accommodation (includes secondary locations and offices in retail premises etc).		
Depots & Workshops	6	12,723	£1,646,220	Includes 2 main Depots and general workshop accommodation.		
Renfrewshire Leisure	68	63,882	£103,981,463	Includes existing wet and dry sports facilities held by Renfrewshire Leisure and assets transferred to RLL (e.g. Town Halls, Arts Centre, Museum, Observatory, Libraries, Pavilions, Community Centres and Bowling Clubs		
Other Operational	239	15,461	£13,062,421	Miscellaneous operational assets (e.g. Cemeteries, Recycling Centres, Janitors Houses, Stores etc).		
Sub Total:	429	397,060	£475,319,950			
Commercial Portfolio (Land & Buildings)	357		£15,698,700	Description	No’	Capital Asset Value
				Industrial	57	£1,699,500
				Shops	173	£6,093,400
				Offices	9	£1,862,400
				Miscellaneous*	118	6,043,400
				Sub Total	357	£15,698,700
				* Car parks, ground leases, agricultural lets etc.		
Surplus Property (Land & Buildings)	135		£22,749,079	Description	No’	Capital Asset Value
				Former Public Toilets	2	£8,400
				Land infill sites (disused)	7	£0
				Police Post	1	£0
				Office	1	£200,000
				Community Museum	1	£100,000
				Sites	112	£22,130,179
				Residential - dwelling	5	£78,500
				Residential - Lodge House	1	£48,000
				Shop	4	£54,000
				Recycling Centre	1	£52,000
				Sub Total	135	£22,671,079

<sup>1</sup> Capital Asset Values are as included in the Council's Accounts for 1<sup>st</sup> March 2018

Grand Total:	708		39,693,355			
Property Asset Classification	No of Property Assets'	Gross Internal Floor Area (sqm)	Capital Asset Value	Comments		
Summary of Common Good Assets	37		£9,951,750	Description	No'	Capital Asset Value
				Paisley: Ground Leases	1	£230,000
				Playing Fields	1	£711,000
				Renfrew: Allotments	1	£136,000
				Car Parks	2	£411,000
				Fishing Rights	1	£0
				Leisure Centre	1	£3,917,000
				Monument	1	£0
				Office (suites)	1	£86,000
				Passage rights	5	£0
				Police Office	1	£100,000
				Shop	1	£95,700
				Ground Leases	17	£287,000
				Sub-station	1	£0
				Swimming pool	1	£366,000
				Town Hall	1	£3,612,000
				<b>Total</b>	<b>36</b>	<b>£9,951,700</b>

**Non housing operational property revenue costs 2016/17:** circa £23.39m

(includes rent, insurance, rates, water, energy, cleaning, security, repairs / maintenance)

**Estimated backlog maintenance of operational property assets:** circa £45.88m over 5 years

(\*based on building condition survey information and adjusted for the remainder of the property estate)

There has been significant investment to improve the asset base in recent years through The Schools Estate Management Strategy, Transforming Renfrewshire and Building Better Communities programmes, which have delivered modernisation of the Council's school, leisure and cultural estate together with the remodelling of Renfrewshire House to accommodate Community Partner organisations and the New Ways of Working initiative.

The empowerment of local communities is a key strand of the Council's Community Plan. A Community Asset Transfer Policy framework has been developed to support this process which reflects the legislative changes brought about through the enactment of the Community Empowerment and Renewal (Scotland) Bill in 2015.

Asset Classification	Summary Statistics
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Open Space				<p>Revenue running costs circa £6.11m pa for grounds maintenance work, which includes grass cutting, maintenance of open spaces, parks, playing fields, golf course, cemeteries and play areas.</p> <p>Significant investment and repairs are required within these assets.</p> <p>Capital investment is required to improve the condition of the Council's Parks and Cemeteries (walls, roads, paths, and other structures). Some play areas have received investment in recent years through the £2.25 million parks development. A key issue will be ensuring that sufficient space is available to meet medium to long term demands on cemeteries. Delivering the future requirements will be dependent on the levels of funding available to the Council.</p>
	Description	No'	Capital Asset Value	
	Public parks	42 no.		
	Country park	3 no.		
	Local nature reserves	2 no.		
	Golf course	1 no.		
	Play areas	92 no.		
	Cemeteries	9 no.		
	Churchyards	11 no.		

