



BUDGETING PACK

CAPITAL PLAN 2016-20

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**INTRODUCTORY REPORT AND RECOMMENDATIONS FOR ON BUDGET PAPERS
ON CAPITAL PLANNING AND ASSET MANAGEMENT PLANNING**

1. EXECUTIVE SUMMARY

- 1.1 This report introduces the full package of papers included in the budget pack in relation to capital and asset management planning. The following papers are included in the budget pack in relation to capital and asset management planning.
- 1.2 Capital Plan Summary – This report summarises the base capital budget previously approved, profiling and phasing changes, cost increases, overall capital commitment and capital funding to bring out the net level of capital funding available. Separate Appendices set out proposed additions to the capital plan, the phasing and cost changes and the resulting proposed capital plan.
- 1.3 Corporate Asset Management Strategy - this report outlines the overall approach to managing the asset base of the Council.
- 1.4 Corporate Asset Management Plan – Identifies key issues for this planning cycle in managing the asset base, the proposed actions and any red risk assets not addressed through the proposed Capital Plan.
- 1.5 Service Asset Management Plans –Summarises the asset base, arrangements for managing assets and key issues for individual departments.

2. RECOMMENDATIONS

- 2.1 To approve the phasing and cost changes and the proposed additions as set out in appendices 1 and 2 of the capital plan summary.
- 2.2 To approve the capital plan as set out in Appendix 3 of the capital plan summary.
- 2.3 To approve the following additions to the plan:
- An increase of £0.283m per annum to Private Sector Housing Grant for the period 2016-17 to 2019-2020.
 - £0.121m to Cycling, Walking and Safer Streets.
 - Provision of £0.039m to provide a capital grant to meet the Council's contribution to the Joint Valuation Board's capital Plan.
 - An increase to the Roads block allocation of £1.500m.
 - An increase to the Helensburgh Waterfront project of £1.264m.
- 2.4 To approve the Corporate Asset Management Strategy.

- 2.5 To approve the Corporate Asset Management Plan.
- 2.6 To approve the Service Asset Management Plans and ICT Group Asset Management Plan.

3. IMPLICATIONS

- 3.1 Policy – Sets out the approach to capital planning.
- 3.2 Financial – Outlines the funding and commitments for the capital plan 2016-20.
- 3.3 Legal – The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.
- 3.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design Team and the design team within Roads and Amenity Services with 10 FTE posts affected.
- 3.5 Equalities – None.
- 3.6 Risk - There are risks around level of capital receipts, future grant funding and funding for the new/refurbished schools programme which could result in red risk assets not being addressed.
- 3.7 Customer Service – None.

Policy Lead for Strategic Finance: Councillor Dick Walsh

Malcolm MacFadyen, Head of Facility Services

Kirsty Flanagan, Head of Strategic Finance

For further information please contact:

Malcolm MacFadyen, Head of Facility Services 01546-604112

Peter Cupples, Finance Manager – Corporate Support 01546-604183

CAPITAL PLAN SUMMARY REPORT

1. EXECUTIVE SUMMARY

1.1 This report details the revisions proposed to the capital plan approved in April 2015 for the period 2015-20. The revisions are based on updated capital funding assumptions, phasing, cost changes and proposed additions.

1.2 There is an increase in the capital funding available of £4.056m as a result of:

- An increase in the General Capital Grant advised for 2016-17 of £1.926m. It should be noted that this increase is profiled over 2016 to 2020.
- A change to the assumption on the likely level of capital grant between 2017-18 and 2019-20 of £1m for each year, raising the estimate from £11.000m to £12.000m each year.
- Additional Specific Grant in respect of Cycling, Walking and Safer Streets of £0.121m.
- A reduction to the likely level of capital receipts by £0.991m.

1.3 It is proposed that the Private Sector Housing Grant (PSHG) be increased by £0.283m per annum from £0.750m to £1.033m from 2016-17 onwards. This level of funding reflects the notional amount allocated for PSHG. This has been reflected within the funding table at paragraph 3.2.10. This will leave an amount of £2.924 under committed that can be allocated to other projects.

1.4 The under commitment in the capital plan of £2.924m is proposed to be used as follows:

- £0.121m for Cycling, Walking and Safer Streets in line with the Specific Grant.
- Provision of £0.039m to the Joint Valuation Board as the Council's contribution to the Board's capital plan.
- An increase to the Roads block allocation of £1.500m.
- An increase to the Helensburgh Waterfront project of £1.264m.

Total Allocation - £2.924m.

1.5 The capital plan has been updated to reflect phasing and cost changes and details are contained in Appendix 1.

1.6 Community Services have proposed a number of new projects which are funded from block allocations within the previously approved capital plan; these are detailed in Appendix 2.

- 1.7 It should be noted that the following changes have also been reflected:
- The budget for Rothesay Pavilion has been increased by £1.900m from the block allocation in 2019-20.
 - The budget for the schools projects has been updated to reflect the impact of ESA10.
- 1.8 The updated capital plan reflecting all the proposed changes is detailed in Appendix 3.

CAPITAL PLAN SUMMARY REPORT

2. INTRODUCTION

- 2.1 This report details the revisions proposed to the capital plan approved in April 2015 for the period 2015-20. The revisions are based on updated capital funding assumptions, phasing, cost changes and proposed additions.

3. DETAIL

- 3.1 The detail of the report is split into five main sections:

- Estimated Capital Funding 2016 to 2020
- Capital Plan reported as at 31 December 2015
- Proposed Revisions to Capital Plan
- Comparison of Revised Plan to Estimated Capital Funding
- Proposals for Allocating the Under Commitment.

3.2 Estimated Capital Funding 2016 to 2020

- 3.2.1 Funding for the capital plan comes from Scottish Government (General Capital Grant and Specific Ring-Fenced Capital Grants), other capital grants (including European Funding), capital receipts from asset disposals, revenue contributions to capital, prudential borrowing and borrowing funded by the loan charges provision in the revenue budget.

- 3.2.2 The overall estimate of capital funding is set out in the table at paragraph 3.2.10. The General Capital Grant and Ring Fenced Capital Grant are based on the Scottish Government Finance Circular (FC7-2015) of 16 December 2015.

- 3.2.3 When preparing the capital programme for the period 2015 to 2020 an estimate of General Capital Grant was made of £11.000m per year. The actual General Capital Grant for 2016-17 is higher than this assumption at £12.926m, however, the Scottish Government has profiled the payment of the grant as follows:

- £10.296m in 2016-17; and
- £2.630m over the next spending review period 2017-20. It has been assumed that this will be paid out equally over the three years of the spending review, but this has still to be confirmed.

- 3.2.4 On the basis that the actual level of General Capital Grant for 2016-17 is higher than previous estimates, the estimates for the remainder of the plan have been reviewed. The assumed General Capital Grant estimate has been increased from £11.000m to £12.000m reflecting better prospects in terms of capital funding nationally. To be prudent for planning purposes, the revised estimate has not been increased to match the allocation in 2016-17 as the actual level of General Capital Grant depends upon the indicators used to distribute the grant and these will be updated at the start of the next spending review period.

- 3.2.5 No estimate has been made for any new Specific Grants between 2017-18 and 2019-20 as spend will be matched to the level of grant received. However, it should be noted, like the General Capital Grant that will be distributed over the next spending review period, the Specific Grant has been assumed to be paid equally over the three years of the spending review, but this has still to be confirmed.
- 3.2.6 As part of the revision of the funding assumptions for the capital plan, a detailed review of the likely level of capital receipts has been undertaken by Facility Services. The outcome of the review is that the likely level of receipts for the period 2016 has dropped by £0.991m from £17.272m to £16.281m.
- 3.2.7 A further revision to the funding estimates is in respect of the funding model for the new schools projects. These estimates have changed following the introduction of the European System of Accounting 10 (ESA10) which no longer allows the Council to make a capital contribution to the capital costs of Campbeltown and Oban schools with the cost being met through the unitary charge. The effect of this is that £8.009m of earmarked revenue resources will no longer be required to fund the capital element of the project but will be required to fund an increased unitary charge.
- 3.2.8 Included in the funding table at 3.2.10 is prudential borrowing of £1.251m in respect of the Lorn Arc Tax Incremental Finance (TIF) project to match the agreed draw-down of funding in respect of the schemes. When business cases are agreed by Council in respect of the various projects these will be added to the capital plan and the level of prudential borrowing will be increased.
- 3.2.9 The level of capital resources allocated to Private Sector Housing Grant (PSHG) was reduced for the period 2016-2020 to reflect the expected reduction in the level of capital receipts. With the increase in assumptions covering General Capital Grant outlined earlier it is proposed to increase the amount allocated to PSHG by £0.283m per annum from £0.750m to £1.033m from 2016-17 onwards.
- 3.2.10 The estimated capital funding until 2020 is set out in the table below:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m	Total £m
General Capital Grant	15.491	10.296	12.000	12.000	12.000	61.787
General Capital Grant - Reallocated			0.877	0.877	0.876	2.630
Less Allocation to Private Sector Housing Grants	(1.321)	(1.033)	(1.033)	(1.033)	(1.033)	(5.453)
Ring Fenced Capital Grant	0.131	0.096				0.227
Ring Fenced Capital Grant - Reallocated			0.008	0.008	0.009	0.025
Other Grants	0.626					0.626
Capital Receipts	1.389	6.302	8.090	0.250	0.250	16.281
Revenue Contribution	0.286					0.286
Earmarked Reserves Funding: Oban, Dunoon and Campbeltown Schools		1.087	1.818			2.905
Prudential Borrowing: Oban, Dunoon and Campbeltown Schools		5.000				5.000
Prudential Borrowing in respect of TIF	1.116	0.135				1.251
Prudential Borrowing		0.028				0.028
Borrowing Supported by Loan Charges Budget	12.441	12.774	4.166	2.656	1.886	33.923
Funding Consistent with Revenue Budget	30.159	34.685	25.926	14.758	13.988	119.516

3.3 Summary of Capital Plan reported as at 31 December 2015

3.3.1 The updated capital plan included in the December capital monitoring is summarised in the table below:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m	Total £m
Community Services	9.410	16.724	20.644	2.199	3.780	52.757
Customer Services	6.548	1.627	1.373	0.865	1.480	11.893
Development and Infrastructure	16.196	15.468	12.417	10.276	5.550	59.907
Area Committees	0.044					0.044
Total	32.198	33.819	34.434	13.340	10.810	124.601

3.4 Proposed Revisions to Capital Plan

3.4.1 As part of the capital planning process, departments were asked to review the approved capital plan in terms of the timing and cost of projects. As result of this review Community Services have brought forward a number of revisions to the capital plan.

3.4.2 The phasing of the Helensburgh Waterfront project has been reviewed and updated in addition to the phasing of the schools projects to reflect the delays in reaching financial close due to the introduction of ESA10.

3.4.3 A summary of the proposed changes are set out in the table below with the detail in Appendix 1:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m	Total £m
Community Services	(1.774)	(0.664)	(7.906)	0.000	(1.900)	(12.244)
Customer Services	0.000	0.000	0.000	0.000	0.000	0.000
Development and Infrastructure	(0.265)	(0.450)	(1.600)	0.910	3.305	1.900
Total Phasing and Cost Changes	(2.039)	(1.114)	(9.506)	0.910	1.405	(10.344)

3.4.4 Community Services as part of the capital planning process have put forward proposals for the use of previously unallocated budgets and the block allocation for inclusion in the capital plan for 2016-17 and 2017-18. The services when considering which projects should be proposed for inclusion in the capital plan used a risk based approach to asset management to ensure that, where possible, all red risk assets were addressed in the proposals. These projects have been evaluated by the Strategic Asset Management Board.

3.4.5 The CHORD project in respect of the refurbishment of the Rothesay Pavilion has identified an increase in cost of around £1.900m. It is proposed that this increase in cost is met from the Community Services Block Allocation in 2019-20, however, it is hoped that external funding can be identified and the budget can be reduced as additional funding is identified.

3.4.6 A summary of the additional projects is set out below with the detail shown in Appendix 2:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m	Total £m
Community Services	0.000	1.845	0.490	0.000	0.000	2.335
Customer Services	0.000	0.000	0.000	0.000	0.000	0.000
Development and Infrastructure	0.000	0.000	0.000	0.000	0.000	0.000
Additions	0.000	1.845	0.490	0.000	0.000	2.335

3.5 Comparison of Revised Plan to Estimated Capital Funding

3.5.1 A comparison between the capital plan as at December 2015 (noted in section 3.3) plus the revisions and additions (noted in section 3.4) has been compared to the estimated funding (noted in section 3.2).

