

# Report

Report to:	<b>Housing and Technical Resources Committee</b>
Date of Meeting:	<b>31 May 2023</b>
Report by:	<b>Executive Director (Housing and Technical Resources)</b>

Subject:	<b>Annual Update on the Property Asset Management Plan 2021 to 2025</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the outcomes of the Property Asset Management Plan 2021 to 2025 annual update, including the Local Government Benchmarking Framework (LGBF) Indicator outcomes for Property Condition and Suitability
- ◆ update Committee on the outcomes of the review into the extended model for Corporate Asset Management Plans
- ◆ advise Committee of the development of a new Energy Demand Reduction Plan to be incorporated into the Property Asset Management Plan 2021 to 2025

## 2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendations:-

- (1) that the 2022 update to the Property Asset Management Plan 2021 to 2025, including the updated Local Government Benchmarking Framework Indicators for Property Condition and Suitability, be noted;
- (2) that the outcomes of the review into the extended model for Corporate Asset Management Plans, be noted; and
- (3) that proposals to develop a new Energy Demand Reduction Plan within the Property Asset Management Plan 2021 to 2025, be noted.

## 3. Background

3.1. On 22 September 2010, the Executive Committee approved the implementation of an extended model for Corporate Asset Management to be implemented from 2011. This included developing Asset Management Plans (AMPs) across a number of service areas, in line with the Chartered Institute of Public Finance and Accountancy (CiPFA) guidance at that time.

3.2. The service areas from across the Council included within this approach were Property, Housing, Roads Infrastructure, Fleet and ICT with each being approved by and progress reported to the relevant Resource Committee. A Corporate AMP was also developed and reported through the Council's Corporate Management Team before publication. This summarises the content of the service AMPs, ensuring alignment with the Council's corporate objectives, in relation to appropriate asset management.

3.3. The current Property AMP 2021 to 2025 was approved at the Housing and Technical Resources Committee on 8 December 2021 and in line with CiPFA guidance, is subject to an annual update.

This is the twelfth version of the current format, aiming to support the Council's recognition of the importance of the good management of its assets to enable the delivery of high quality services. This includes managing a property portfolio which meets the Council's needs in terms of scale, condition, location and suitability. In addition, the portfolio should adhere to Corporate Standards, being in good condition, well maintained, well used and energy and cost efficient.

#### **4. 2022 Update to the Property AMP 2021 to 2025**

- 4.1. The current Property AMP is divided into 2 sections: direct operational property and the lease portfolio, for which a separate business plan has been prepared.
- 4.2. Operational Property
  - 4.2.1. The operational property portfolio comprises 355 establishments from which a Council service is delivered.
  - 4.2.2. Within the Property AMP, operational properties are assessed on Core Facts for Condition and Suitability, the outcome of which is detailed in Appendix 1.
  - 4.2.3. The 2022 update has been prepared in accordance with the latest guidance from the Scottish Government which aims to:-
    - ◆ strengthen the risk-based approach to condition surveys through a raised awareness of the importance of effective risk management as an integral part of the facilities management regime
    - ◆ ensure greater uniformity in the scope and methodology applied to each property to minimise variations in assessment methods and criteria
    - ◆ further improve the consistency and robustness of the reporting of the Suitability Core Fact and therefore increase confidence in the comparability of the ratings within and among local authorities across Scotland
  - 4.2.4. The outcome of the assessment demonstrates continued progress towards establishing a core estate through property rationalisation and investment. Despite the current financial climate and reduced funding to Scottish Local Authorities, the figures show that, through programmes of Prioritised Capital Investment and Planned Preventative Maintenance, performance to date remains positive.

The centralisation of property budgets and services enables the prioritisation of investment and ensures that it is directed in line with corporate priorities. It is recognised, however, that the restrictions in budgets, building and energy costs and climate change to targets mean that sustaining the current property estate is becoming more challenging. Property Services continues to engage with all Council Resources and public sector partners during 2022/2023 and 2023/2024, regarding service requirements.