Asset Classification	Summary Statistics
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<b>Roads Infrastructure</b>		
	<b>Description</b>	<b>Capital Asset Value</b>
	Roads	845 km £944,694,000
	Footways	2,030 km £69,194,000
	Bridges & Structures	300 no. bridges 837 no. retaining walls £268,183,000
	Street Lighting	31,640 no columns £46,402,000
	Signs and street furniture	11,858 no. signs £7,627,000
	Traffic Signals	92 no. Junctions 90 no. Pedestrian 29 zebra crossings £18,943,000
	Car Parks	35 no. car parks 187 no. metres £5,308,000
	Drainage & Gullies	29,738 gullies and various pipe systems £15,183,000
	<b>Total</b>	<b>£1,375,534</b>
<p>The stand still capital budget for roads maintenance is approximately £3m per annum, with an additional £4m approved for 2018/19. Additional capital to recover road condition has been awarded every year in the capital programme since 2010/11. A backlog of maintenance still exists however and this is being quantified in an updated Roads Asset Management Plan, currently in preparation, which considers the latest network condition surveys. A street lighting strategy involving the replacement of sodium lamps with LED lamps throughout Renfrewshire is substantially complete and is delivering reduced energy and maintenance costs.</p>		

Asset Classification	Summary Statistics
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<b>Fleet</b>	<b>Description</b>	<b>Capital Asset Value</b>
	Number of Vehicles	434 owned vehicles and trailers. £15,570,000
<p>The transport fleet is generally in good condition. The Council has a vehicle replacement strategy and invests around £1.5 million each year in replacing and updating the fleet. The number of vehicles owned and leased by the Council varies during the year based on operational requirements. Of the £4.18m total running costs for the fleet, £2.57m is spent directly on maintenance through the Council's in house garage and £1.6m on fuel.</p>		

Asset Classification	Summary Statistics
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<b>HRA Assets</b>	Description		Capital Asset Value
	Council Housing Stock	12,220 no.	£487,600 ,000
	<p>Housing Capital Investment Plan approved programme for 2018/2019 to 2020/21 is £53.90m including planned regeneration and new build programmes. £30.7m is allocated to improvements to existing housing stock, including works to ensure the stock continues to be maintained at the Scottish Housing Quality Standards (SHQS) as well as addressing the energy efficiency requirements set out in the Energy Efficient Standard for Social Housing (EESH), the first milestone of which is to be achieved by December 2020.</p>		

Asset Classification	Summary Statistics
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<b>Information Communication Technology</b>	Description		Capital Asset Value
	Desktop PCs	7,127	
	Laptops	4,565	
	Ipads	1,951	
	Servers	395	
	Storage Area Network	1	
	Switches	833	
	Routers	176	
	ICT Software	200	
	Total value per fixed asset register as at 31/03/17		£4.78m
	<p>Note: during 2018 the Council's data centres will move to an external provider. As such the SAN; most of the services and some switches and routers will be removed from the above list.</p> <p>The ICT Strategy provides a rolling development programme to support the range of Council change initiatives, including Better Council programme and provide robust ICT systems, effective information management and streamline services to customers.</p>		

# Corporate Assets – Key Strategic Actions

Table 1.5

Strategic Classification	Key Strategic Action Areas	Action owner	Timeframe
Property Corporate Framework	1. Ensure governance and monitoring procedures are implemented for all asset classes reflecting Audit Scotland guidance.	CMT	Annual
Corporate Framework	2. Develop a Corporate Asset Strategy (CAS) for the management of the Council's asset classes.	Director of Finance & Resources / All Services	June 2021
Corporate Framework	3. Develop a Corporate Asset Strategy for the management of the Council's non-housing assets. (office accommodation strategy and utilisation / desk ratios for sharing space)	Director of Finance & Resources / All Services	December 2018
Corporate Framework	4. Develop the corporate approach to property maintenance having regard to the new integrated hard and soft FM approach. Medium / long term focus on life cycle maintenance of core assets.	Director of Environment & Communities	Annual
Corporate Framework	5. Review framework for facilities management functions (e.g. gas, electrical, fire risk) to ensure compliance and secure continuous improvement in the value for money the Council achieves in capital investment.	Director of Environment & Communities	Annual
Corporate Framework	6. Support the implementation of the Paisley Heritage Asset Strategy to support the strategic use of Council property assets and / or key purchases to facilitate regeneration of Paisley Town Centre.	Director of Finance & Resources / Head of Property	Ongoing
Corporate Framework	7. Continue to review medium to long term asset management opportunities with Community partners.	Director of Finance & Resources / Head of Property	Ongoing
Energy Management	8. Improve sustainability and energy management in the development and use of property. Continue to implement the Carbon Management Plan.	Director of Finance & Resources / Head of Property	2018 and ongoing
Energy Management	9. Implement the revised Fuel Poverty Strategy	Director of Finance & Resources / Head of Property	2018 and ongoing
Common Good	10. Review property held as Common Good to ensure the Council maximises its performance for the benefit of Renfrew and Paisley and in accordance with its fiduciary duties.	Director of Finance & Resources / Head of Property	Ongoing
Community Facilities	11. Ensure the Community Asset Transfer framework reflects any legislative changes brought about through enactment of the Community Empowerment (Scotland) Bill in 2015.	Director of Finance & Resources / Head of Property	Ongoing
Capital Investment Programme	12. Implement the Council's approved capital investment programme, taking forward the provision of new and refurbished facilities i.e. Russell Institute and 22 High Street, Paisley. There will be a new shared site for Bargarran Primary School and St John Bosco's, new Foxlea & Spateson ELCC. Refurbishing St Anthony's Primary School.	Director of Finance & Resources / Head of Property / Director of Children's Services	Ongoing

