

**Housing and Technical Resources  
Executive Director: Daniel Lowe**

## **Property Asset Management Plan 2021-2025**

### **Appendix 3**

## **CONTENTS**

### **PART 1: ASSET MANAGEMENT STRATEGY**

1. Introduction
2. Asset Management Strategy
3. Objectives
4. Corporate Model
5. Property Portfolio
6. Capital Expenditure
7. Challenging Our Assets
8. Maintaining Our Assets
9. Sustainability

### **PART 2: PROPERTY PERFORMANCE**

1. Core Facts
2. Performance Indicators
3. Property Costs
4. Estates Management
5. Energy Management
6. Security Management
7. Community Asset Transfer
8. Data Management
9. Risk Management

### **PART 3: ACTION PLAN**

## **PART 1: ASSET MANAGEMENT STRATEGY**

### **1. Introduction**

#### **1.1 Context**

South Lanarkshire Council holds a diverse property portfolio which extends to over 2,000 land and building assets and has a reported asset value, including land, of approximately £1,802m. Properties reported within the Asset Management Plan are assessed on the basis of current best practice and guidance from the Scottish Government, The Chartered Institute of Public Finance and Accountancy (CIPFA) and the Royal Institution of Chartered Surveyors (RICS). This includes the collection of Core Facts relating to the performance of the property.

The management of the Council's property portfolio is divided into the following key areas:-

- Operational Assets are classified as any property which is used to directly support service delivery regardless of tenure.
- The Estates Portfolio principally comprises those used to stimulate economic development and provide the Council with a stable revenue income stream.
- Common Good Assets are historic assets held and managed by the Council as custodian for the people of South Lanarkshire. The use of Common Good Assets can fall within any of the two asset categories above.
- Surplus Assets are those identified for disposal and support the Council's Capital Programmes and strategic development.

#### **Council Assets Map**

#### **1.2 Corporate Asset Management Plan**

The Council has developed Asset Plans across a number of key areas. These Asset Plans are summarised under an overarching Corporate AMP which demonstrates how each area supports corporate objectives. This Property AMP forms one of the suite of 5 such AMPs.

#### **1.3 Connect: Council Plan 2017 - 2022**

Connect, the Council Plan, outlines the Council's objectives, provides details on the services the Council will provide to local communities and residents over the five year period 2017 to 2022 and informs the direction of the Asset Management Plan.

#### **1.4 Future Capital Investment Strategy 2018/19 – 2027/28**

The strategy sets out the long-term context in which capital expenditure and investment decisions are made. The Asset Management Plan feeds into the Investment Strategy.

## **2. Asset Management Strategy**

2.1 We will effectively manage the Council's property assets, ensuring they continue to meet requirements in terms of scale, location, condition, suitability and corporate image. Corporate Standards will be reviewed to ensure properties are kept in good condition, well maintained, well used and energy and cost efficient. Through its Corporate Asset Management Strategy the Council will continue to seek to make full and efficient use of its property portfolio including reducing this wherever possible whilst still meeting service demands. This means:

- assets will only be retained where there is a demonstrable need to support service delivery;
- assets may be retained or acquired to generate additional revenue providing they support the delivery of other objectives, e.g. economic regeneration;
- assets will be used to support collaboration with public sector partners and other stakeholders;
- assets will be managed in full compliance with all relevant legislation;
- space will be optimised in support of service delivery through the adoption of flexible working practices and space standards; and
- the procurement and use of assets will deliver social value to the community where appropriate.

## **3. Objectives**

3.1 This Asset Management Plan provides an overview of our property estate, together with our main priorities for managing and developing the estate over the next five years.

3.2 The main drive of Property Asset Management is to support service delivery. Through a process of continuous dialogue with occupiers and property improvement, the Council seeks to progressively provide a remodelled and more sustainable property portfolio.