#### **4.3. Estates Portfolio**

- 4.3.1. On behalf of the Council, Property Services also manages a tenanted, non-residential, lease portfolio, known as the 'Estates Portfolio', which consists of 711 properties, with a gross rental income of £4,972,222 as at 31 March 2022. The role of this portfolio, which comprises a wide range of property interests from ground rents for major retail developments through to business centres, is to support the economic and social objectives of the Council as well as meeting corporate financial targets. Key Facts for the Estates Portfolio are included in Appendix 1.

4.3.2. During 2023/2024 the Estates Portfolio objectives will continue to be reviewed, in conjunction with services from across Housing and Technical Resources and Community and Enterprise Resources, to ensure they are aligned and contribute to the Council's objectives. Opportunities to further invest in this portfolio will also be explored. Financial performance and risks will continue to be monitored through the Estates Business Plan.

#### 4.4. Community Asset Transfer

Under the terms of the Community Empowerment (Scotland) Act 2015, Community Asset Transfer requests can be made in respect of any type of property asset. Additional support in terms of grants and advice has seen a steady increase in the levels of enquiry regarding asset transfer and in the number of successful applications that have been processed by the Council. During 2021/2022, 1 transfer was approved and during 2022/2023, 7 were approved.

### 5. **Performance Indicators**

5.1. The Local Government Benchmarking Framework (LGBF) Indicators for Asset Management relate to the property Core Facts for Condition and Suitability for direct operational property, excluding Housing.

5.2. Benchmarking for 2022 has given the following return for the LGBF Indicators:-

- ◆ condition is assessed as the percentage of floor space of operational buildings which are in a satisfactory condition (categories A & B in Core Facts). This indicates 88.1% of properties are in a satisfactory condition, sustaining the performance of 87.8% from the previous year
- ◆ suitability is assessed as the percentage of operational buildings which are considered to be suitable for service delivery (matching categories A & B in Core Facts). This indicates 94.7% of properties are suitable for service delivery. This represents a decrease in suitability performance, reflecting the changing nature of the Council's service requirements

5.3. The performance figures for Condition noted above differ from the Council's internal performance assessment, as set out in Appendix 1, as the LGBF measures are calculated on a floor area basis.

### 6. **Review of Extended Corporate Asset Management Model**

6.1. With the overarching aim of reducing duplication across new and emerging reporting requirements for the Council, Housing and Technical Resources has reviewed the updated CiPFA guidance relating to asset management.

6.2. The review identified that existing reporting arrangements for Property, Roads Infrastructure, Fleet and ICT remain appropriate, with relevant services continuing to report to their own Committees on an annual basis.

6.3. In relation to the Housing AMP, the review highlighted that significant duplication was occurring for the detail contained within the Housing AMP and other statutory or non-statutory reporting mechanisms. The review also included analysis of asset management processes completed within other local authorities and identified South Lanarkshire as an outlier in terms of the publishing of a Housing AMP.

6.4. As such a specific Housing AMP will no longer be prepared and submitted to Housing and Technical Resources Committee for noting, with the detail it contained available through a range of other reporting mechanisms. This includes:-

- ◆ information on compliance with the Scottish Housing Quality Standard (SHQS) and both phases of the Energy Efficiency Standard for Social Housing (ESSH) is reported through the annual update of the statutory Local Housing Strategy 2022 to 2027, reported to Executive Committee and the Scottish Government, the annual update to the Resource Plan, reported to Housing and Technical Resources Committee and through the Scottish Housing Charter annual return, compiled by the Scottish Housing Regulator
- ◆ information on the Council's domestic stock profile reported to the Scottish Housing Regulator and published online
- ◆ information on repairs and adaptations and the associated service performance reported through the Resource Plan, reported to both Housing and Technical Resources Committee and through the annual Scottish Housing Charter return
- ◆ information relating to progress and projects supporting local or national energy efficiency or decarbonisation ambitions and targets reported through the annual update of the Local Housing Strategy, reported to Executive Committee
- ◆ information relating to the acquisition or disposal of housing stock reported to Housing and Technical Resources Committee, including through annual update to the Strategic Housing Investment Programme and standalone reports

6.5. Housing and Technical Resources will continue to monitor CiPFA and other appropriate guidance in relation to asset management with any significant changes to the extended model established in 2011 submitted to Executive Committee for approval and relevant Resource Committee's for noting.