Strategic Classification	Key Strategic Action Areas	Action owner	Timeframe
Schools	13. Complete public consultation and begin implementation of the of the Schools Estate Management Plan (SEMP).	Director of Finance & Resources / Head of Property / Director of Children's Services	Ongoing
Leisure Facilities	14. Implement the new Sports Development Strategy to support improved use of sports facilities - playing fields, pitches and pavilions	Director of Renfrewshire Leisure	Ongoing
Local Development Plan	15. Implement Spatial Strategy of current Local Development Plan, develop and adopt new LDP 2.	Director of Development and Housing Services / Head of Planning & Housing Services	2019
Waste Treatment	22. Progress the Clyde Valley Shared Service Residual Waste Project to ensure compliance with the landfill ban to be introduced in January 2020 and to contribute to the National Zero Waste targets. The project will be commissioned by East Dunbartonshire, East Renfrewshire, North Ayrshire, North Lanarkshire and Renfrewshire Councils mid to end 2019 and be fully operational by December 2019.	Director of Environment & Communities	2015-19
Property Corporate Framework	23. Implement the Clyde Muirshiel Regional Park Strategy and associated Asset Plans in relation to land and property assets.	Director of Development and Housing Services / Head of Planning & Housing Services	2020

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Open Space	1. Prepare and implement Green Infrastructure Strategy in support of the new Renfrewshire Local Development Plan.	Head of Planning & Housing Services in conjunction with Environment & Communities	2019
	2. Development of a new Cemeteries, Parks and Play Areas strategy. The review will explore options for delivering more effective and efficient services, including community empowerment, and provide a recommendation for the areas covered. Delivering the future requirements from Cemeteries, Parks and Play Areas strategy will be dependent on the levels of funding available to the Council.	Director of Environment & Communities	March 2020
	3. Implementation of the Contaminated Land strategy ensuring alignment with wider Council aims and objectives. Support for remediation at ROF Bishopton.	Director of Environment & Communities	Ongoing through 2018 - 2021
	4. Review the Council's policy concerning Allotments to ensure alignment with legislative changes brought about by enactment of part 9 of the Community Empowerment Act 2015	Director Finance & Resources / Director of Development and Housing Services / Planning, Policy & Strategy	2018
	5. Implement the Core Path Plan and Access Strategy with key partners to deliver improvements to the green network.	Director of Development and Housing Services / Planning, Policy & Strategy	Ongoing
	6. Implement the Parks Strategy including the delivery of the Masterplans for Barshaw Park and Robertson Park and development of funding bids for future investment. Deliver small scale capital works in five neighbourhood parks throughout Renfrewshire.	Director of Environment & Communities / Director of Development and Housing Services (Regeneration)	2019

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
<b>Roads Infrastructure</b>	1. Maintain and develop the Corporate Roads Network Asset Management Information System.	Director of Environment & Communities	Continuous development of system.
<i>Asset Management Framework</i>	2. Continue the development of Roads Network Asset Management Plans and support to Service Improvement Plans.	Director of Environment & Communities	Continual updating with annual review
	3. Continue to monitor performance measurement, benchmarking and reporting. Statutory PIs established at present, benchmarking with “family groups” on going.	Director of Environment & Communities	2018 / 2021
<i>Maintenance Strategy</i>	4. Develop the Roads Maintenance Strategy adopting an asset management approach for the prioritisation of investment in roads and footpaths.	Director of Environment & Communities	Annual review to review alignment with Codes of Practice.
	5. Deliver the capital investment plans for the maintenance of roads, footpaths and lighting infrastructure	Director of Environment & Communities	2018/2021
	6. Further develop an investment strategy for street lighting (incorporating European legislation) to reduce power consumption and lighting column maintenance	Director of Environment & Communities	2018/19
<i>Transport Strategies</i>	7. Implement and monitor National and Regional Transport and Planning Strategies, including liaison with SPT.	Director of Environment & Communities	Continuous review of outputs
	8. Work in partnership with Transport Scotland to develop and implement a strategy for Transport activities within Renfrewshire	Director of Environment & Communities	2018/2021
<i>Flood Management</i>	9. Work with partner organisations (Scottish Water, SEPA) to deliver the requirements of the Flood Risk Management Act.	Director of Environment & Communities	Annual