3.3 The challenge is to retain those assets which are suitable for service delivery and support the Council's strategic objectives. This strategy will create an efficient, fit-for-purpose and sustainable core estate that delivers best value in terms of investment, running costs, maintenance and environmental impact. We will:

- plan and manage property as a corporate resource to deliver the Council's outcomes;
- provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future;
- manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the rationalisation and disposal of property;
- ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal;

- promote joint working where it will provide benefit for service delivery and in securing efficiencies;
- demonstrate the requirement for any future capital investment to be directed towards meeting the above objectives.

3.4 The annual programme of condition surveys will continue to provide reliable information from which investment priorities will be recommended. This information will continue to be shared and discussed with Resources to ensure that property investment plans are aligned with service priorities.

## **4. Corporate Model**

### **4.1 Ownership Model**

In order to manage the Council's property assets in a more strategic way, we will continue developing a model that supports the principle of corporate ownership of property assets. In recent years the Council's ownership model has changed from one that assumes Resources own their property to an acceptance that assets are owned and controlled corporately.

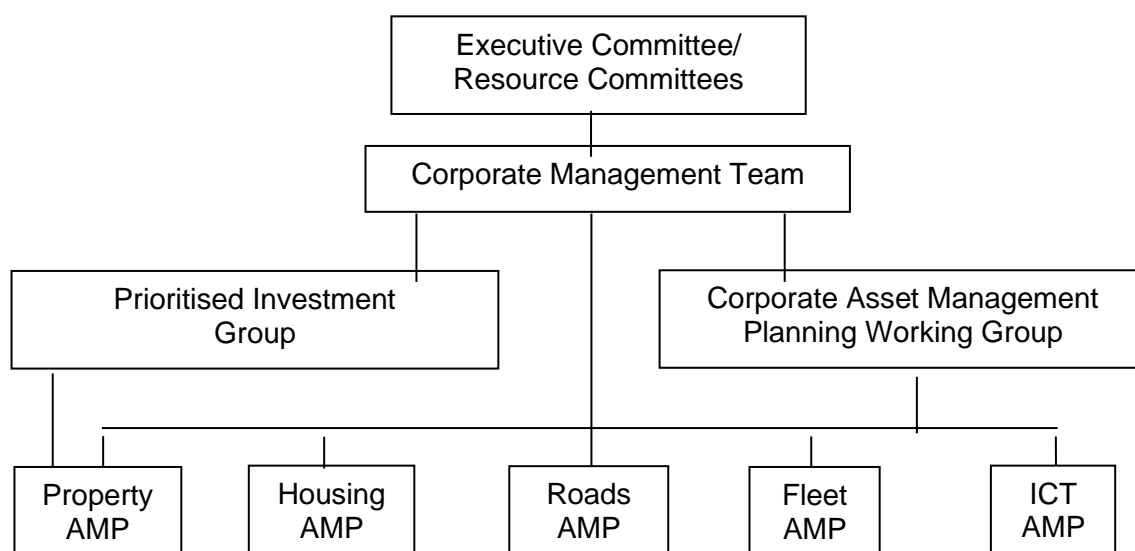
The centralisation of property budgets and services enables the prioritisation of investment and ensures that it is directed in line with corporate priorities. Property Services will continue to engage with all Council Resources and public sector partners to deliver sustainable outcomes.

### **4.2 Governance**

The Council carries out its business through a number of Resource, Area and Standing Committees and Scrutiny Forums linked through its Executive Committee to the full Council. At officer level the Corporate Management Team is led by the Chief Executive and includes five Resource Directors who hold responsibility for the corporate management of all Council assets.

The Property Asset Management Plan provides a reporting framework which includes the outputs from engagement with individual Resources. This allows the needs and performance of property to be closely linked to service provision and the proposals contained within individual Resource and Service Plans. The success of asset management in South Lanarkshire is built on corporate co-operation between all Resources.

An effective governance structure is, therefore, in place to ensure responsibilities are clearly defined, allocated and understood and ensure a corporate approach to asset management. The diagram below shows the governance structure in relation to property.



#### 4.3 Integrated Housing and Property Management System

The development and implementation of the new integrated housing and property management system will remain a key priority for the Resource. This will progress in tandem with ensuring effective operation of existing systems to meet statutory and regulatory requirements and further digitisation of services that will enhance our interactions with customers and tackle digital inclusion.