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m	Total £m
Capital Plan December 2015	32.198	33.819	34.434	13.340	10.810	124.601
Revisions	(2.039)	(1.114)	(9.506)	0.910	1.405	(10.344)
Additions	0.000	1.845	0.490	0.000	0.000	2.335
Total Revised Plan	30.159	34.550	25.418	14.250	12.215	116.592
Total Revised Funding	30.159	34.685	25.926	14.758	13.988	119.516
Under / (Over) Commitment	0.000	0.135	0.508	0.508	1.773	2.924

3.6 Proposals for Allocating the Under Commitment

3.6.1 The under commitment in the capital plan of £2.924m is proposed to be used as follows:

- £0.121m for Cycling, Walking and Safer Streets in line with the Specific Grant.
- Provision of £0.039m to the Joint Valuation Board as the Council's contribution to the Board's capital plan.
- An increase to the Roads block allocation of £1.500m.
- An increase to the Helensburgh Waterfront project of £1.264m.

Total Allocation - £2.924m.

4. CONCLUSION

4.1 There is an increase to the capital funding of £4.056m due to financial settlement for 2016-17 being higher than anticipated, the capital grant funding estimates being reviewed and updated offset by a reduction in the likely level of capital receipts.

4.2 The approved plan for 2015-20 has been updated to reflect the funding changes along with phasing, cost changes and additions and overall the revised capital plan is balanced.

5. IMPLICATIONS

5.1 Policy – Sets out the approach to capital planning.

- 5.2 Financial – Outlines the funding and commitments for the capital plan 2016-20.
- 5.3 Legal - The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.
- 5.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design Team and the design team within Roads and Amenity Services with 10 FTE posts affected.
- 5.5 Equalities – None.
- 5.6 Risk - There are risks around level of capital receipts, future grant funding and funding for the new/refurbished schools programme which could result in red risk assets not being addressed.
- 5.7 Customer Service – None.

Policy Lead for Strategic Finance: Councillor Dick Walsh

Malcolm MacFadyen, Head of Facility Services

Kirsty Flanagan, Head of Strategic Finance

For further information please contact:

Malcolm MacFadyen, Head of Facility Services 01546-604112

Peter Cupples, Finance Manager – Corporate Support 01546-604183

APPENDICES:

Appendix 1 - Phasing and Cost Changes

Appendix 2 - Proposed Additions

Appendix 3 - Proposed Capital Plan 2016-17

**Capital Plan
Phasing and Cost Changes**

Appendix 1

Project	Explanation	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
Community Services:							
Adult Care							
Lochgilphead Resource Centre	Rephasing		145	(145)			0
Asbestos Removal/Control Works	Reallocated to other projects or lines in the plan		(10)				(10)
Legionella Control Works	Reallocated to other projects or lines in the plan		(20)				(20)
Carbon Management	Reallocated to other projects or lines in the plan		(20)				(20)
Total Adult Care		0	95	(145)	0	0	(50)
Children and Families							
Shellach View	Increase in cost offset by reductions elsewhere in the plan		16				16
Asbestos Removal/Control Works	Reallocated to other projects or lines in the plan		(10)				(10)
Capital Property Works	Reallocated to other projects or lines in the plan		(25)				(25)
Health and Safety	Reallocated to other projects or lines in the plan		(40)				(40)
Legionella Control Works	Reallocated to other projects or lines in the plan		(20)				(20)
Carbon Management	Reallocated to other projects or lines in the plan		(20)				(20)
Dunclutha Children's Home	Rephasing		(66)	66			0
Total Children and Families		0	(165)	66	0	0	(99)

**Capital Plan
Phasing and Cost Changes**

Appendix 1

Project	Explanation	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
<i>Community and Culture</i>							
Ramsay Memorial Hall	Increase in cost offset by reductions elsewhere in the plan		20				20
Victoria Halls, Campbeltown	Reduction in cost offset by increases elsewhere in the plan.			(45)			(45)
Asbestos Removal/Control Works	Reallocated to other projects or lines in the plan		(20)				(20)
Capital Property Works	Reallocated to other projects or lines in the plan		(50)				(50)
Health and Safety	Reallocated to other projects or lines in the plan		(50)				(50)
Legionella Control Works	Reallocated to other projects or lines in the plan		(20)				(20)
Riverside Leisure Centre	Increase in cost offset by reductions elsewhere in the plan		174				174
Carbon Management	Reallocated to other projects or lines in the plan		(50)				(50)
<i>Total Community and Culture</i>		0	4	(45)	0	0	(41)
<i>Education</i>							
Achaleven Primary School	Increase in cost offset by reductions elsewhere in the plan		2				2
Ardchattan primary School	Rephasing		5	(5)			0
Bowmore Primary School	Reallocated to other projects or lines in the plan			(50)			(50)
Cardross Primary School	Increase in cost offset by reductions elsewhere in the plan		15				15
Castlehill Primary School	Increase in cost offset by reductions elsewhere in the plan		1				1
Clachan Primary School	Rephasing		(45)	45			0

**Capital Plan
Phasing and Cost Changes**

Appendix 1

Project	Explanation	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
Colgrain Primary School	Increase in cost offset by reductions elsewhere in the plan		(3)	50			47
Dervaig Primary School	Rephasing		(80)	80			0
Drumlemble Primary School	Increase in cost offset by reductions elsewhere in the plan			25			25
Glassary Primary School	Reduction in cost offset by increases elsewhere in the plan		(3)				(3)
Glenbarr Primary School	Rephasing		(30)	30			0
Hermitage Primary School	Increase in cost offset by reductions elsewhere in the plan		1				1
Innellan Primary School	Reduction in cost offset by increases elsewhere in the plan		(1)				(1)
Iona Primary School	Reduction in cost offset by increases elsewhere in the plan		(15)				(15)
Kilchattan Primary School	Increase in cost offset by reductions elsewhere in the plan		(38)	75			37
Kilcreggan Primary School	Reduction in cost offset by increases elsewhere in the plan		(5)				(5)
Lochgoilhead Primary School	Increase in cost offset by reductions elsewhere in the plan		90	(70)			20
Port Charlotte Primary School	Reduction in cost offset by increases elsewhere in the plan		(5)				(5)
Rosneath Primary School	Increase in cost offset by reductions elsewhere in the plan		(15)				(15)
St Andrew's Primary School	Reallocated to other projects or lines in the plan		(2)	(25)			(27)
St Joseph's Primary School	Reallocated to other projects or lines in the plan		(10)				(10)
St Mun's Primary School	Increase in cost offset by reductions elsewhere in the plan		4				4

**Capital Plan
Phasing and Cost Changes**

Appendix 1

Project	Explanation	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
Strone Primary School	Increase in cost offset by reductions elsewhere in the plan		5				5
Tobermory High School	Rephasing		(120)	120			0
Ulva Primary School	Rephasing		(90)	90			0
School House - Housing Quality Standard	Reduction in cost offset by increases elsewhere in the plan		(10)				(10)
Ferry House - Housing Quality Standard	Reduction in cost offset by increases elsewhere in the plan.		(8)				(8)
Capital Property Works	Reallocated to other projects or lines in the plan		(250)				(250)
Legionella Control Works	Reallocated to other projects or lines in the plan		(50)				(50)
Asbestos Removal/Control Works	Reallocated to other projects or lines in the plan		(50)				(50)
Block Allocation	Reallocated to other projects or lines in the plan			(1,174)		(1,900)	(3,074)
Early Learning and Childcare	Reallocated to other projects or lines in the plan		(2,048)				(2,048)
Campbeltown Schools Redevelopment	Reduction in expenditure which can be capitalised and rephasing	(471)	(1,030)	(4,949)			(6,450)
Dunoon Primary School	Increase in expenditure which can be capitalised and rephasing	(338)	2,539	1,945			4,146
Replacement of Oban High School	Reduction in expenditure which can be capitalised and rephasing	(155)	(2,487)	(6,972)			(9,614)
Kirn Primary School	Increase in expenditure which can be capitalised and rephasing	(810)	2,236	2,483			3,909
Carbon Management	Reallocated to other projects or lines in the plan		(25)				(25)
Internal Refurbishment Budget	Reallocated from other lines in the plan			200			200

**Capital Plan
Phasing and Cost Changes**

Appendix 1

Project	Explanation	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
600 Hours Additional Work	Reallocated from other lines in the plan		617				617
Capital Property Works	Reallocated from other lines in the plan		307	320			627
<i>Total Education</i>		(1,774)	(598)	(7,782)	0	(1,900)	(12,054)
Total Community Services		(1,774)	(664)	(7,906)	0	(1,900)	(12,244)
Development and Infrastructure:							
<i>Economic Development</i>							
Helensburgh Waterfront		(265)	(450)	(1,600)	910	1,405	0
CHORD - Rothesay Pavilion						1,900	1,900
<i>Economic Development</i>		(265)	(450)	(1,600)	910	3,305	1,900
Total Development and Infrastructure		(265)	(450)	(1,600)	910	3,305	1,900
GRAND TOTAL OF PHASING AND COST CHANGES		(2,039)	(1,114)	(9,506)	910	1,405	(10,344)

**Capital Plan
Proposed Additions**

Appendix 2

Property/Project	Project Description	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
Community Services:						
Adult Care						
Eadar Glinn	Phase 3 rewiring	70				70
Thomson Home Rothesay	Rewire and windows	50	75			125
Aids and Adaptions			25			25
Total Adult Care		120	100	0	0	220
Community and Culture						
Aqualibrium	Remodelling of café	60				60
Total Community and Culture		60	0	0	0	60

Proposed Additions

Property/Project	Project Description	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
Education						
Craignish Priamry School	Internal Remodelling	150				150
Dunbeg Primary School	Provision of modular classroom		200			200
Kilmartin Primary School	Re Roof		100			100
Kilmodan Primary School	Toilets Upgrade		40			40
Rosneath Primary School	Internal Upgrade		50			50
Toward Primary School	Installation of a sceptic tank	55				55
Bowmore Primary School - Pre Five Unit	External Area (600 hours funding)	10				10
Bunessan Primary School - Pre Five Unit	External Area (600 hours funding)	10				10
Craignish Priamry School - Pre Five Unit		300				300
Clyde Cottage - 600 Hours Provision	600 Hours Provision	350				350
Iona Primary School - Pre Five Unit		460				460
Lochgoilhead Primary School - Pre Five Unit		330				330
Total Education		1,665	390	0	0	2,055
Total Community Services		1,845	490	0	0	2,335
GRAND TOTAL OF ADDITIONS		1,845	490	0	0	2,335

Department	Head of Service	Previous Years £000's	2015-16 Total £000s	2016-17 Total £000s	2017-18 Total £000s	2018-19 Total £000s	2019-20 Total £000s	Total Capital Plan £000s
Area Committee	Area Committee	25	44	0	0	0	0	69
Area Committee Total		25	44	0	0	0	0	69
Community Services	Adult Care	2,569	317	400	180	0	0	3,466
	Children and Families	978	211	855	141	0	0	2,185
	Community and Culture	3,391	962	1,145	720	0	0	6,218
	Education	26,915	6,146	15,505	12,187	2,199	1,880	64,832
Community Services Total		33,853	7,636	17,905	13,228	2,199	1,880	76,701
Customer Services	Customer and Support Services	7,288	2,073	712	938	560	955	12,526
	Facility Services	13,352	4,475	954	435	305	525	20,046
Customer Services Total		20,640	6,548	1,666	1,373	865	1,480	32,572
Development and Infrastructure	Economic Development	11,619	7,485	9,498	8,600	8,140	4,878	50,220
	Roads and Amenity Services	34,620	8,446	5,616	2,725	3,554	5,750	60,711
Development and Infrastructure Total		46,239	15,931	15,114	11,325	11,694	10,628	110,931
Grand Total		100,757	30,159	34,685	25,926	14,758	13,988	220,273

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total		
			Years	Total	Total	Total	Total	Total	Capital		
			£000's	£000s	£000s	£000s	£000s	£000s	Plan		
Adult Care	Asset Sustainability	Aids and Adaptations	50	25	25	25	0	0	125		
		Ardfenaig	0	0	0	20	0	0	20		
		Asbestos Removal/Control Works	0	20	0	0	0	0	20		
		Eadar Glinn	183	63	70	0	0	0	316		
		Ellis Lodge	57	7	0	0	0	0	64		
		Health and Safety	957	28	80	60	0	0	1,125		
		Legionella Control Works	0	40	0	0	0	0	40		
		Lochgilphead Resource Centre	52	27	145	0	0	0	224		
		Lorn Resource Centre	63	22	0	0	0	0	85		
		Park House Women's Refuge	126	-4	0	0	0	0	122		
		Social Work Office Rothesay	73	2	0	0	0	0	75		
		Struan Lodge Boiler	13	27	0	0	0	0	40		
		Thomson Home Rothesay	123	24	80	75	0	0	302		
		Upgrading Older Peoples Homes	0	25	0	0	0	0	25		
		Woodlands/Greenwood	107	4	0	0	0	0	111		
	Asset Sustainability Total		1,804	310	400	180	0	0	2,694		
	Service Development	Mull & Iona Progressive Care Centre	765	7	0	0	0	0	772		
	Service Development Total		765	7	0	0	0	0	772		
Adult Care Total			2,569	317	400	180	0	0	3,466		
Children and Families	Asset Sustainability	Asbestos Removal/Control Works	0	20	0	0	0	0	20		
		Dunclutha Children's Home	32	-7	0	0	0	0	25		
		Dunoon Hostel	245	-30	0	0	0	0	215		
		East King St Children's Home	0	2	0	0	0	0	2		
		Glencruitten Hostel	106	14	0	75	0	0	195		
		Health and Safety	23	77	0	0	0	0	100		
		Legionella Control Works	0	40	0	0	0	0	40		
		Shellach View	9	17	30	0	0	0	56		
			Asset Sustainability Total		415	133	30	75	0	0	653
			Service Development	Dunclutha Childrens Home	8	80	825	66	0	0	979
				Dunoon Family Mediation Centre	59	-4	0	0	0	0	55
		Residential Respite Care Facility	496	2	0	0	0	0	498		
	Service Development Total		563	78	825	66	0	0	1,532		
Children and Families Total			978	211	855	141	0	0	2,185		