## **7. Development of an Energy Demand Reduction Plan**

7.1. At the full Council meeting on 7 December 2022, a motion was passed titled 'Cut Fuel Bills, Cut Carbon Emissions, Kick Start the Green Economy'. This included a range of actions for the Council to progress including a requirement to consider how it could further reduce energy usage across its property portfolio.

7.2. In response to this, Housing and Technical Resources is currently working with relevant services from across the Council to prepare an Energy Demand Reduction Plan. Initial actions within this could include recommencement of 'energy champions' across the workforce and a phased building assessment to identify further saving opportunities.

7.3. A full report detailing the Council's response to the motion will be submitted to the Sustainable Development and Climate Change Committee on 14 June 2023, including the proposed approach of developing an Energy Demand Reduction Plan to align with the Property AMP and annual update.

## **8. Next Steps**

8.1. A 2022/2023 update to the Property AMP will be presented to Housing and Technical Resources Committee in August 2023 for noting.

8.2. Housing and Technical Resources will continue to monitor CiPFA and other appropriate guidance in relation to asset management.

8.3. As detailed at 7.3, reference to the Property AMP will be included within a response to the full Council motion of 7 December 2023, highlighting development of an Energy Demand Reduction Plan.

## **9. Employee Implications**

9.1. There are no employee implications associated with this report.

## **10. Financial Implications**

10.1. The details of the AMPs will influence future investment decisions and capital bids, however there are no current direct financial implications from the production of the Property AMP.

## **11. Climate Change, Sustainability and Environmental Implications**

11.1. The AMPs will influence future proposals/options to utilise the Council's portfolio of assets in a way which improves energy efficiency whilst reducing carbon outputs.

11.2. The national Heat in Buildings Strategy sets out ambitions for transforming Scotland's buildings so they are warmer, greener and more efficient. The Strategy, covering both energy efficiency and decarbonisation, seeks to ensure a just transition to zero emissions by 2045, whilst maximising economic opportunities. The focus of any future investment or improvement works must therefore aim to reduce carbon emissions.

11.3. The scale of investment required to retrofit all Council assets to meet the environmental targets cannot be met from existing budgets. Consideration therefore needs to be given to opportunities to secure external funding and prioritisation of investment projects to achieve climate change or sustainability ambitions.

## **12. Other Implications**

12.1. The AMPs assist the Council in managing its assets, efficiently and effectively to deliver best value whilst also helping to manage risk across the asset base.

## **13. Equality Impact Assessment and Consultation Arrangements**

13.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore, no impact assessment is required.

13.2. The statutory Consultation Authorities have confirmed that the AMPs are exempt from Strategic Environmental Assessment as their implementation will have minimal effect in relation to the environment.

**Stephen Gibson**

**Executive Director (Housing and Technical Resources)**

11 May 2023

### **Link(s) to Council Values/Priorities/Outcomes**

- ◆ Accountable, effective, efficient and transparent
- ◆ Ambitious, self-aware and improving
- ◆ Fair, open and sustainable
- ◆ Caring, connected, sustainable communities
- ◆ We will work towards a sustainable future in sustainable places
- ◆ We will work to recover, progress and improve

### **Previous References**

- ◆ Housing and Technical Resources Committee 8 December 2021

### **List of Background Papers**

- ◆ 2022 Lease Portfolio Asset Management Plan

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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## Appendix 1 - Property AMP Key Facts

**Table 1: Condition Core Fact**

	2022		2021	
Condition Category	Number of properties by category	Percentage by category	Number of properties by category	Percentage by category
<b>A Good</b> - Performing well and operating effectively.	160	45.0%	165	46.1%
<b>B Satisfactory</b> - Performing adequately but showing minor deterioration.	122	34.4%	115	32.1%
<b>C Poor</b> - Showing major defects and/or not operating adequately	68	19.2%	72	20.1%
<b>D Bad</b> - Economic life expired and/or risk of failure	5	1.4%	6	1.7%
<b>Totals</b>	<b>355</b>	<b>100%</b>	<b>358</b>	<b>100%</b>