### 5. **Property Portfolio**

#### 5.1 Operational Property

The operational property portfolio comprises 358 establishments with a building floor area of 723,554m<sup>2</sup> from which a Council service is delivered. These are recognised establishments within the Council, which may comprise more than one building and may accommodate multiple Resources and uses. Operational property accounts for 90.68% of the total property portfolio.

#### 5.2 Estates Portfolio

The Council has a tenanted, non-residential, lease portfolio, known as the Estates Portfolio, which consists of 708 properties, with a gross rental income of £4,282,071 as at 31 March 2021.

The role of this portfolio, which comprises of 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.

### **Property for Lease**

#### 5.3 Land

The Scottish Government requires local authorities to formulate appropriate policies and plans to effectively manage, protect and promote the natural environment including open space and green networks.

South Lanarkshire Council has a diverse range of land assets including: open space; burial grounds and cemeteries; parks and recreation grounds; play areas and skate parks; car parks; allotments. Such assets will be included in a future Land Asset Management Plan.

#### 5.4 Common Good

Historically, Common Good meant all property, especially heritable property vested in the Burgh and administered by the Magistrates and Council on behalf of the community of the Burgh. South Lanarkshire Council are statutory successors and have legal rights and responsibilities in relation to common good assets including a legal right to apply funds held in the Common Good Account to carry out repairs.

#### **The Common Good Register**

#### 5.5 Surplus Assets

In accordance with the Council's Surplus Property Strategy, details of land and property potentially suitable for redevelopment or disposal are circulated to all Resources and Community Planning Partners via the Property Bulletin for expressions of interest.

Competing interests are judged against Council priorities and recommendations made following consideration of planning, title and other legal constraints. Where there is no expression of interest, the property is transferred to the Council's Corporate Land Bank for future disposal.

#### **Property for Sale**

### **6. Capital Expenditure**

#### 6.1 Capital Programme

The Council's Future Capital Investment Strategy was approved on 21 November 2018 and the Executive Committee, at its meeting on 23 June 2021, agreed a revision to the capital expenditure programme of General Fund projects to take account of the events of the previous year.

During the forthcoming year, work will continue to identify suitable projects for future capital programmes. Projects are developed taking account of the Council Values, Ambitions and Objectives as listed in Connect: The Council Plan and the Council's Future Capital Investment Strategy.

#### 6.2 Major Capital Investment Requirements

The main areas of investment identified through the Future Capital Investment Strategy are within Leisure Centres and Community Halls; Social Work facilities including replacement Care Facilities and a Community Family Centre; Education including Schools and Early Years (growth and capacities and the move to 1,140 hours),

Furthermore, given that the first school completed under the Primary School Modernisation Programme opened during financial year 2004/05, the strategy has identified that a programme of lifecycle replacement for major elements of infrastructure within our Primary School Estate will need to commence during the next capital programme.

### 6.3 Prioritised Investment

A Corporate Working Group has been established to oversee and make recommendations on priority investment within the operational property portfolio. The Group considers how priorities are set to meet the aspirations of the Prioritised Investment Fund, which is to help ensure service delivery from operational properties throughout the term of the current Capital Programme.

### 6.4 Central Energy Efficiency Fund (CEEF)

Although the requirement to report to the Scottish Government, relative to progress on the CEEF funding provided, ended in 2015/2016, the Council will continue with an annual CEEF programme including repayments from Resources. The 2020/21 programme was developed taking the following main criteria into consideration:

- Projects have a reasonable pay-back period; and/or
- Projects have been approved through the Strategic Energy Review.

## 7. **Challenging Our Assets**

### 7.1 Asset Reviews

Working with services and partners, we will continue detailed asset reviews by area. These will deliver a range of outcomes, the most likely being:

- Continue to maintain the property as is, with repairs and maintenance being programmed through the repairs budgets and prioritised investment fund (Core Assets);
- Relocation/ re-provision of services within an area leading to better use of existing assets;
- Releasing assets for other operational uses or sale through the Property Bulletin process;
- Releasing the Council from existing lease agreements;
- Community Asset Transfer;
- Capital Investment Projects identified for future Capital Bids.