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total		
			Years	Total	Total	Total	Total	Total	Capital		
			£000's	£000s	£000s	£000s	£000s	£000s	Plan		
Community and Culture	Asset Sustainability	Aqualibrium	7	28	335	145	0	0	515		
		Asbestos Removal/Control Works	0	50	0	0	0	0	50		
		Bute Community Education Centre	6	4	0	150	0	0	160		
		Campbeltown Museum - Burnet Bldg	79	2	0	25	0	0	106		
		Capital Property Works	0	50	0	0	0	0	50		
		Community Centres General - Options Appraisal	0	15	0	0	0	0	15		
		Corran Halls, Oban	297	128	0	0	0	0	425		
		Dunoon Community Education Centre	157	20	0	0	0	0	177		
		Gaelic Centre - Corran Halls (FG)	173	-3	0	0	0	0	170		
		Health & Safety	83	167	0	0	0	0	250		
		Helensburgh Library	19	-2	0	0	0	0	17		
		Inveraray CARS	0	21	0	0	0	0	21		
		Kintyre Community Ed Centre	118	-4	0	0	0	0	114		
		Legionella Control Works	2	38	0	0	0	0	40		
		Lochgilphead Community Ed Centre	6	46	0	200	0	0	252		
		Oban Library (Leased Property)	0	20	0	40	0	0	60		
		Ramsay Memorial Hall	143	-38	100	0	0	0	205		
		Replacement of Gym Equipment	0	100	0	0	0	0	100		
		Rhu Community Ed Centre	117	12	10	0	0	0	139		
		Rothesay Library	263	-53	0	0	0	0	210		
		Rothesay Swimming Pool	108	15	0	0	0	0	123		
		Sandbank Library HQ	12	13	0	0	0	0	25		
		Tarbert Library	54	-1	0	0	0	0	53		
		Victoria Halls, Campbeltown	518	47	0	75	0	0	640		
		Victoria Halls, Helensburgh	200	-3	0	85	0	0	282		
			Asset Sustainability Total		2,362	672	445	720	0	0	4,199
			Service Development	Archives - Wee Manse Brae	41	87	0	0	0	0	128
				Campbeltown All Weather Pitch	964	-47	0	0	0	0	917
				Dunoon Boxing Club	0	0	100	0	0	0	100
				Riverside Leisure Centre Refurbishment	24	200	600	0	0	0	824
			Service Development Total		1,029	240	700	0	0	0	1,969
			Strategic Change	Carbon Management	0	50	0	0	0	0	50
			Strategic Change Total		0	50	0	0	0	0	50
Community and Culture Total			3,391	962	1,145	720	0	0	6,218		

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total
			Years	Total	Total	Total	Total	Total	Capital
			£000's	£000s	£000s	£000s	£000s	£000s	Plan
Education	Asset Sustainability	Achaleven Primary School	2	0	100	10	0	0	112
		Ardchattan Primary School	0	10	5	5	0	0	20
		Ardrishaig Primary School	205	-1	0	75	0	0	279
		Arinagour Primary School	83	0	0	48	0	0	131
		Asbestos Control/Removal Works	40	45	0	0	0	0	85
		Ashfield Primary School	87	-8	0	0	0	0	79
		Barcaldine Primary School	80	-11	0	0	0	0	69
		Block Allocation	0	0	0	0	2,199	1,880	4,079
		Bowmore Primary School	415	-47	0	0	0	0	368
		Bunessan Primary School	252	3	100	0	0	0	355
		Campbeltown Grammar	3,642	27	10	0	0	0	3,679
		Capital Property Works	692	142	0	0	0	0	834
		Cardross Primary School	513	64	225	0	0	0	802
		Carradale Primary School	26	5	0	150	0	0	181
		Castlehill Primary School	157	100	200	50	0	0	507
		Clachan Primary	5	172	0	45	0	0	222
		Colgrain Primary School	736	64	0	150	0	0	950
		Craignish Primary School	0	0	180	0	0	0	180
		Dalintober Primary School	267	0	30	0	0	0	297
		Dalmally Primary School	68	0	15	10	0	0	93
		Dervaig Primary School	0	5	0	80	0	0	85
		Drumlemble Primary School	223	-9	0	175	0	0	389
		Dunbeg Primary School	430	4	0	250	0	0	684
		Dunoon Primary School	96	14	10	0	0	0	120
		Ferry Houses - Housing Quality Standard	0	68	0	0	0	0	68
		Free School Meals	159	391	0	0	0	0	550
		Furnace Primary School	104	-37	30	0	0	0	97
		Garelochhead Primary School	312	5	0	45	0	0	362
		Glassary Primary School	80	52	0	0	0	0	132
		Glenbarr Primary School	73	-8	0	165	0	0	230
		Hermitage Primary School	145	2	80	0	0	0	227
		Homeless Houses - Housing Quality Standard	3	47	0	0	0	0	50
		Innellan Primary School	81	22	0	0	0	0	103
		Internal Refurbishment Budget	0	0	0	200	0	0	200
		Inveraray Primary School	467	-25	0	0	0	0	442
		Iona Primary School	0	0	75	0	0	0	75
		Islay High School	4,024	58	0	175	0	0	4,257
		John Logie Baird Primary School	365	-43	320	100	0	0	742
		Keills Primary School	311	-11	0	0	0	0	300
		Kilchattan Primary School	170	0	0	100	0	0	270
Kilchrenan Primary School	13	12	0	10	0	0	35		
Kilcreggan Primary School	341	145	0	75	0	0	561		
Kilmartin Primary School	16	4	0	100	0	0	120		
Kilmodan Primary School	103	92	0	40	0	0	235		
Kilninver Primary School	99	-6	0	0	0	0	93		
Kirn Primary School	53	33	0	0	0	0	86		
Legionella Control Works	20	120	0	0	0	0	140		

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total
			Years £000's	Total £000s	Total £000s	Total £000s	Total £000s	Total £000s	Capital Plan £000s
		Lismore Primary School	48	13	0	20	0	0	81
		Lochdonhead Primary School	165	-30	0	0	0	0	135
		Lochgoilhead Primary School	62	-20	135	0	0	0	177
		Luing Primary School	74	16	0	0	0	0	90
		Luss Primary School	76	-11	0	0	0	0	65
		Minard Primary	50	1	0	0	0	0	51
		North Bute Primary School	318	48	0	0	0	0	366
		Oban High Gaelic Media Studio (FG)	93	-2	0	0	0	0	91
		Oban High School	642	-16	10	0	0	0	636
		Park Primary School	474	25	25	0	0	0	524
		Parklands School	132	36	0	0	0	0	168
		Port Charlotte Primary School	190	147	0	0	0	0	337
		Port Ellen Primary School	477	-10	0	0	0	0	467
		Property Works (Contingency)		0	307	320	0	0	627
		Rhu Primary School	33	-3	0	0	0	0	30
		Rhunahaorine Primary	74	13	60	30	0	0	177
		Rosneath Primary School	283	352	0	50	0	0	685
		Sandbank Primary School	508	-14	0	0	0	0	494
		School Houses - Housing Quality Standard	119	317	0	0	0	0	436
		Skipness Primary School	10	5	0	0	0	0	15
		Small Isles Primary School	344	-56	0	0	0	0	288
		Southend Primary School	0	0	30	0	0	0	30
		St Andrew's Primary School	280	44	0	0	0	0	324
		St Joseph's Primary School	440	110	0	0	0	0	550
		St Mun's Primary School	80	0	50	140	0	0	270
		Strachur Primary School	154	-1	0	0	0	0	153
		Strath of Appin Primary School	377	-37	0	0	0	0	340
		Strone Primary School	325	4	30	0	0	0	359
		Tarbert High School	0	0	20	0	0	0	20
		Taynuilt Primary School	120	4	0	0	0	0	124
		Tayvallich Primary School	108	-5	0	0	0	0	103
		Tighnabraich Primary School	117	-7	0	0	0	0	110
		Tiree High School	965	-66	0	0	0	0	899
		Tiree Primary School	225	-5	0	0	0	0	220
		Tobermory High School	767	-46	0	120	0	0	841
		Toward Primary School	76	4	55	0	0	0	135
		Ulva Primary School	0	0	0	90	0	0	90
		Asset Sustainability Total	23,164	2,310	2,102	2,828	2,199	1,880	34,483

Head of Service	Category	Project	Previous Years £000's	2015-16 Total £000s	2016-17 Total £000s	2017-18 Total £000s	2018-19 Total £000s	2019-20 Total £000s	Total Capital Plan £000s
	Service Development	600 hours additional works	0	0	617	0	0	0	617
		Ardishaig Primary School - Pre Five Unit	257	154	0	0	0	0	411
		Bowmore Primary School - Pre Five Unit	0	0	10	0	0	0	10
		Bunessan Primary School - Pre Five Unit	0	0	10	0	0	0	10
		Clyde Cottage - 600 hours provision	0	0	350	0	0	0	350
		Craignish Primary School - Pre Five Extension (600 hours Funding)	0	0	300	0	0	0	300
		Early Learning and Childcare	370	267	0	0	0	0	637
		Hermitage Primary Annexe Replacement	833	-68	0	0	0	0	765
		Iona Primary School - Pre Five Unit (600 hours funding)	0	0	460	0	0	0	460
		Lochgoilhead Primary School - Pre Five Unit (600 hours funding)	0	0	330	0	0	0	330
		Lochnell Primary School - Pre Five Unit	251	-41	0	0	0	0	210
		Park Primary Extension and Pre Fives Unit	341	14	0	0	0	0	355
		Salen Primary School - Gaelic Pre School Extension (FG)	19	131	0	0	0	0	150
		St Joseph's Pre 5 Parenting Facilities	133	-58	0	0	0	0	75
		Strachur Primary School - Pre Five Unit	304	11	0	0	0	0	315
		Tarbert High School - Biomass enabling work	0	0	0	35	0	0	35
		Taynuilt PS Addnl Classroom	142	-11	0	0	0	0	131
		Tayvallich Primary School - Pre Five Unit	438	-8	0	0	0	0	430
		Video Conferencing Upgrade	55	5	0	0	0	0	60
	Service Development Total		3,143	396	2,077	35	0	0	5,651
	Strategic Change	Campbeltown Schools Redevelopment	209	796	950	722	0	0	2,677
		Dunoon Primary School	265	180	4,152	3,470	0	0	8,067
		Kirn Primary School	0	767	5,776	3,866	0	0	10,409
		Replacement of Oban High School	134	1,697	448	1,266	0	0	3,545
	Strategic Change Total		608	3,440	11,326	9,324	0	0	24,698
Education Total			26,915	6,146	15,505	12,187	2,199	1,880	64,832
Grand Total			33,853	7,636	17,905	13,228	2,199	1,880	76,701

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total	
			Years	Total	Total	Total	Total	Total	Capital	
			£000's	£000s	£000s	£000s	£000s	£000s	Plan	
									£000s	
Customer and Support Services	Asset Sustainability	Block Allocation	0	0	0	294	550	945	1,789	
		Computer Network Security	545	91	25	0	0	0	661	
		Corporate GIS Portal Rollout	116	0	20	10	10	10	166	
		Internet / Online Access	233	35	0	0	0	0	268	
		IT Education	72	198	10	0	0	0	280	
		MS Exchange & Doc Sharing	228	67	50	54	0	0	399	
		PC Replacement	1,812	516	300	480	0	0	3,108	
		Server Capacity Growth	1	188	101	0	0	0	290	
		Telecomms Network	675	78	19	0	0	0	772	
	Unified Communications and Video Conferencing	644	97	17	0	0	0	758		
	Asset Sustainability Total			4,326	1,270	542	838	560	955	8,491
	Service Development	Applications Projects	469	446	159	100	0	0	1,174	
		Consolidated Server Replacement (CRM)	1,009	58	0	0	0	0	1,067	
		Council Chamber Video Conferencing	116	0	0	0	0	0	116	
		Education Domain Extension	443	0	0	0	0	0	443	
		IT Enablement Process for Change	721	290	11	0	0	0	1,022	
		LYNC 2013	126	3	0	0	0	0	129	
		Property Management System	78	6	0	0	0	0	84	
	Service Development Total			2,962	803	170	100	0	0	4,035
Customer and Support Services Total			7,288	2,073	712	938	560	955	12,526	