**Table 2: Suitability Core Fact**

	2022		2021	
Suitability Category	Number of properties by category	Percentage by category	Number of properties by category	Percentage by category
<b>A Good</b> - Performing well and operating effectively.	300	54.5%	308	55.3%
<b>B Satisfactory</b> - Performing well but with minor problems.	143	26.0%	136	24.4%
<b>C Poor</b> - Showing major problems and/or not operating optimally	78	14.2%	93	16.7%
<b>D Bad</b> - Does not support the delivery of services	29	5.3%	20	3.6%
<b>Totals</b>	<b>550</b>	<b>100%</b>	<b>557</b>	<b>100%</b>

**Notes to Tables:**

1. 355 is the number of operational establishments which may comprise more than one building or accommodate multiple Resources and uses. Condition is assessed on an establishment basis.
2. 550 is the number of service interests within the operational establishments.
3. **Condition** is assessed as an overall rating for the property based on an elemental assessment carried out by qualified surveyors.
4. **Suitability** is an assessment by Resources of how well the property supports current service delivery in terms of design and location.

**Table 3: Estates Portfolio Headline Financial Figures**

	<b>2021/22</b>	<b>2020/21</b>
<b>Number of Properties</b>	711	708
<b>Gross Income Received</b>	£5,782,312	£4,778,321
<b>Gross Rental Income</b>	£4,972,222	£4,284,071



**Appendix 2**

**Property Asset Management Plan 2021-2025**

**2022 Update**

## PART 1: PERFORMANCE UPDATE

Table 1: Condition Core Fact

Condition Category	2022		2021		Direction of Travel	Comment
	Number of properties by category	Percentage by category	Number of properties by category	Percentage by category		
<b>A Good</b> - Performing well and operating effectively.	160	45.0%	165	46.1%	↓	The table demonstrates that 79.4% of properties are in satisfactory condition, an increase from 78.2% in 2021. Despite the current financial climate and reduced funding to Scottish Local Authorities, the figures show that, through programmes of Prioritised Capital Investment and Planned Preventative Maintenance, performance remains positive for the majority of categories of property.
<b>B Satisfactory</b> - Performing adequately but showing minor deterioration.	122	34.4%	115	32.1%	↑	
<b>C Poor</b> - Showing major defects and/or not operating adequately	68	19.2%	72	20.1%	↓	
<b>D Bad</b> - Economic life expired and/or risk of failure	5	1.4%	6	1.7%	↓	
<b>Totals</b>	<b>355</b>	<b>100%</b>	<b>358</b>	<b>100%</b>	↓	

**Table 2: Suitability Core Fact**

	2022		2021			
Suitability Category	Number of properties by category	Percentage by category	Number of properties by category	Percentage by category	Direction of Travel	Comment
<b>A Good</b> - Performing well and operating effectively.	300	54.5%	308	55.3%	↓	<p>The table demonstrates that 94.7% of properties support delivery of services in terms of suitability, a slight decrease from 96.4% in 2021. Continued implementation of the Council's asset management strategy and plans has resulted in a clear focus in optimising Council buildings to ensure they are suitable.</p> <p>The reduction in numbers attributable to assets now disposed of demonstrates continued progress towards the Council's strategic objective of establishing a core estate through property rationalisation.</p>
<b>B Satisfactory</b> - Performing well but with minor problems.	143	26.0%	136	24.4%	↑	
<b>C Poor</b> - Showing major problems and/or not operating optimally	78	14.2%	93	16.7%	↓	
<b>D Bad</b> - Does not support the delivery of services	29	5.3%	20	3.6%	↑	
<b>Totals</b>	<b>550</b>	<b>100%</b>	<b>557</b>	<b>100%</b>	↓	

**Table 3: Local Government Benchmarking Framework Indicators: Condition**

Measure	2022	2021	Direction of Travel	Comment
Gross Internal Floor Area of Operational Buildings (m2)	691,733	694,219	↓	The table indicates 88.1% of properties are in a satisfactory condition, sustaining the performance of 87.8% from the previous year. The restrictions placed on capital investment during the current capital programme will provide challenges to sustained performance. However, measures are in place through our Asset Management Strategy to mitigate any risks and sustain service delivery.
Proportion of GIA that is in Satisfactory Condition (m2)	609,537	609,391	↑	
Percentage of Internal Floor Area of Operational Buildings in Satisfactory Condition	88.1%	87.8%	↑	