Not all opportunities will be deliverable within the same timescales, some changes will be dependent on a chain of events and there will be budget implications in terms of the costs of implementation and possible capital receipts/savings.



## 7.2 Property Utilisation

The Council is committed to maximising the use of property assets by ensuring they are utilised to maximum potential, i.e. make better use of buildings / areas that perform poorly on space usage.

## 7.3 Property Rationalisation

It is vital that efficiencies are maximised through rationalisation of the estate by ensuring the Council retains only those assets that support its strategic objectives, i.e. establish a core estate.

One of the most important initiatives in this regard is the Public Partner Estates Group where the Council works with other government agencies (Police Scotland, Scottish Fire and Rescue Service, Scottish Ambulance Service, NHS Lanarkshire, Department for Work and Pensions), to identify co-location opportunities which are in the Council's best interests.

## 7.4 Corporate Office Accommodation

Offices make up the second most valuable category of assets (after schools) and upon reviewing the Council's asset management and maintenance approach, efficiencies have been identified which can be achieved through termination and renegotiation of leases and relocation of services.

Through a series of lease terminations, lease contract re-negotiations, changes in accommodation management and the roll out of flexible working practices, the Corporate Office Accommodation portfolio has been reduced to 7 major office locations. This equates to approximately 52,300 m<sup>2</sup> of floor space, a reduction of 9,200 m<sup>2</sup> (15%) since 2010.

The Council continues to work to reduce overall property costs relating to office accommodation taking account of energy, maintenance, recharging and staffing arrangements. It is imperative to maximise usage in those retained and ensure these properties can continue to support service delivery in terms of size, location and accessibility.

A full review of the capacity of the remaining offices is underway in light of the changes in working practices that have developed over the past year.

## 7.5 Common Good

Common Good property is administered separately from other local authority assets for accounting purposes. What the authority can do with the assets is subject to a system of statutory control. As required the Council undertakes consultation with local communities on proposed changes to common good assets.

## **8. Maintaining Our Assets**

### **8.1 Planned Maintenance**

The property maintenance strategy was principally adopted to protect and maintain the significant Capital investment within new build and refurbished properties. This relates to areas of maintenance which are required to ensure the Council remains legislatively compliant and covers key risk areas such as Asbestos, Water Quality and Fixed Electrical Testing as well as other key legislative and maintenance areas to maintain properties at a reasonable and compliant standard.

The Council has incorporated into the model other areas of essential maintenance and these two areas together form what is known as the core maintenance package which is delivered across all properties.

In addition to core maintenance, in properties constructed or refurbished after the year 2000, the Council has adopted additional best practice maintenance to ensure that the high investment in new properties since the year 2000 will be preserved in future to allow best value and future service delivery to be secured.

A programme of surveys and risk assessments has allowed a managed programme to be developed to ensure ongoing compliance in legislative areas. There are currently approximately 200 buildings on full planned maintenance, with the remainder on core maintenance.

To provide best value and drive efficiency savings, Property Services continues to implement and develop new procurement and delivery processes with both external specialised contractors and SLC Building Services, to drive efficiencies into the programme.

### **8.2 Reactive Maintenance**

All properties have access to a daytime and out of hours call centre where emergencies are recorded and prioritised accordingly depending on service delivery disruption, emergency nature and the elimination of risk, health and safety issues and minimising consequential damage.

### **8.3 Vacant Property**

When a property becomes vacant it is subject to the Council's Vacant Property Process. This ensures any risks are mitigated until a decision is taken on the future of the property. A Vacant Property Risk Assessment is carried out to provide recommendations on security and discussions held to agree control measures. A physical check of all vacant property is carried out every 7 days in urban areas and every 14 days in rural areas to ensure the property remains wind and watertight and any security breaches are dealt with.

#### 8.4 Common Good

The Common Good Accounts in Lanark and Hamilton hold a number of properties. A proactive approach to maintenance supports the viability of these assets and reduces the Council's risk to greater liability in the future.