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total
			Years	Total	Total	Total	Total	Total	Capital
			£000's	£000s	£000s	£000s	£000s	£000s	Plan
									£000s
Facility Services	Asset Sustainability	Aqualibrium	23	5	0	0	0	0	28
		Argyll House, Dunoon	13	0	120	123	0	0	256
		Asbestos Capital Property Works 15/16	45	24	1	0	0	0	70
		Asbestos Capital Property Works 16/17	0	0	19	0	0	0	19
		Block Allocation	0	0	0	163	305	525	993
		Bowmore Area Office	16	16	1	0	0	0	33
		Burnett Building	0	66	4	0	0	0	70
		Capital Property Works 15/16	0	102	2	0	0	0	104
		Castle House, Dunoon	27	28	1	0	0	0	56
		Dunoon Office Rationalisation	1	3	219	7	0	0	230
		Eaglesham House, Rothesay	43	26	2	0	0	0	71
		Fire Risk Assessment Works 15/16	0	42	2	0	0	0	44
		Fire Risk Assessment Works 16/17	0	0	24	0	0	0	24
		High Street, Rothesay	0	8	1	0	0	0	9
		Hill Street Dunoon Rewire	2	0	32	1	0	0	35
		Joint Valuation Board	0	0	39	0	0	0	39
		Jura Service Point	0	13	2	0	0	0	15
		Kilarrow House	7	99	3	0	0	0	109
		Kilmory Castle	135	188	6	29	0	0	358
		Kilmory Castle 2012-13	142	1	0	0	0	0	143
		Legionella Capital Works 15/16	0	19	1	0	0	0	20
		Legionella Capital Works 16/17	0	0	19	0	0	0	19
		Lorn House, Oban	3	97	3	0	0	0	103
		Manse Brae District Office	0	0	0	65	0	0	65
		Manse Brae Roads Office	0	84	3	0	0	0	87
		Oban Municipal Buildings	229	15	0	0	0	0	244
		Oban Office Rationalisation	0	3	0	0	0	0	3
		Old Quay Head Offices, Campbeltown	0	26	1	0	0	0	27
		Tobermory Area Office	32	29	30	47	0	0	138
		Union Street, Rothesay	74	4	0	0	0	0	78
Whitegates	202	0	0	0	0	0	202		
Whitegates Office, Lochgilphead	0	60	2	0	0	0	62		
Willowview Oban	0	23	1	0	0	0	24		
Asset Sustainability Total			994	981	538	435	305	525	3,778

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total
			Years £000's	Total £000s	Total £000s	Total £000s	Total £000s	Total £000s	Capital Plan £000s
	Strategic Change	Campbeltown & Rothesay Rationalisation	27	8	0	0	0	0	35
		Campbeltown Office Rationalisation	0	380	188	0	0	0	568
		Carbon Management Business Cases (FPB)	144	117	0	0	0	0	261
		Carbon Management Capital Property Works 15/16	0	19	1	0	0	0	20
		Carbon Management Capital Property Works 16/17	0	0	19	0	0	0	19
		Carbon Management Fuel Conversions (FPB)	107	38	0	0	0	0	145
		Helensburgh Office Rationalisation (FPB,REC)	9,563	1,746	180	0	0	0	11,489
		Islay HS/Bowmore PS (FPB)	709	17	0	0	0	0	726
		Kilmory Biomass Project OBC (FPB,REV)	877	156	0	0	0	0	1,033
		Mid Argyll Offices Reorganisation	367	-46	0	0	0	0	321
		Non-NPDO Schools PV Panel Installations	379	109	0	0	0	0	488
		NPDO Schools Solar PV Panel Installations	3	913	28	0	0	0	944
		Oil to Gas Heating Conversions (FPB)	182	27	0	0	0	0	209
		Tiree Shared Offices	0	10	0	0	0	0	10
	Strategic Change Total		12,358	3,494	416	0	0	0	16,268
Facility Services Total			13,352	4,475	954	435	305	525	20,046
Grand Total			20,640	6,548	1,666	1,373	865	1,480	32,572

Head of Service	Category	Project	Previous	2015-16	2016-17	2017-18	2018-19	2019-20	Total	
			Years	Total	Total	Total	Total	Total	Capital	
			£000's	£000s	£000s	£000s	£000s	£000s	Plan	
									£000s	
Economic Development	Service Development	CWSS - School Cycle Parking 2015-16	41	0	0	0	0	0	41	
		CWSS - South Islay Distilleries Path	356	0	0	0	0	0	356	
		Kilmartin House	0	0	0	0	400	0	400	
		NVA	0	0	250	0	0	0	250	
		Safe Streets, Walking and Cycling (CWSS)	270	0	96	8	8	9	391	
		SPT	336	0	0	0	0	0	336	
		Service Development Total		1,003	0	346	8	408	9	1,774
		Strategic Change								
		01 TIF - Lorn/Kirk Road	75	163	0	0	0	0	238	
		05 TIF - North Pier Extension	0	560	0	0	0	0	560	
		09 TIF - Oban Airport Business Park	62	393	135	0	0	0	590	
		CHORD - Campbeltown	2,601	795	1,190	200	0	0	4,786	
		CHORD - Dunoon	546	581	5,124	3,072	247	0	9,570	
		CHORD - Helensburgh -Public Realm Imprv	6,206	153	871	0	0	0	7,230	
		CHORD - Oban	792	1,360	3,500	750	158	0	6,560	
		CHORD - Rothesay	0	794	-2,000	3,970	327	1,900	4,991	
		Helensburgh Waterfront Development	172	50	300	600	7,000	2,969	11,091	
		OBC for Dunoon Pier	162	2,636	32	0	0	0	2,830	
		Strategic Change Total		10,616	7,485	9,152	8,592	7,732	4,869	48,446
	Economic Development Total			11,619	7,485	9,498	8,600	8,140	4,878	50,220

Head of Service	Category	Project	Previous Years £000's	2015-16 Total £000s	2016-17 Total £000s	2017-18 Total £000s	2018-19 Total £000s	2019-20 Total £000s	Total Capital Plan £000s	
Roads and Amenity Services	Asset Sustainability	Block Allocation	0	0	0	1,631	3,054	5,250	9,935	
		Bridge Strengthening	867	330	470	263	0	0	1,930	
		Bute Local Capital Priorities	98	0	0	0	0	0	98	
		Castle Lodge Building Works	0	130	0	0	0	0	130	
		Cemetery Houses	32	18	0	0	0	0	50	
		Environmental Projects	0	246	500	0	0	0	746	
		EV Quick Chargers	0	400	0	0	0	0	400	
		Fleet Management	0	359	200	0	0	0	559	
		Flood Prevention	121	165	126	121	0	0	533	
		Furnace Coastal Protection	0	80	20	0	0	0	100	
		Lighting	1,111	292	300	0	0	0	1,703	
		Public Convenience Upgrades	0	64	2	0	0	0	66	
		Roads Reconstruction	15,327	4,517	3,372	500	500	500	24,716	
	Traffic Management	172	89	107	0	0	0	368		
	Waste Management Sites	93	5	0	0	0	0	98		
	Zero Waste Fund	293	10	0	0	0	0	303		
	Asset Sustainability Total			18,114	6,705	5,097	2,515	3,554	5,750	41,735
	Service Development		A83 South of Muasdale	73	511	0	0	0	0	584
			A849 Pennyghael Bridge Mull	126	5	0	0	0	0	131
			Campbeltown Old Quay	1,374	50	0	0	0	0	1,424
			Cycleways - H&L (FSPT)	2,015	207	200	200	0	0	2,622
			Preliminary design for Regional Transport projects (tif)	192	0	29	0	0	0	221
			Vehicle Tracking System (FPB)	219	0	0	0	0	0	219
	Service Development Total			3,999	773	229	200	0	0	5,201
	Strategic Change		Helensburgh Depot Rationalisation (F)	1,236	124	0	0	0	0	1,360
			Kintyre Renewables Hub (FGPB)	11,271	844	0	0	0	0	12,115
			Pier Upgrades	0	0	290	10	0	0	300
Strategic Change Total			12,507	968	290	10	0	0	13,775	
Roads and Amenity Services Total			34,620	8,446	5,616	2,725	3,554	5,750	60,711	
Grand Total			46,239	15,931	15,114	11,325	11,694	10,628	110,931	

CORPORATE ASSET MANAGEMENT STRATEGY

1. EXECUTIVE SUMMARY

- 1.1 Asset Management is a structured and systematic approach to managing fixed assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to retirement. Effective asset management planning means knowing what you own, where it's located, what it costs you, what it will cost you in the future, whether it will support current and future service delivery and who is responsible for it.
- 1.2 The Corporate Asset Management Strategy sets out the Council's overall approach to management of its asset base. It sets out
- The Council's approach and commitment to sound asset management,
 - The aims and objectives of the Corporate Asset Management Strategy is to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes,
 - Links between asset management and the Corporate Plan, the Single Outcome Agreement (SOA) and Service Plans,
 - Governance arrangements for asset management,
 - An overview of the planning and performance management framework for asset management,
 - The need for the asset management to be forward looking to deliver the asset which the Council requires for service delivery in the future.

CORPORATE ASSET MANAGEMENT STRATEGY

2. INTRODUCTION

- 2.1 The Corporate Asset Management Strategy sets out the Council's overall approach to management of its asset base. It sets out
- The Council's approach and commitment to sound asset management,
 - The aims and objectives of the Corporate Asset Management Strategy is to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes,
 - Links between asset management and the Corporate Plan, the Single Outcome Agreement (SOA) and Service Plans,
 - Governance arrangements for asset management,
 - An overview of the planning and performance management framework for asset management,
 - The need for the asset management to be forward looking to deliver the asset which the Council requires for service delivery in the future.

3. DETAIL

Definition and Core Values of Asset Management

- 3.1 Asset Management is a structured and systematic approach to managing fixed assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to retirement. Effective asset management planning means knowing what you own, where it's located, what it costs you, what it will cost you in the future, whether it will support current and future service delivery and who is responsible for it.
- 3.2 It is recognised that these general guiding principles can also be applied to the management of non-fixed, or less permanent, assets such as vehicles, plant and equipment.
- 3.3 The Council will ensure that the assets it provides are used in a fair, consistent, efficient and effective way, taking into account their social and environmental impact and the needs and aspirations of our people, communities, areas and organisation.
- 3.4 Asset Management is the process of ensuring that the Council's Assets are:
- Fit for purpose,
 - Used efficiently,
 - Maintained on a sustainable basis,
 - Matched in investment terms to service needs.

Approach and Commitment to Sound Asset Management

- 3.5 The Local Government in Scotland Act 2003 provides the legal framework for both the Prudential Code and the Best Value arrangements. Under the Prudential Code local authorities are authorised to make capital investments where it can be demonstrated that these investments are affordable, prudent and sustainable. A local authority, which secures Best Value, is one, which promotes continuous improvement in the performance of its functions.
- 3.6 Asset Management is a key element of achieving Best Value. Councils have a statutory duty to deliver Best Value. This has significant implications for asset management as Councils must:
- Ensure that management arrangements secure continuous improvement;
 - Balance quality and cost in relation to the procurement of assets;
 - Ensure asset management decisions contribute to sustainable development.
- 3.7 Asset Management has potential to contribute to achievement of efficiency savings.
- 3.8 The Best Value 2 Asset Management templates published by Audit Scotland essentially set out the direction of travel for asset management within the Council. The desired outcomes of good practice contained within these templates have been fully adopted and are being actively promoted and progressed by the Strategic Asset Management Board.
- 3.9 In addition, asset management best practice will continue to be shared and developed through participation in national and local benchmarking networks and through membership of professional associations, such as the the newly formed Scottish Heads of Property Scotland group.
- 3.10 In line with Best Value Guidance: “Sound Management of Resources” the Council’s Corporate Asset Management Strategy sets out how the Council will manage its assets to deliver the Council’s corporate and Single Outcome Agreement (SOA) objectives, by providing the basis for corporate challenge and providing a focus on the future asset requirements in respect of service delivery.

Aims and Objectives of the Corporate Asset Management Strategy

- 3.11 Plans for the future ensure that assets must be used primarily to enable the most effective provision of services together with the achievement of strategic objectives; and this should be done in the most efficient and economical manner. The Corporate Asset Management Strategy aims to provide an integrated approach to realising the Council’s overall strategic aims and objectives for optimising assets and challenge services in this regard. A primary objective of asset management is to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes, linked to corporate, service and SOA objectives, while reducing the total cost of ownership while maximising the benefits from investment in these assets.
- 3.12 The Corporate Asset Management Strategy provides a strategic direction of travel and sets out the framework for the development and implementation of a robust process for Asset Management.