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Fleet	1. Deliver the annual vehicle replacement programme. A vehicle replacement strategy is in place and the Council invests £1.5 million per annum to support the strategy. The annual vehicle replacement programme improves front line service continuity by maintaining high levels of vehicle availability to Euro 6 emission level for Heavy Fleet and low emission/Electric vehicles for light fleet. Fleet includes 28 electric vehicles. The investment also helps mitigate against increased revenue pressures arising from additional maintenance and temporary hire costs due to increased vehicle failure rates.	Director of Environment & Communities	2018/2021

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
HRA Assets	<b>Dwellings</b>		
	1. Deliver the Housing Capital Investment Plan 2018/19 – 2020/21 including planned investment programmes to ensure housing stock is maintained at the Scottish Housing Quality Standard (SHQS) and meets the Energy Efficiency Standard for Social Housing (EESH).	Director of Development & Housing Services / Head of Planning & Housing	Ongoing
	2. Implement the Local Housing Strategy 2016 – 2021 with key partners, incorporating the strategic housing investment plan (SHIP) programme to deliver new affordable housing to meet identified needs.	Director of Development & Housing Services / Head of Planning & Housing	LHS approved January 2017. SHIP approved November 2017.
	3. Continue and complete the regeneration of Council housing estates in partnership with Scottish Government and Housing Associations.	Director of Development & Housing Services / Head of Planning & Housing	Continuing within framework of SHIP- see point 2 above.
	4. Review the HRA stock portfolio and develop a revised Housing Asset Management Strategy.	Director of Development & Housing Services / Head of Planning & Housing	Ongoing
	5. Deliver Energy Efficiency Standard for Social Housing (EESH)	Director of Development & Housing Services / Head of Planning & Housing	Ongoing
HRA Assets	<b>Commercial Assets</b>		
	1. Review the HRA portfolio to establish the current financial performance and determine policy for future retention, development and improvement of use.	Director of Development & Housing Services / Director of Finance & Resources	Ongoing

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Information Communication Technology	1. Implement the ICT Strategy 2017 – 2020 to support transformational change.	Director of Finance & Resources / Head of ICT	April 2017 – March 2020
	2. Continue to review the approach to the provision of ICT assets to ensure that best value is derived from the arrangements.	Director of Finance & Resources / Head of ICT	April 2017 – March 2020

# Appendix 1: Associated Strategies / Action Plans

1. Council Plan 2017 - 2022
2. Community Plan 2013 - 2023
3. Local Outcome Improvement Plan (LOIP)
4. Guide to Asset Management & Capital Planning in Local Authorities (CIPFA)
5. Renfrewshire Strategic Economic Framework 2016 – 2018
6. Paisley Town Centre Action Plan 2016 – 2026
7. School Estate Management Plan (SEMP)
8. Service Improvement Plans (SIP)
9. Renfrewshire Workforce Plan 2017 – 2020
10. Clyde Muirshiel Regional Park, Park Strategy 2016 - 2021
11. Renfrewshire Joint Integration Draft Property Strategy
12. Carbon Management Plan 2014 – 2020
13. Capital Investment Programme for 2018/19 – 2020/21
14. Housing Capital Investment Plan 2018/19 – 2020/21
15. ICT Strategy
16. Sports Pitches and Pavilions Strategy
17. Paisley West End Regeneration Masterplan
18. Paisley Heritage Asset Strategy 2014
19. Paisley N/GAIA South Masterplan
20. Parks Strategy – Barshaw Park Masterplan / Robertson Park Masterplan
21. Paisley Town Centre Public Realm Strategy
22. City Deal
23. Local Housing Strategy 2016 – 2021
24. Strategic Housing Investment Plan 2018/19 – 2022/23
25. Local Development Plan
26. Local Transport Strategy
27. Renfrewshire Cycling Strategy 2016 - 2025

## **Appendix 2 : Legislation**

1. Local Government in Scotland Act 2003
2. Community Empowerment & Renewal (Scotland) Act 2015