### 9. **Sustainability**

- 9.1 Improvements set out within Section 6 of the Scottish Building Standards will result in a greater need to consider the benefits which localised or building-integrated low carbon equipment (LCE) can make towards meeting standards. Although the focus is primarily on lowering carbon dioxide emissions from buildings, the measures within this section are intended to reduce energy demand and continue to ensure that, for new buildings and new building work, use of energy and fuel costs arising from this are both minimised. The standards and guidance given in this section are intended to achieve an improvement, for new buildings reducing emissions by approximately 43% compared to the previous 2010 standards (60% compared to the 2007 Standards). Carbon emissions from a new facility will be minimised using new energy saving technologies and as much natural resources as possible, e.g. natural light and ventilation, efficient heating and control system, LED lighting throughout.
- 9.2 Compliance with Section 6 will ensure that effective measures for the conservation of fuel and power are incorporated in buildings. In addition to limiting energy demand by addressing the performance of the building fabric and fixed building services, a carbon dioxide emissions standard obliges designers of new buildings to consider building design in a holistic way.
- 9.3 We will maximise the energy efficiency of all operational properties in support of the Carbon Management Plan by achieving a reduction in energy consumption across the operational portfolio relative to the baseline 2013/14 weather corrected data.
- 9.4 All properties that require an Energy Performance Certificate (EPC) have one in place and a programme to renew these prior to expiry is under development.

### 10. **Social Values**

- 10.1 Through the Procurement Strategy and Capital Bid process, the Asset Management Strategy seeks to ensure Community Benefits are secured and delivered to contribute towards a prosperous, fairer and more sustainable South Lanarkshire.

## PART 2: PROPERTY PERFORMANCE

### 1. Core Facts

Within the Asset Management Plan properties are assessed on the Condition and Suitability Core Facts. Whilst Condition is assessed for the overall establishment, Suitability is assessed for each service use within the establishment and therefore the numbers reported against this category are greater, taking into account the various services delivered from each of the establishments.

The Scottish Government issued refreshed guidance as the result of a collaborative venture between the Scottish Government, Scottish Futures Trust, Scottish Heads of Property Services (local authorities), Education Scotland, Scottish Building Standards, Architecture and Design Scotland and the Association of Directors of Education in Scotland.

The refreshed guidance has been prepared 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.

The following tables illustrate the Condition and Suitability of the property estate and show a reduction in the number of properties reported from previous years due to:

- General Housekeeping
  - The exclusion of assets previously included which have now been disposed of.
  - The exclusion of assets/establishments not owned by the Council.
- Re-categorisation of Assets
  - Land-only assets which had previously been included were removed.
  - Smaller peripheral assets were excluded such as bothies, tool stores, bandstands and pavilions.
  - Incoming Lease assets were excluded.
- Scottish Government Guidelines
  - The major factor relating to a numerical difference was in the adoption of these guidelines using the new A-D categorisation.

It should be noted that 2021 Figures are calculated on new criteria, whereas 2020 figures are on old criteria.

**Table 1: Condition Core Fact**

	2021		2020	
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.	165	46.1%	292	69%
<b>B Satisfactory</b> - Performing adequately but showing minor deterioration.	115	32.1%		
<b>C Poor</b> - Showing major defects and/or not operating adequately	72	20.1%	113	27%
<b>D Bad</b> - Economic life expired and/or risk of failure	6	1.7%	16	4%
<b>Totals</b>	<b>358</b>	<b>100%</b>	<b>421</b>	<b>100%</b>

**Table 2: Suitability Core Fact**

	2021		2020	
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.	308	55.3%	956	83%
<b>B Satisfactory</b> - Performing well but with minor problems.	136	24.4%		
<b>C Poor</b> - Showing major problems and/or not operating optimally	93	16.7%	178	16%
<b>D Bad</b> - Does not support the delivery of services	20	3.6%	13	1%
<b>Totals</b>	<b>557</b>	<b>100%</b>	<b>1147</b>	<b>100%</b>

The table demonstrates that 78.2% of properties are in satisfactory condition and 96.4% support delivery of services in terms of suitability. 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.