- 3.13 The Council's short term strategic objective is to improve the asset management performance by challenging services to ensure the most efficient and effective use of assets focused on delivery of the SOA, corporate and service objectives.
- 3.14 The following governing criteria underpin the Corporate Asset Management Strategy and provide a basis for corporate challenge:
- The Council's fixed assets must support current and future service delivery requirements,
 - The Corporate Asset Management Strategy informs and directs service asset management planning, the Corporate Asset Management Plan and Capital Plan,
 - The Corporate Asset Management Strategy informs and enables the Council's actions to successfully progress and improve economic development and connectivity within Argyll and Bute,
 - The Council's Carbon Management Plan informs and directs the improvements required to assets to meet the Council's carbon reduction targets,
 - The criteria of condition, suitability and risk are applied to measure asset performance,
 - The balance quality and cost in relation to the procurement of assets and Individual asset performance (running cost and utilisation) where appropriate will be subject to measurement to determine efficiency,
 - The development and implementation of a systematic approach to asset investment and expenditure, utilisation and disposal.
- 3.15 As stated earlier, sound asset management is crucial if the Council is to make best use of the resources available to it to deliver its overall aims and objectives. The environment within which the Council operates is dynamic. It is therefore crucial that the Council's asset management approach informs decisions about strategic change across the Council, and is sufficiently flexible to adapt to the circumstances created by such change.
- 3.16 Specific Aims of the Asset Management Strategy are:
- Provide a framework for conducting a corporate challenge to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes, linked to corporate, service and SOA objectives
 - Ensure the capital investment programme will contribute to the achievement of the Council's key objectives designed to ensure that asset management issues are fully reflected in the planning of the Council.
 - Provide a framework for the management and monitoring of the capital programme and maintenance effects on revenue.
 - Inform the bidding for external "third party" additional capital funding and the management of any resources that are secured.
 - Address corporate policies on procurement and disposal policies as required by best value guidance.
 - Determine processes for the generation of capital project proposals; the monitoring of ongoing projects and the evaluation of completed projects.
 - Review existing assets and service needs to explore opportunities for the more efficient and effective use of assets and the release of resources through disposal.

Links Between Asset Management and Key Corporate Policies

- 3.17 The Corporate Plan sets out the Council's corporate objectives and outcomes. The key features of the Corporate Plan are incorporated within this strategy.
- 3.18 The Council's mission is to make Argyll and Bute a place people choose to live, learn, work and do business.
- 3.19 The Corporate Asset Management Plan will need to move its focus from the current estate to considering what future service provision needs will be and the demands this will place on the asset base. This will ensure that in planning for the future the impact of the SOA, corporate objectives and national priorities will be taken into account as part of the corporate challenge contained within the asset management process.
- 3.20 There are important links between the Corporate Plan, the Community Plan and the Single Outcome Agreement (SOA). The outcomes set out in the Corporate Plan are the Council's contribution to the SOA. Each outcome is linked to one or more of the national outcomes set by the Scottish Government. The future service delivery requirement for assets is considered as part of the asset management process.
- 3.21 Community Planning Partners have worked in partnership with the Council to ensure that the SOA identifies the outcomes for Argyll and Bute and the partnership action required for effective implementation. The Council will foster partnerships and co-operation with organisations and agencies in the public, private and voluntary sector. In particular we continue to engage with the Scottish Futures Trust in view of their emerging role of promoting asset rationalisation between public sector agencies.
- 3.22 Linked to the previous section it should be noted that the Community Planning Management Team has agreed to work in partnership with the Scottish Futures Trust to carry out a "smarter places" review pilot for Dunoon.

Governance Arrangements for Asset Management

- 3.23 Council governance of asset management by elected members is on the basis of the Council directing the work of the Council through the Strategic Management Team.
- 3.24 Responsibility for Council assets is held by the three Departments:
- Community Services,
 - Customer Services and
 - Development & Infrastructure.

These Departments are headed by an Executive Director reporting to the Chief Executive and supported by Heads of Services who are responsible for day to day service provision and the effective and efficient use of assets.

- 3.25 The Head of Facility Services is the Chair of the Strategic Asset Management Board and is responsible for the development of the Corporate Asset Management Strategy, production of the Corporate Asset Management Plan,

preparation of the Capital Plan and production of the Carbon Management Plan.

3.26 The Strategic Asset Management Board is responsible for the development of asset management policy, planning and specification. In addition, the Board is responsible for the development and delivery of the asset management improvement programme and to support the production of the Corporate Asset Management Plan, Capital Plan and Carbon Management Plan and for providing corporate challenge within the asset management process.

3.27 The corporate requirements of asset management will be driven forward by the Strategic Asset Management Board; which is the link between senior officers and elected members and the Council's service operations in respect of matters of policy related to asset management. In this way a corporate view will be applied to major proposals relating to assets.

3.28 The Strategic Asset Management Board responsibilities are:

1. To oversee Asset Management within the Council by applying a corporate challenge which ensures that all assets held by the Council are required for operational and regeneration/economic development purposes linked to corporate, service and Single Outcome Agreement objectives.
2. To develop, introduce and fully establish asset management performance, planning and governance systems.
3. To plan for economic, efficient and effective use of assets, ensuring compliance with statutory regulations.
4. To prepare the Council's Corporate Asset Management Strategy and Corporate Asset Management Plan.
5. To manage the approval process for Service and Group Asset Management Plans.
6. To provide objective appraisal of Initial Business Cases (IBC), Outline Business Cases (OBC) and Full Business Cases (FBC).
7. To provide objective appraisal of Service Asset Management Plans (SAMP) and Group Asset Management Plans (GAMPS).
8. To work with stakeholders, both internal and external, in managing its assets including Community Planning Partners.
9. To review delivery of the Capital Programme.
10. To review the resourcing of the delivery of the Capital Programme.
11. To ensure the capital works undertaken are of a high standard the Board should ensure that feedback of projects is sought by the users of the building / school / IT system etc. The board should review this feedback and pick up on any lessons learnt.
12. To resolve issues in respect of project risks for individual projects that

have impacted (reached a level above tolerance).

13. To ensure life cycle costs in terms of building, maintain and decommissioning are considered in procurement and prior to committing to the project.
14. To oversee the standardisation and future development of asset specification and procurement.
15. To undertake a full review of Asset Management IT systems held by the Council and the development of a strategic approach towards future system integration.
16. Seek to ensure that adequate provision is made for planned programme maintenance.

Planning and Performance Management Framework for Asset Management

3.29 The Council must underpin asset management, business case development and capital and revenue decision making with robust asset performance data. The Planning and Performance Management Framework will support the required improvement in asset performance management, and the Strategic Asset Management Board has identified the continued development of asset performance measures as a key priority.

3.30 The table below summarises the asset base of the Council. The Council has an asset base at 31 March 2015, with a Net Book Value of £527.085m (2014 - £514.651m) that includes:

Description	Number	Description	Number
Administrative Buildings	40	Learning centre for pupils with additional support needs	1
Operational Depots	19	Swimming Pools	4
Primary Schools	73	Halls	7
Secondary Schools	5	Libraries	9
3-18 Schools	4	Roads (km)	2,282
Joint campuses	1	Public Road Bridges	896
Gaelic medium units	6	Car Parks	111
School Houses	21	Marine Structures	41
Public road retaining walls	1,500 (Estimated)	Public road coastal protection (km)	200 (Estimated)
IT Systems and Devices	13,000 (Estimated)		

The table includes the majority of the Council's assets but is not exhaustive.

3.31 A range of policies in support of good asset management practice have been developed and are included in the appendices to this document. The asset management policies approved to date are outlined in Appendix 1. In addition Services have been encouraged to develop policy statements in respect of each asset group.

- 3.32 Each year the Corporate Asset Management Plan will be prepared on the basis of the Corporate Asset Management Strategy and it will take account of the risks identified in the SAMPs and GAMP. The aim of the Corporate Asset Management Plan is to ensure that capital and revenue expenditure is directed efficiently and effectively to further:
- Strategic Change
 - Service Development
 - Asset Sustainability.
- 3.33 The Corporate Asset Management Plan sets out how Services will ensure that the opportunity cost of financial resources tied up in assets are minimised and that there is:
- An integrated corporate approach towards asset management, capital planning and budgeting process for both capital and revenue
 - A process for changing the Council's Asset portfolio consistent with the Corporate Plan and SOA
 - A process for asset decision making which is consistent with Services' requirements
 - An identification of opportunities for innovation, asset investment or disposal
 - Provision of a context for capital project evaluation helping to prioritise decisions on spending.
- 3.34 Each Executive Director is responsible for the completion of their Service Asset Management Plan and Group Asset Management Plan. Service Asset Managers will prepare the Service Asset Management Plan and Group Asset Management Plan, which when approved by the Departmental Executive Director, will be submitted to the Strategic Asset Management Board. The Strategic Asset Management Board will evaluate each Service Asset Management Plan, Group Asset Management Plan, from which the Corporate Asset Management and Capital Plan will be prepared.
- 3.35 In preparing Service Asset Management Plans, Service Asset Managers must consider the following guiding criteria:
- Maximise the impact of all capital and revenue expenditure on assets
 - Apply asset performance indicators and benchmarking (Condition, Suitability and Risk) to planning and decision making
 - Maximise the utilisation of assets
 - Reduce the unit costs of service delivery through smarter and more efficient asset management
 - Dispose of underperforming, unsuitable assets and assets which are at risk and invest in "fit for purpose" assets
 - Share assets with Community Partners & Third Sector to maximise public benefit
- 3.36 The Council requires that decision making regarding the procurement, development and disposal of assets is founded on a robust process of options appraisal and Business Case gateways and have been subject to robust corporate challenge. The Capital Programme Planning and Management Guide sets out the Council's approach towards, and requirement for, options appraisal and Business Case development including the Carbon Management Plan's targets and objectives.

- 3.37 In terms of procurement, the Council will take cognisance of traditional and more recent, or emerging delivery options. It will have regard to the delivery options afforded, for instance, by the Scottish Futures Trust and the Northern Hub Co, where appropriate.
- 3.38 The Strategic Asset Management Board has introduced a set of asset performance indicators and an associated programme of asset surveys, to improve the standard of Service Asset Management Plans. The performance indicators now form part of the Service Asset Management Plans. These allow the Council to benchmark asset performance and better inform decision making. In the future the Strategic Asset Management Board will agree the survey frequency for specific asset groups and continually develop a programme of asset surveys in line with the agreed frequencies.
- 3.39 The performance indicators for each asset group are being identified and applied to prioritised groups to satisfy the needs of corporate management and members on a Council wide basis while also meeting the needs of Service managers on a day to day and month to month basis. Performance indicators should also be capable of being considered by individual asset, groups of assets, service, location, asset type and ultimately Council wide. The gathering, recording and reporting of this data is currently being addressed with the emphasis on property assets (buildings).
- 3.40 In order to fully support this strategy, the Council have implemented a corporate property management IT system to develop and improve its asset management and performance reporting capabilities.

4. CONCLUSION

- 4.1 In the short term the aim of the Corporate Asset Management Strategy is to ensure that all the foregoing policies, plans, systems and processes are implemented and operational with on-going development taking place.

5. IMPLICATIONS

- | | | |
|-----|--------------------|--|
| 5.1 | Policy – | The report sets out the Council’s policy in respect of asset management. |
| 5.2 | Financial - | None. |
| 5.3 | Legal - | None. |
| 5.4 | HR - | None. |
| 5.5 | Equalities - | None. |
| 5.6 | Risk - | None. |
| 5.7 | Customer Service - | None . |

Policy Lead for Strategic Finance: Councillor Dick Walsh

Malcolm MacFadyen, Head of Facility Services

Kirsty Flanagan, Head of Strategic Finance

For further information please contact:

Peter Cupples, Finance Manager – Corporate Support 01546-604183

APPENDICES

Appendix 1 – Asset Management Policies

APPENDIX 1 – ASSET MANAGEMENT POLICIES

1.0 INTRODUCTION

2.0 OPERATIONAL PROPERTY ASSET POLICY STATEMENT

3.0 NON-OPERATIONAL PROPERTY POLICY STATEMENT

4.0 DISPOSALS ASSET POLICY STATEMENT

5.0 ACQUISITIONS ASSET POLICY STATEMENT

6.0 FLEET ASSETS POLICY STATEMENT

7.0 INFRASTRUCTURE ASSETS POLICY STATEMENT

8.0 ICT ASSETS POLICY STATEMENT

9.0 BUILDING ELEMENT RISK CATEGORY POLICY STATEMENT

1. INTRODUCTION

Argyll and Bute Council holds each of its assets as a resource to be used in the delivery of services and to support and contribute to its corporate objectives.