**Table 4: Local Government Benchmarking Framework Indicators: Suitability**

Measure	2022	2021	Direction of Travel	Comment
Total Number of Operational Buildings	550	557	↓	The table indicates 94.7% of properties support delivery of services in terms of suitability, a slight reduction from 96.4% in 2021 and reflects the changing nature of the Council's service requirements.
Number of Operational Buildings that are Suitable for Their Current Use	521	537	↓	
Percentage of Operational Buildings that are Suitable for Their Current Use	94.7%	96.4%	↓	

**Table 5: Property Costs**

Measure	2022	2021	Direction of Travel	Comment
Gross Property Costs of the Operational Estate as a percentage of the Council's Gross Revenue Budget.	6.52%	6.48%	↑	Renewable technologies and staff behavioural programmes lower the council's dependency on grid electricity and gas and reduce both carbon emissions and energy costs. The reduction in costs demonstrates the effectiveness of these measures.
Total cost of Repairs and Maintenance	£7.089m	£7.432m	↓	
Energy/Carbon Costs	£12.052m	£12.585m	↓	

**Table 6: Estates Management**

Measure	2022	2021	Direction of Travel	Comment
Percentage of lease portfolio properties that are void	10.9%	8.6%	↑	Voids were an issue in business centres and the Hamilton/Larkhall industrial units, however these have staged a recovery since the 2021/22 year-end. The increased debt is primarily due to the post covid collapse in shopping centre ground rents and the increasing company failures especially related to retail sector and the end of covid support. Continued focus on void and debt reduction remains the priority.
Percentage debt of invoiced income	10.9%	7.7%	↑	
Total Value of Capital Receipts	£2.082m	£126.9k	↑	

**Table 7: Energy Management**

	<b>2022</b>	<b>2021</b>
<b>EPC Rating</b>	<b>Number</b>	<b>Number</b>
A+	7	7
A	29	28
B+	24	24
B	42	42
C+	25	25
C	12	12
D+	1	1
D	13	13
E+	7	7
E	10	11
F+	2	2
F	20	20
G	67	67
No Rating	96	99
<b>Total</b>	<b>355</b>	<b>358</b>

**Table 8: Community Asset Transfer**

Measure	2022	2021	Direction of Travel	Comment
Total number of applications received	8	3	↑	Community Asset Transfer is reported annually to the Scottish Government at the end of June.  There has been a steady increase in enquiries and successful asset transfer requests.
Number of successful applications	7	1	↑	
Number of applications refused	1	1	↔	
Withdrawn prior to Decision Notice	0	1	↓	
Number of Appeals to Council/Scottish Government	1	0	↑	

## PART 2: ACTION PLAN

### A, Action Plan – Strategic

Action No.	Action Description	Key Asset Management Strategy Objective	Outcome	Progress
A1	Development of a 5 year Office Strategy.	Plan and manage property as a corporate resource to deliver the Council's outcomes.	Develop proposals to further reduce the office portfolio.	Ongoing.
A2	Complete a review on impact of agile working on office requirements.	Plan and manage property as a corporate resource to deliver the Council's outcomes.	Develop proposals to support a "blended" approach to agile working.	Discussions underway with Services regarding future office requirements.
A3	Implement the Council's sustainable development and carbon management plans and strategies, ensuring the Council's properties are fully accessible and contribute to short, medium and long term carbon reduction targets.	Ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal.	Two actions which will be undertaken this year and which contribute to the Council's sustainability goals are the accessibility review and strategic energy review.	Ongoing.
A4	Continue to implement the Council's 10 year Capital Investment Strategy.	Plan and manage property as a corporate resource to deliver the Council's outcomes.	Investment in our leisure centres, community halls, roads – including park and ride facilities, cemeteries, pitches, play parks, country parks and allotments and libraries.	New priorities identified and Capital Programme updated.
A5	Asset Review and Challenge – Rationalisation of the	Provide the right property, fit for purpose, in the right place, to	Identification of sites for new build social housing,	



	Council's asset portfolio.	meet current service needs and to plan for the future.	co-location and disposal.	
A6	Review of homeless accommodation.	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Identification of sites to support the newly emerging homelessness accommodation model.	Feasibility studies being progressed.
A7	Partnership working	Promote joint working where it will provide benefit for service delivery and in securing efficiencies.	Explore options for co-location across South Lanarkshire with Police Scotland	Ongoing.
A8	Produce an energy demand reduction plan for council buildings.	Ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal.	Consider actions such as consulting on a set point of 18 degrees or a 'one degree less' approach where it is safe to do so, reducing heating times or boiler temperatures and engaging and supporting Members and staff in other immediate, no/low cost ways to reduce bills.	New initiative.