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. The change of evaluation parameters has made it difficult to make a direct comparison with previous performance figures. However, a new baseline has now been set which will be used for future change comparisons.

## 2. Performance Indicators

Local Government Benchmarking Framework (LGBF) Indicators are reported annually to the Improvement Service. All operational buildings have been accurately surveyed and the return relates to 557 operational buildings (358 establishments) with a gross internal floor area of 723,554m<sup>2</sup>.

- 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 87.8% of properties are in a satisfactory condition, sustaining the performance of 87.5% from the previous year.
- Suitability is assessed as the percentage of operational buildings which are considered to be suitable for service delivery. This indicates 96.4% of properties support delivery of services in terms of suitability, sustaining the performance of 96.8% 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.

## 3. Property Costs

In 2020/21 Gross Property Costs of the Operational Estate accounted for 6.48% of the Council's Gross Revenue Budget.

In terms of Repairs and Maintenance, over 12,000 orders were issued at a total cost of approximately £6.108m.

## 4. Estates Management

The lease portfolio includes properties leased to the Council. These are reviewed on an annual basis to establish whether leased-in properties should be extended or surrendered while taking due account of dilapidation costs. Where it is in the Council's best interests to surrender the lease, funding will be required to meet the cost of any dilapidations.

With regards to the Estates Portfolio, this is managed in accordance with a 10 year business plan and performance is measured in terms of the levels of

occupation and income recovery. Currently the percentage of lease portfolio properties that are void is 8.6% (91.4% occupation) and the percentage debt of invoiced income is 7.7% (92.3% recovery).

In support of the Capital Investment Strategy surplus assets are disposed of to generate capital receipts. Service requirements are continually reviewed and properties no longer required for operational purposes are declared surplus through the Council's Executive Committee and transferred to the Corporate Land Bank for future disposal. A total of £126.9k of capital receipts were generated in 2020/21. The target for the 3 year rolling programme is £4.5m, and the total achieved was £5.9m. The final year (2020/21) was seriously affected by the events of last year, resulting in a number of receipts having been carried forward into 2021/22.

In accordance with Capital Accounting Regulations all assets are valued at least once every 5 years. A Valuation Programme is set each year where around 300 assets are inspected, assessed and revalued. In addition new builds and impairments are valued on receipt of Completion Certificates.

The Council develops, manages and publishes valid Corporate Land and Property Information by continuing to prioritise the development and publication of data in line with Scottish Government guidance on INSPIRED. During 2020/21 information on 4 themes were added to the suite of information published on the Council's website.

## 5. Energy Management

An annual energy/ carbon budget of £13.667m in 2020/21 emphasises the importance of focusing on energy management and investing in energy saving projects. Renewable technologies and staff behavioural programmes to lower the council's dependency on grid electricity and gas reduce both carbon emissions and energy costs. Actual costs, for 2020/21, of £12.585m demonstrate the effectiveness of these measures.

Since the start of the CEEF Programme in 2005/06, the revolving fund has been responsible for a total of £5.329m of investment, up to and including 2020/21, delivering a total of 370 energy efficiency projects. Taking the annual payback as an indicator of the saving from the date the work was complete gives us a total saving achieved to date of £8.879m.

Energy efficiency is essential to meeting the ambitious targets set by the Scottish Government to reduce carbon emissions. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets reduction targets of 56% by 2020, 75% by 2030, 90% by 2040 to "net zero" by 2045 based on 1990 emissions. All new builds are to meet Building Standards Section 6 and 7 (Silver Sustainability Label). The energy running costs of and the carbon emissions from our older less efficient building stock is a key consideration when programming buildings' disposals and sales.

A means to gauge a building's energy efficiency is by its Energy Performance Certificate (EPC) rating. EPCs look similar to the energy labels provided with

vehicles and many household appliances. The EPC provides an energy rating of the building on a sliding scale from A to G, where A is very efficient and G is the least efficient. The better the EPC rating, the more energy efficient the building's design and construction is, and the lower its carbon emissions and energy costs are likely to be.