This is the fundamental premise that underpins all the Council's actions in managing its assets. From the acquisition of new assets, their operation throughout their lifetime, right the way through to their eventual disposal, the overall way in which the Council deploys and accounts for its assets can be tested against the contribution they make to the overall corporate vision. It is recognised that all assets can make particular contributions in terms of:-

- Optimising asset portfolios to meet changing service needs.
- Reaping financial benefits from savings in running costs and enhancing capital receipts.
- Implementing corporate plans and strategies in areas such as carbon reduction and sustainability.
- Acting as a catalyst for partnership working with other public service providers.
- Supporting the development and role of the Third Sector to provide key services within communities.

Improved service delivery through effective asset management will be achieved when key assets are in the right location, suitable and fit for purpose and in good condition. In particular all property assets will also need to be accessible and energy efficient.

The current financial climate has created particular problems for many public bodies. For example property assets cannot be so readily acquired, sold and, in some cases altered. The challenge for the Strategic Asset Management Board and the Council will be to consider the changes taking place in the external environment, such as new workplace practices, the increasing influence of information and communications technology and the growing importance of sustainability issues and to respond to these changes by implementing more innovative, aggressive and robust asset management policies.

The purpose of this document is to set out a high level Asset Policy framework for Argyll and Bute Council. These Policies will, in turn, support the Council's Asset Management Strategy and Corporate Asset Management Plan. The Policies set out in this document are in respect of:-

- Operational Property
- Non-Operational Property
- Disposals
- Acquisitions
- Fleet
- Infrastructure
- ICT
- Building Element Risk

These Policies are a dynamic statement of how Argyll and Bute Council expects to better use and manage its assets. The Policies will be reviewed annually and updated, where appropriate, to reflect emerging best practice, altered priorities and any new statutory obligations.

2.0 OPERATIONAL PROPERTY POLICY STATEMENT

The Strategic Asset Management Board will oversee the management of all operational property assets to ensure that these resources are operated in an effective and efficient manner and contribute to an improved provision of services to the community.

To do this the Board will:-

- Ensure property is regarded and managed as a corporate resource.
- Ensure best value and best practice in the delivery of property and asset management services.
- Review and challenge the need for retaining properties with services.
- Ensure our property portfolio is suitable for its current use and supports effective service delivery.
- Ensure properties are compliant with relevant legislation.
- Ensure properties are in an appropriate condition and maintained effectively.
- Ensure office space is used efficiently.
- Regularly measure and report the sufficiency of the school estate.
- Review options for rationalising or consolidating property assets.
- Regularly monitor and report on the performance of property and put in place measures for securing continuous improvement.
- Ensure property running costs and the consumption of resources are minimised.
- Consider the needs of stakeholders.
- Ensure that comprehensive asset management information to support decision making is collected, maintained and stored efficiently.

3.0 NON-OPERATIONAL PROPERTY POLICY STATEMENT

The Strategic Asset Management Board will review and challenge the non-operational property assets held by Services. It will ensure that:-

- The commercial portfolio is managed effectively to maximise income.
- Rental voids are kept to a minimum.
- Key properties are held for economic development purposes.
- Regular reviews of commercial portfolio are carried out to assess rate of return, purpose of retention and alternative development options.
- Underperforming assets are declared surplus to requirements.
- The cost of managing the non-operational portfolio remains competitive through benchmarking and regular review.

4.0 PROPERTY DISPOSALS POLICY STATEMENT

The Council has a statutory responsibility under the Local Government (Scotland) Act 1973, not to dispose of land at less than the best consideration. In order to comply with this obligation it will, in the majority of instances, seek to obtain “market value” for all surplus assets by:-

- Enhancing value wherever practicable and appropriate.
- Advertising on the open market to encourage competition from likely purchasers.
- Setting a closing date for offers.
- Supporting the transfer of certain assets, where appropriate, to the Third Sector in return for wider community benefits.
- Generally recommending acceptance of the highest offer submitted in accordance with the above.
- Reporting all potential disposals to the appropriate Committee of the Council seeking approval to proceed.

The Strategic Asset Management Board will challenge service departments to review their future property requirements and this will ultimately lead to a net reduction of property assets. The Board will ensure arrangements are in place to:-

- Eliminate as far as possible the number of properties that are poorly used, unfit for purpose and in poor condition.
- Pursue disposal options that will maximise the return to the Council where possible.
- Become more innovative. For example to examine the possibility of setting up joint venture Special Purpose Vehicles (SPV's), where appropriate, with the private sector to unlock the latent value of our assets.
- Fast-track disposal options where possible where unique or significant beneficial opportunities may exist, or can be created.
- Deliver revenue savings to the Council through the prompt and successful disposal of property.
- Ensure the cost of managing the disposal process portfolio remains competitive through benchmarking, market testing and regular review.

5.0 PROPERTY ACQUISITIONS POLICY STATEMENT

The Strategic Asset Management Board's objective is to ensure that the necessary professional and technical services are in place to deliver the Council's capital and revenue programmes of new build, refurbishment and maintenance works in respect of developing, consolidating and protecting property assets.

The Board will ensure that the Property, Design, Estates and Asset Management Teams will provide the Council with construction, procurement, valuation and consultancy services including project management, project monitoring and budget management. On this basis the Board will be in a position to review and determine whether due process has revealed that acquisition is the only or most favourable option available.

In the event that the acquisition of an asset is the optimum solution the Strategic Asset Management Board will ensure efficient procurement of assets and construction projects by:-

- Reviewing the integrated and multi-disciplined approach within Facilities Services.
- Requiring services to follow the methodical and efficient processes contained within the Council's approved Capital Planning and Management Guide.
- Overseeing and reviewing the production of Full Business Cases.
- Undertaking a rigorous options appraisal process, including consideration of procurement options available through the Council's membership of the Northern Territory hub Co.
- Requiring the demonstration of comprehensive value for money approach.
- Participating and leading, where appropriate, post project reviews.

6.0 FLEET POLICY STATEMENT

The Council operates a wide range of fleet and plant to support the delivery of services.

The Strategic Asset Management Board requires the services to provide an efficient and effective Fleet management and vehicle maintenance service.

Fleet Management ensure that services have:-

- Appropriate vehicles in place to carry out their responsibilities and duties.
- Vehicles which are maintained to DVSA (Driver and Vehicle Standards Agency) standard.
- Appropriate data available to measure performance and use of fleet and plant and to enable targets to be established.
- Proportionate information to enable optimum use to be made of the fleet.
- An appropriate training programme in place to support relevant staff and operators.
- Robust business cases developed to underpin vehicle retention and best value procurement solutions.
- Plans in place where appropriate to develop a "Green Fleet" policy, including infrastructure for public charging.
- Plans are developed to manage a single council fleet with vehicle brokerage to ensure best value through vehicle utilisation and whole life costing.

7.0 INFRASTRUCTURE POLICY STATEMENT

The infrastructure portfolio is a complicated collection of diverse asset groups such as roads, bridges, piers, airports, amenity (e.g. cemeteries, memorials and parks), street lighting and flood prevention schemes. The overarching aim of the Strategic Asset Management Board is to ensure that the service with responsibility for these asset groups strives for a good quality, well maintained and sustainable infrastructure network that is not only safe but also contributes to the needs of the community together with the everyday requirements of the businesses operating within Argyll and Bute. The Annual Status and Options Report has been developed for the road, lighting and bridge/structures assets. This document includes deterioration modelling and investment scenarios that model likely future conditions.

The aim of the Strategic Asset Management Board is to make sure that:-

- The infrastructure assets perform well in terms of suitability and condition.
- Appropriate asset management information is gathered, maintained and used to underpin decision making.
- Infrastructure meets the needs of users' requirements and compliance with relevant legislation and regulations is achieved.
- Data continues to be gathered and held on appropriate systems.
- Benchmarking activities continue to inform business improvement actions.

8.0 ICT POLICY STATEMENT

It is the aim of the Strategic Asset Management Board to ensure that the Council's ICT assets are utilised in the most effective, efficient and economical manner in support of the Council's plans, strategies and service delivery.

The following approach will be undertaken to achieve this:-

- Business, corporate and strategic requirements will be identified.
- Procurement options will be tailored and developed to suit continuing needs, taking into account ongoing maintenance and sustainability issues throughout the whole life of the asset.
- Regular reviews will be conducted to assess fitness for purpose and performance of the asset in question.
- Full compliance with legislative and operational requirements during the withdrawal and subsequent disposal of ICT assets.
- Comprehensive ICT and asset management information in support of all of the above will be collected, maintained, stored efficiently and be readily available.

9.0 BUILDING ELEMENT RISK CATEGORY POLICY STATEMENT

The risk category for building elements is used as part of the condition surveys undertaken by Property Services. The classification for fabric related elements and building services are as follows:

Fabric – The condition of an element is based on a combination of factors including site visual appearance, manufacturer's guidance on the lifecycle of the element and frequency of repeated maintenance based on historical knowledge and recorded data. In taking cognisance of all factors an assessment is made and a score (out of ten) is applied resulting in a condition percentage being allocated to the element. A score of less than 40% is classified as **bad** and categorised as a red risk. A score between 40% and 60% is classified as **poor** and categorised as an amber risk. A score between 60% and 85% is classified as **satisfactory** and categorised as a yellow risk. A score greater than 85% is classified as **good** and categorised as a green risk.

In addition to overall condition and therefore the risk associated with elements, the Property Officers also identify "Hot Spots". These are generally small areas of an element whose condition is such that they do not significantly influence the overall score but require attention as their failure is likely to result in a significant disruption to the building functioning as intended. An example of this would be a bad condition flat roof over a boiler house where the failure of the roof element would potentially result in the heating failing.

As a result, a capital programme is established that deals with high risk elements including "Hot Spots". It is also prudent to include a Health and Safety budget to deal with any emergent issues throughout the financial year.

Services - Mechanical & Electrical – this assessment is based on the elemental lifecycle of the specific mechanical or electrical element or sub element. The assessment is coupled with the support of statutory cyclical service reports and industry standard recommendations. In taking cognisance of all factors an assessment is made and a score (out of ten) is applied resulting in a condition percentage being allocated to the element. A score of less than 40% is classified as **bad** and categorised as a red risk. A score between 40% and 60% is classified as **poor** and categorised as an amber risk. A score between 60% and 85% is classified as **satisfactory** and categorised as a yellow risk. A score greater than 85% is classified as **good** and categorised as a green risk.

In addition to the overall elemental condition and therefore the risk associated with elements, the Property and Technical Officers also identify "Hot Spots". These are generally parts of an element where condition is such that they do not significantly influence the overall score but require attention as their failure is likely to result in a significant disruption to the building functioning as intended.

As a result, a capital programme is established that deals with high risk elements including "Hot Spots". It is also prudent to include a Health and Safety budget to deal with any emergent issues throughout the financial year.

ARGYLL AND BUTE COUNCIL

COUNCIL

STRATEGIC ASSET MANAGEMENT BOARD

11 FEBRUARY 2016

CORPORATE ASSET MANAGEMENT PLAN

1. EXECUTIVE SUMMARY

- 1.1 The Corporate Asset Management Strategy sets out the strategic framework for the development of asset management planning including the development of the Corporate Asset Management Plan, Service Asset Management Plans and ICT Group Asset Management Plan and provides the basis for corporate challenge within the asset management process.
- 1.2 The Corporate Asset Management Plan reflects the Council's strategic objectives contained in the Single Outcome Agreement (SOA) and Corporate Plan, capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2016-17 and beyond. These projects have been developed taking account of the future service delivery requirements of the Council.

CORPORATE ASSET MANAGEMENT PLAN

2. INTRODUCTION

- 2.1 The Corporate Asset Management Plan reflects the Council's strategic objectives contained in the SOA and Corporate Plan, capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2016-17 and beyond. These projects have been developed taking account of the future service delivery requirements of the Council.
- 2.2 The Strategic Change programme identifies the Council's strategic planning priorities which include the CHORD programme, the Lorn Arc Tax Incremental Funding (TIF) programme, School Replacement, Helensburgh Waterfront development and Road and Infrastructure projects.
- 2.3 The Service Development and Asset Sustainability programmes focus on addressing the Condition, Suitability and Risk associated with the Council's assets. The Corporate Asset Management Plan addresses individual assets or asset groups which have been identified as highest risk (*significant* risk of impairment to both the asset and/or service delivery), either through capital plans founded on Business Cases, or through the proposed development of Outline Business Cases in 2016-17.
- 2.4 The capital projects in the Corporate Asset Management Plan are funded from existing Block Allocations.
- 2.5 The Corporate Asset Management Strategy sets out the strategic framework for the development of asset management planning including the development of the Corporate Asset Management Plan, Service Asset Management Plans and ICT Group Asset Management Plan and provides the basis for corporate challenge within the asset management process.

3. DETAIL

Corporate Asset Management Planning – Key Issues

- 3.1 The Corporate Asset Management Plan reflects existing Departmental and service structures and planning. It brings together the Council's strategic change programmes such as CHORD and the Lorn Arc Tax Incremental Funded project, with Service Asset Management Plans, ICT Group Asset Management Plan and capital plans.