## B. Action Plan – Operational/Service Improvement

Action No.	Action Description	Key Asset Management Strategy Objective	Outcome	Progress
B1	Identify a future programme of disposals in line with the Capital Receipts targets.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the rationalisation and disposal of property.	Agreed Capital Receipt programme with Finance.	A review of future disposal sites ongoing with proposed future programme to be agreed.
B2	Develop an Integrated Housing and Property Management System.	Plan and manage property as a corporate resource to deliver the Council's outcomes.	Move towards a single system and removal of outdated separate systems.	Property Services (Estates) progressing interim Property Management system to replace Yardi (at similar cost) pending development of single system in future years .
B3	Lifecycle Replacement – Schools.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the rationalisation and disposal of property.	Develop a programme of replacement for major elements of infrastructure.	Draft 5 year programme developed. Year 1 implemented.
B4	Complete relocation from Caird Centre and complete disposal transaction.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial	Settlement of disposal by January 2022.	Complete.

		opportunities from the rationalisation and disposal of property.		
B5	Develop a demolition programme and identify funding options.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the rationalisation and disposal of property.	Removal of outstanding liabilities.	Demolitions to date include Crawford and Leadhills Public Toilets.
B6	Completion of the 1140 Hours Early Learning and Childcare Programme	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Completion by December 2022	All projects completed by August 2021 with the exception of the new nursery in Bothwell/Uddingston which is targeted for completion late 2022.
B7	Review the approach to reporting on Common Good assets.	Plan and manage property as a corporate resource to deliver the Council's outcomes.	Implement agreed reporting model	Ongoing.
B8	Consult and engage with community groups who have indicated an active interest in community asset transfer.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the rationalisation and disposal of property.	Support a minimum of 2 community organisations to achieve successful Community Asset Transfer.	Achieved. Community Asset Transfer Fund used to support community organisations develop proposals. Council processes updated.
B9	Review of Community and Enterprise Depots, civic	Provide the right property, fit for purpose, in the right	Service requirement brief and identification	Ongoing.

	amenity sites and salt barn facilities to identify best investment options.	place, to meet current service needs and to plan for the future.	of funding options. Potential Capital Bid	
B10	Review of day care centres.	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Implement actions identified through review being undertaken by Social Work.	Will reach a conclusion by end of the calendar year.
B11	Review of proposed care home replacement programme including investment in those being retained.	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Implement actions identified through review being undertaken by Social Work.	Phase 1 – Decommissioning of 3No care homes and opening of new facility will conclude this year. Phase 2 – Remodelling of Clydesdale/Larkhall area still to be determined. Phase 3 – Reconfiguration of David Walker Gardens, Meldrum Gardens and McKillop Gardens is a future development.
B12	Review impact of new IPC measures on the care home environment and plan for necessary upgrades on a cyclical basis.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the rationalisation and disposal of property.	Implement actions identified through review.	Social Work have identified all investment that fall under IPC.
B13	Review investment required in Universal Connections facilities to maximise their potential in delivering the Councils Community	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Service requirement brief and identification of funding options.	Ongoing.

	Learning and Development Initiatives.			
B14	Plan and Manage Early years, Primary School and Secondary School expansions to meet the education needs of the new SLC Community Growth Areas and other large scale housing developments.	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Completion by March 2026	Planned projects include new primary school and nursery at EK CGA (Jackton), new nursery at Larkhall, expansions and extensions at a number of Early Learning and Child Care Centre, Primary and Secondary Schools.
B15	Undertake adaptations and extensions to Educational Property to meet planned growth and changing requirements of pupils.	Provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.	Programme of capital works to be developed.	Ongoing - funding being sought through LEIP.