All publicly accessible buildings over 250 m<sup>2</sup> require an EPC which must be displayed on the site. The table below shows the EPC ratings currently held for the overall establishments. These will be reviewed every 10 years or where there are significant alterations to the building.

	<b>2021</b>	<b>2020</b>
<b>EPC Rating</b>	<b>Number</b>	<b>Number</b>
A+	7	9
A	28	31
B+	24	22
B	42	46
C+	25	20
C	12	11
D+	1	2
D	13	12
E+	7	7
E	11	8
F+	2	2
F	20	21
G	67	60
No Rating	99	170
<b>Total</b>	<b>358</b>	<b>421</b>

Water automatic meter readers (AMRs) have been in place at all secondary schools over the past 12 months. On 1st April 2020, Business Stream became the new water and waste water supplier. It is intended to carry out a programme of AMR installations in properties with highest water usage. This will assist with achieving a reduction in water consumption and associated costs by obtaining accurate measurable consumptions for those properties where AMRs are installed.

## 6. Community Asset Transfer

The Community Empowerment (Scotland) 2015 Act aims to make the most of the talents that exist in our communities; deliver high quality and improving public services; and support strong local democracy and local decision-making. Under the terms of the legislation a legitimate organisation can apply for ownership, lease or other rights to Council property. The Council must assess the application and provide a Decision Notice stating whether the request has been agreed or refused within a 6-month period.

The Council has developed a Community Asset Transfer Framework to help eligible Third Sector organisations based or working in South Lanarkshire develop their interest in Community Asset Transfer. The Framework also



provides the basis for assessment of the community benefit that the Asset Transfer would bring to the local community. There are currently over 36 organisations discussing options for asset transfer with the Council.

Community Asset Transfer is reported annually to the Scottish Government at the end of June. The return for period ending 30 June 2020 is summarised as follows:

- Total number of applications received: 3
- Number of successful applications: 1
- Number yet to be determined: 1
- Withdrawn prior to Decision Notice 1

#### 8. Data Management

The Council has developed a web based operational property system called Infoprop for assisting in property management. The system includes the capability of holding annual core facts for each property which can be viewed by all clients and partners involved with the process. This has assisted in a collaborative approach to Asset Management and a single source for all operational property data when required.

The Council has also radically reviewed its property condition information changing from a format of complex, detailed condition surveys to a simplified graphical system: the Asset Discussion Paper. This readily identifies both the risk and cost by individual element for the building based on the remaining economic life of each of the elements and contains a 5 year expenditure forecast. The Paper includes a section for Resources to complete in relation to the future service strategy for the property. This allows a fully collaborative and integrated investment strategy to be agreed.

#### 9. Risk Management

Key risks in relation to property are identified in the Housing and Technical Resources Risk Register which is updated annually. These are ranked by risk level and the control measures in place are noted.

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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## PART 3: 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.	
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.	
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.	
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.	
A5	Asset Review and Challenge – Rationalisation of the Council's asset portfolio.	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 for new build social housing, 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	
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	

## 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.	
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.	
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.	
B4	Complete relocation from Caird Centre and complete disposal transaction.	Manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities from the	Settlement of disposal by January 2022.	

		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.	
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	
B8	Consult and engage with community groups who have indicated an active interest in the community asset transfer of SLLC properties (one of the outcomes of the recent review of South Lanarkshire Leisure and Culture).	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.	

B9	Review of Community and Enterprise Depots, civic amenity sites and salt barn facilities to identify best investment options.	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. 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.	
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.	
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.	
B13	Review requirement for office accommodation in light of the move towards more agile working.	Provide the right property, fit for purpose, in the right place, to meet current service	Development of 5 year Office Strategy.	

		needs and to plan for the future.		
B14	Review investment required in Universal Connections facilities to maximise their potential in delivering the Councils Community Learning and Development Initiatives.	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.	
B15	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.
B16	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.	
B17	Review the Suitability of the Social Emotional and Behavioural Needs estate to meet the needs of the pupils and staff.	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.	