- 3.2 Service Asset Management Plans and ICT Group Asset Management Plan set out how each Service is planning to manage the assets they utilise to deliver services. The standard of these reflects the current maturity of the Council's asset management planning and demonstrate an improvement in terms of information, quality and meaningful asset performance measures - varying between areas of best practice to areas where there has been limited asset performance management to date.
- 3.3 The quality of the information within the Service Asset Management Plans and ICT Group Asset Management Plan has improved in respect of the Condition, Suitability and Risk associated with asset groups under their management control. This demonstrates continuous improvement in respect of the asset management processes.
- 3.4 All new capital projects included within Capital Plan are founded on either an Initial Business Case (IBC) or an Outline Business Case (OBC) (as required by the Council's Capital Planning Guidance). The quality and standard of business cases produced is reflective of the development of asset management planning across the Council. Strategic change project OBCs show best practice: incorporating options appraisal, whole life costing and risk analysis. Progress has been made with the standard of IBCs for the Asset Sustainability programme but will continue to be a focus for further development within the capital monitoring process.
- 3.5 The Service Asset Management Plans and ICT Group Asset Management Plan provide the Council with a robust suite of data which informs strategic decision making. The data allows consideration of adjusting block allocations between Services and/or between strategic priorities and is useful in the context of Strategic Change, Service Development and Asset Sustainability. The data is becoming even more useful as improvements can be targeted and reported upon. It will also inform future decision making and corporate challenge in relation to asset disposal.
- 3.6 The main sources of data for the Corporate Asset Management Plan are the Service Asset Management Plans and the ICT Group Asset Management Plan. The plans are based on the objective assessment of Condition, Suitability and Risk that has been applied to asset groups.
- 3.7 The day to day operations of Local Authorities is very much dictated by legislation. Each Service has to be mindful of the legislation affecting each of its operations and the key legislation is set out in the individual Service Asset Management Plans. Relevant Legislation includes:-
- Legislation involving Care Commission issues
 - Legislation relating to Education Scotland
 - Roads (Scotland) Act 1984
 - New Roads and Street works Act 1991
 - Flood Risk Management Act (Scotland) 2009
 - Health and Safety legislation
 - Environmental and other protective legislation

Corporate Asset Management Plan Development

- 3.8 The Strategic Asset Management Board approved during 2012-13 a revised set of Asset Performance Indicators and the associated programmes of asset surveys/inspections have been agreed. This will continue to improve the quality of Asset Management Plans which allows the Council to benchmark asset performance and provide the basis for corporate challenge within the corporate decision making.
- 3.9 The Corporate Asset Management Plan is updated annually to reflect national policy requirements. In addition, strategic asset management planning arrangements between other public bodies and major Community Planning Partners within Argyll and Bute are becoming more effective. The Council has an approved policy in place for this.
- 3.10 The gateway system for appraising and approving future capital expenditure has been in operation since 2010. The process has been utilised again for 2016-17 with consideration being given to addressing Highest Risks and improvements to the Condition and Suitability of assets. The programme for 2016-17 includes projects which have been previously approved by the Council as summarised in the following sections.
- 3.11 Each new project within the Corporate Asset Management Plan and Capital Plan has been subject to an Initial Business Case and/or an Outline Business Case (OBC), which has been reviewed and assessed by the Strategic Asset Management Board. Strategic Change projects have been subject to the requirement for Option Appraisals and detailed assessment of Life Cycle costs (Affordability and Value For Money). The Capital Programme Planning and Management Guide, which was approved in May 2010, updated November 2015 and is reviewed regularly, contains templates for each form of Business Case with the OBC incorporating Life Cycle Costing.

Capital Projects Previously Approved

- 3.12 The following significant strategic change projects have been previously approved by the Council:
- Progress and deliver the CHORD programme
 - Update the OBC for the Dunoon Office Rationalisation Project following the “smarter places” review
 - Progress the procurement Oban High School
 - Progress the procurement of Kirn Primary School
 - Progress the procurement of Dunoon Primary School
 - Progress the procurement of Campbeltown Grammar School Campus
 - Production of an OBC for Dunoon Pier as part of CHORD Phase 2
 - Production of an OBC for the Helensburgh Waterfront development
 - Campbeltown Office Rationalisation.

- 3.13 The following significant service development projects have been previously approved by the Council:
- IT enablement for Process For Change - Progress Workforce Deployment & Customer Management (supporting IT & office rationalisation programmes)
 - IT Applications Projects
 - Dunclutha Children's Home
 - Riverside Leisure Centre Refurbishment
 - Cycle ways Helensburgh and Lomond.
- 3.14 The following section summarises the position with regard to asset sustainability projects previously approved by the Council:
- Development and Infrastructure
 - The Roads Reconstruction programme is targeted on sections identified as High and Medium Risk by the Roads Maintenance and the Scottish Road Maintenance Condition Survey Road (SRMCS) and roads inspectors. Prioritisation is given to those routes which are likely to contribute greatest to economic growth and improved quality of life within our communities.
 - The other Asset Sustainability programmes included in 2016-17 onward are Flood Prevention, Bridge Strengthening, Traffic Management, Street Lighting, Environmental, Fleet Management and Marine Assets.
 - Community Services
 - The 2016/17 to 2017/18 capital programme will continue to include works to address the condition issues of the departments assets informed by the surveys carried out by Facility Services. The administration has no plans to review the school estate at this time and asset sustainability projects for schools will target suitability and condition issues.
 - Customer Services
 - The IT Programme focuses upon securing information, IT hardware and data and voice networks, more use of collaborative tools such as Sharepoint, Unified Communications and Voice Over IP and the deployment of numerous services in support of a flexible workforce.
 - Council wide Personal Computer and laptop replacement programme
 - Extension of the Education network domain across all schools
 - Facility Services: main thrust is the continuation of the office rationalisation projects and health and safety upgrades to address red risk elements in strategically important Shared Offices and key Council buildings.

New Projects Seeking Council Approval to Proceed in 2016-17 and 2017-18

- 3.15 The following projects require Council approval to proceed in 2016-17 and 2017-18. Each of these projects has been subject to Initial Business Case and/or Outline Business Cases which have been reviewed and assessed by the Strategic Asset Management Board. Where required, funding for the completion of these OBCs is allowed for within the capital plan for 2016-17.
- 3.16 The proposals for strategic change projects are noted below:
- Lorn Arc Tax Incremental Funding (TIF) initiative.
 - Remaining CHORD Projects.
 - Helensburgh Waterfront Development.
 - Carbon Management.
- 3.17 The proposals for service development projects are noted below which will require Outline Business Cases to be prepared:
- Education
 - Bowmore Primary School
 - Bunessan Primary School
 - Clyde Cottage
 - Craignish Primary School
 - Dunbeg Primary School
 - Iona Primary School
 - Kilmartin Primary School
 - Kilmodan Primary School
 - Lochgoilhead Primary School
- 3.18 The proposals for asset sustainability projects are as noted below:
- The continuation of the programme of health and safety upgrades to address red risk elements within strategically important shared offices and other buildings.
 - Roads Reconstruction Projects
 - Bridge Strengthening projects
 - Flood Risk Management Projects
 - Amenity projects
 - Lighting

High Risk Assets Not Addressed within Capital Plan Proposals for 2016-17

3.19 The Capital Programme for 2016-17 has been structured to address the majority of the Council's High Risk assets. In 2016-17, Service Asset Managers will develop Business Cases and Plans to tackle the following High Risk assets which are not addressed by projects within the Capital Programme for 2016-17 and 2017-18.

- Facility Services

- The programme of asset sustainability projects to address red risks in strategically important offices and other buildings has been limited in recent years due to the restricted funding available. This has led to a scenario where work has had to be planned over several years thereby creating a backlog of urgent projects including rewires, fire alarm replacements, heating upgrades and structural improvements. As a result, the Council is facing the increased risk of property element failures that could adversely affect service delivery.

- The following red risks are not addressed within the proposed projects, an indicative cost has been provided for each risk:

▪ Argyll House, Dunoon – Equality Access Works	£20k
▪ Castle House, Dunoon – Equality Access Works	£10k
▪ Dolphin Hall, Dunoon – Heating Upgrade	£40k
▪ Ellis Lodge, Dunoon – Equality Access Works	£25k
▪ High Street Office, Rothesay – Equality Access Works	£15k
▪ Hill Street Office, Dunoon – Equality Access Works	£20k
▪ Hill Street Office, Dunoon – Heating Upgrade	£30k
▪ Kilarrow House - Equality Access Works	£50k
▪ Kilmory Castle - Fire Ceilings	£160k
▪ Kilmory Castle – Equality Access Works	£25k
▪ Manse Brae District Office – Heating Upgrade	£85k
▪ Municipal Buildings, Oban - Fire Alarm	£32k
▪ Old Quay Offices, Campbeltown - Fire Alarm	£14k
▪ Rothesay Office Rationalisation	£30k

- In addition there would be limited budget allocation (circa £22k) to address emergent works associated with Fire Risk Assessments, Capital Property Works, Carbon Management Capital Property Works, Asbestos Capital Property Works and Legionella Capital Property Works. These historically have required funding as follows:

▪ Fire Risk Assessment Works	£25k
▪ Capital Property Works	£50k
▪ Carbon Management Capital Property Works	£25k
▪ Asbestos Capital Property Works	£25k
▪ Legionella Capital Property Works	£25k

The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and Safety.

- ICT
 - The reduction in capital funding will have an impact on the Council's ability to maintain and upgrade its applications, IT infrastructure and equipment to keep pace with improvements in technology. The ICT GAMP contains a full range of critical service emerging priorities which will not be met following the reduction in capital. The programme will instead deliver limited infrastructure maintenance and a much reduced development programme covering only the highest priority projects, and will also see the replacement of the PCs reduce from a replacement cycle of 3 to 4 years to replacement every 5 to 6 years with no warranty or maintenance on PCs after the first 3 years. This will have consequences on the reliability and ability to work with the latest releases of application software.

- Roads
 - In the most recent official figures provided by the Scottish Road Management Condition Survey the roads of Argyll and Bute were the lowest ranked in Scotland. However, the investment since 2011 has seen an overall improvement in the Road Condition Index (RCI) for the more strategic routes.

In February 2011 Audit Scotland reported that "*Transport Scotland and councils should review their road maintenance strategies and plans to confirm that adequate prioritisation is given to those routes which are likely to contribute greatest to economic growth and improved quality of life.*"

Audit Scotland in its Audit report published in August 2012, of Argyll and Bute Council 'Maintaining Scotland's Roads – Follow up work', identified the following Risk:- Whilst the Council has increased the roads maintenance and reconstruction budgets, there is a risk that the budget will not be sufficient to meet maintenance requirements of the roads network.

In terms of supporting the Council's Corporate Plan and the requirement to support and develop the local economy, it is essential that the Council targets its resources wisely to support routes which contribute to economic growth and the quality of life of our town and rural communities.

While it will be a long term aim of the Council to improve its national ranking in terms of the Road Management Condition Survey, the short to medium term strategy to achieve the outcomes set out within the Corporate Plan is set out within the Council's Roads Asset Management Strategy, which sets out its capital asset investment and roads maintenance strategies. The Annual Status and Options Report also details the strategy, provides an analysis of performance and also models outcomes based on investment levels.

- The Street Lighting stock in Argyll and Bute is in a generally poor condition partly through age and partly through environmental conditions experienced in our coastal location. The project underway with Energy Efficient Scotland provides a very positive opportunity to upgrade low maintenance lighting infrastructure funded from savings from reduced energy. The business case has been approved by the Economic Development and Infrastructure Committee.
- Ferry Vessels
 - The Red Risk ferry assets have not been addressed.
- Bridges
 - The bridge inspection and assessment programmes continue to identify Red Risks. Works to address these Red Risk bridge/wall defects are being made through Bridge Maintenance Revenue and Bridge Strengthening Capital Programmes, and will be planned and prioritised to reduce the need for either restrictions or escalating costs. It is noted that two significant bridges (Pennyghael and Kilninver) continue to be monitored. Whilst these two bridges are fit for purpose the approach geometry and construction type makes them vulnerable to strikes from vehicles.
- Piers
 - Investment at Piers and Harbours to accommodate increases through the introduction of RET
 - Further improvements to Campbeltown Old Quay inner wall – approx. 100m of 1940s piling to replace and Rothesay Harbour.
- Fleet Workshops
 - Both the Campbeltown and Lochgilphead workshops will be subject to Options Appraisal and the development of OBC in 2016-17.
- Fleet Vehicles
 - The Strategic Asset Management Board approved a Fleet Procurement Policy on 29 January 2010 which will manage disposal of red risk fleet vehicles; those which are beyond policy life and uneconomic to retain. Business cases are required to be approved prior to the procurement of new vehicles. The introduction of these policies and procedures is designed to allow the Council to dispose of Red Risk fleet vehicles by the end of 2016-17, dependant on the Service Choices outcome.
- Amenity
 - Business Case will be made for future investment in machinery and plant to improve service efficiency as well as assets including public conveniences, war memorials playing fields and cemeteries.

- Coastal Protection and Flooding
 - Various protection measures to stabilise sections of coastal public road and also including the A818 south east of Dumfin Bridge (non-coastal).
 - Various flooding locations including Campbeltown, Port Ellen, Oban, Sandhaven and Kilcreggan.
- Waste Management
 - Review of the waste management strategy driven by changing requirements for zero waste to landfill. Revised strategy needs to be progressed in conjunction with Shanks who have a contract with the council until 2026.

Anticipated Developments Within Next Five Years

- 3.20 In the future the Corporate Asset Management Plan will need to move its focus from the current estate to considering what future service provision needs will be and the demands this will place on the asset base. This will ensure that in planning for the future the impact of the SOA, corporate objectives and national priorities will be taken into account.
- 3.21 The main issues identified within the Service Asset Management Plans which must be considered within future asset management planning include:
- Strategic Infrastructure planning in conjunction with Strategic Infrastructure & Transportation Partners within the public & private sectors to support the future requirements of the Argyll & Bute economy: - renewable energy, 3G&4G development, high speed broadband, housing (rural & town), marine science & aquaculture, tourism and timber.
 - Demographic effects on school population and school estate planning
 - Integration of Health and Social Care
 - Business Case development for future waste management
 - Significant investment is in place to address the needs of island landfill sites and waste management infrastructure Environmental issues e.g. carbon management
 - Workforce Deployment and Office Property rationalisation.
 - Community Partnership opportunities for smarter utilisation of assets through Shared Services - to support service delivery and the development of a strategy/mechanism to allow potential asset transfer to the Third Sector.
 - Depot Rationalisation programme
 - Covered winter salt stores at Connel (Strategic salt store), Bute, West Cowal (Millhouse) and Lochgilphead.
 - Investment and refurbishment to synthetic 'all weather pitches'.
 - The Marine asset inspection regime to become part of the concerto programme in line with facility service assets
 - Vessel inspections will remain subject to annual refit and certification by the MCA
 - Ongoing work to facilitate implementation of the Flood Risk Management Act and how much budget the Council elects to fund its share of the national strategy to reduce flood risk.

- 3.22 As a priority, Services must develop asset management planning, Options Appraisal and Business Case development to address all High Risk assets.
- 3.23 For assets rated C or D and an Amber Risk profile, future planning must appraise options to upgrade, replace or dispose of these assets. For assets rated A or B for condition or suitability, and/or with a Green or Yellow Risk profile, asset sustainability planning must ensure that these assets do not deteriorate by carrying out appropriate mitigation works. This will be achieved through the Council's Business Case gateway process.

Leased Land and Property

- 3.24 The Council leases land and properties to external parties giving a rental income of circa £730k per annum and leases property and land assets from external landlords with an outgoing rental of circa £220k per annum.

Asset Register Systems and Software

- 3.25 The Strategic Asset Management Board is overseeing the implementation of the new integrated property management system Concerto which will combine a number of processes which have operated independently and as a result simplify obtaining reliable property asset performance data as well as recording and maintaining that data.
- 3.26 Following the completion of the process for property it is necessary that Infrastructure and other assets are similarly controlled and work will commence to maintain the Finance asset register in accordance with the WDM system used to monitor our infrastructure assets.

4. CONCLUSION

- 4.1 The Corporate Asset Management Plan sets out the way in which the Council's Corporate Asset Management Strategy will be delivered in 2016-17.

5. IMPLICATIONS

- 5.1 Policy – Sets out how the Corporate Asset Management Strategy will be delivered.
- 5.2 Financial – None.
- 5.3 Legal – The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.
- 5.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design Team and the design team within Roads and Amenity Services with 10 FTE posts affected.
- 5.5 Equalities – None.
- 5.6 Risk - There are insufficient resources to address all the red risk assets.
- 5.7 Customer Service – None.

Policy Lead for Strategic Finance: Councillor Dick Walsh

Malcolm MacFadyen, Head of Facility Services

Kirsty Flanagan, Head of Strategic Finance

For further information please contact:

Peter Cupples, Finance Manager – Corporate Support 01546-604183

COMMUNITY SERVICES ASSET MANAGEMENT PLAN 2016/17 and 2017/18

1.0 EXECUTIVE SUMMARY

Community Services Asset Management Plan ensures the Council is making best logistical and economic use of its assets. The asset management plan for 2016 - 18 supports the delivery of the Single Outcome Agreement 2013 – 2023 and the overarching aim that Argyll and Bute's economic success is built on a growing population. The Community Services Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in September 2015 using current data and follows regular assessments of the suitability and condition of the department's assets. The SAMP reflects the ownership of the departments assets prior to the integration of Health and Social Care on 1 April 2016. The SAMP for 2016/17 and 2017/18 lays out the requirements for the delivery of improvements to each of the service's capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and allow us to provide a quality services to our customers.

The 2016/17 to 2017/18 capital programme will continue to include works to address the condition issues of the departments assets informed by the surveys carried out by Facility Services. The administration has no plans to review the school estate at this time and asset sustainability projects for schools will target suitability and condition issues. Service development projects to be undertaken include, refurbishment of the Riverside Leisure Centre, the completion of the new Dunclutha Childrens House and, completeing the programme of improvements to our pre 5 units to support the implementation of 600 hours pe school education. Strategic change programmes include the new school projects for Kirn Primary School, Campbeltown Grammar School, Oban High School, the refurbishment of Dunoon Primary School and, the new Helensburgh Swimming Pool as part of the Helensburgh Waterfront development.

COMMUNITY SERVICES ASSET MANAGEMENT PLAN 2016/17 and 2017/18

2.0 INTRODUCTION

2.1 The Community Services Asset Management Plan identifies the capital requirement for the delivery of and improvements to the departments' assets. Elected Members approved the capital allocation for 2016/17 at the Council meeting on 23 April 2015. This report provides members with an update of the 2016/17 capital budget requirements and identifies the department's capital requirements for 2017/18.

2.2 Community Services Asset Management Plan ensures the Council is making best logistical and economic use of its assets to achieve the outcomes in the Council's corporate plan and the department's service plans. The asset management plan for 2016 - 2018 supports the delivery of the Single Outcome Agreement 2013 – 2023 and the overarching aim that Argyll and Bute's economic success is built on a growing population. Investment in the departments assets will enable the Community Planning Partnership to achieve the following short term outcomes:

Outcome 2 – We have infrastructure that supports growth

short term outcome:

2.7 – to optimise our public assets to best facilitate sustainable economic growth

2.8 – to ensure that there is a generous supply of commercial property and developable land to support sustainable economic growth

Outcome 3 – Education , skills and training maximises opportunities for all

short term outcome:

3.1 - our children and young people in Argyll and Bute are supported to be ambitious and realise their full potential

Outcome 4 – Children and young people have the best possible start

short term outcome:

4.3 - Children and young people should have access to positive learning environments and opportunities to develop their skills

4.5 - Children and young people feel secure and cared for

4.6 - All our children have increased opportunities and are encouraged to participate in play, recreation and sport

Outcome 5 – People live active, healthier and independent lives

short term outcome:

5.2 - Individuals are more physically active

5.5 - We have accessible high quality services which improve quality of life and wellbeing

- 2.3 The Community Services Asset Management Plan (SAMP) adheres to the process laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in September 2015 using current data and follows regular assessments of the suitability and condition of the department's assets. The SAMP reflects the ownership of the departments assets post the integration of Health and Social Care.
- 2.4 The SAMP for 2016/17 and 2017/18 lays out the requirements for the delivery of improvements to each of the individual service's capital assets and the delivery of safe, efficient fit-for purpose public buildings which enhance service delivery and allow us to provide a quality services to our customers. The capital plan focuses on projects of 3 particular types, namely:

'Asset sustainability' – with a focus on maintaining or investing in the physical fabric of the building. These projects ensure existing assets are fit for purpose/continue to be fit for purpose based on existing use.

'Service development' – with a focus on enhancing the current asset to improve its fitness for purpose or its efficiency and effectiveness. Service development covers construction/acquisition of new assets to replace existing assets on a like for like basis or investment in assets to enhance service delivery based on existing use. The requirement for this investment would be driven by service, area and corporate priorities. Projects in this category are typically under £1,000,000 in capital costs.

'Strategic change' – with a focus on a significant investment across the service asset portfolio to support fundamental service development. Projects classified as Strategic Change would be where the new asset replaces a number of different existing assets including bringing a range of different services in to the same asset or a structurally significant investment in terms of the corporate plan. The requirement for this investment would be driven by corporate priorities. Projects in this category would typically be at least £1,000,000 in capital costs.

3.0 DETAIL

- 3.1 The Community Services department's building assets provide the base from which statutory education functions are delivered and leisure, sport, community learning and library facilities are provided to serve their local communities. The detailed information for each of these two services is appended to this report.
- 3.2 The integration of health and social care will see the transfer of both social work services to the new Health and Social Care Partnership on 1 April 2016. The adoption of the Body Corporate model of integration by the Council and NHS board means that the assets of both organisations remain in the ownership of the parent body and the two social work services are therefore included within this report. The Integrated Joint Board and the Chief Officer for Health and Social Care will oversee the capital investment in the future.
- 3.3 There are very close linkages between Community Services and the Integrated Health and Social Care Services. The Education service covers pre 5, primary and secondary education, including additional support needs, educational psychology, opportunities for all, 16+ learning centres, Gaelic education and youth services. There

are 3 education offices, 73 primary schools, 5 secondary schools, 3 x 3-18 schools, 2 joint campuses, 6 Gaelic medium units, 1 learning centre for pupils with additional support needs, 2 school hostels and 21 school houses.

- 3.4 The Community and Culture service covers housing, welfare rights, libraries, arts and culture, active schools, sport and physical activity, lifelong learning and community development. There are 5 community centres, 8 housing properties, Park House Women's Aid refuge, the strategic housing land bank, 7 halls, 4 leisure centres, 1 sport centre, 1 3G all-weather pitch (outwith the school estate), Dunoon Youth Centre, 1 museum, 7 owned libraries and 2 leased libraries.
- 3.5 The Children and Families Social Work Service provides the following services: family support, child protection, looked after children, adoption and fostering, children with a disability and criminal justice. The Children and Families Service shares 10 office bases with Adult Care and owns and manages 3 children's units. The service also owns, and manages through an SLA, a respite provision for children with a disability.
- 3.6 The Adult Care Social Work service covers professional social worker care management and adult support and protection, home, day and residential care services for older people, learning disability, mental health, substance misuse, physical disability and sensory impairment across Argyll and Bute. It also has a number of shared responsibilities with the NHS met through partnership arrangements where staff and other resources are either shared or hosted in either organisation to deliver joint services and targets, for example; Learning Disability Service, Addictions Team, Mental Health, Occupational Therapy and Equipment Stores. The Adult Care Service shares 10 office bases with Children and Families, owns and manages 6 care homes and 11 resource centres.
- 3.7 To support the provision of all of these services, the objective is to provide attractive, safe and secure premises, in good order, with adequate heating and ventilation and which are fit for purpose and meet both the various statutory and regulatory authorities' requirements. Currently, as a result of limited capital and revenue budgets, expenditure is targeted at property condition issues, however there needs to be an awareness of the impact of poor suitability ratings, particularly if they result in any noncompliance of regulatory authority requirements. This is particularly challenging as many of the properties were inherited at the time of local government re-organisation and were not designed with current approaches to service delivery in mind nor do they have the flexibility in terms of their construction to be easily modified to do so.
- 3.8 Also, work to address suitability issues can only be properly addressed with due regard to the Service Choices programme, integration of health and social care and in relation to legislative changes such as the Children and Young Persons Act. Co-location is a central theme of the health and social care integration agenda as this will deliver both financial savings and improve working practice and integration.
- 3.9 Facility Services provide a support service to the department by managing the departments property assets including energy and carbon management and provide an estates service in relation to acquisition, disposal and leasing of property. The overall aim is to make the most efficient and effective use of the available assets, and

to minimise the requirement to use leased assets. In addition where properties become surplus they are quickly identified for possible transfer to partner agencies, or alternatively marketed for disposal.

3.10 In addition to building assets, Community Services has works of art. The aggregate value of these is £1,204,165.

This total is made up of 3 collections of paintings:

- The Anderson Trust Collection - £122,720. (Last valued 2015)
- Library and Museum Collection - £432,700. (Last valued 2015)
- Education Collection - £648,745. (Last valued 2010)

Associated with these works of art are museum exhibits insured for £519,605.

4.0 STATUTORY REQUIREMENTS

4.1 The following acts and regulations provide the legislative framework for the delivery of the services within the department:

- Education (Scotland) Act 1980
- Education (Additional Support for Learning) (Scotland) Act 2009
- Children and Young Persons (Scotland) Act 2014
- Public Bodies (Joint Working) (Scotland) Act 2014
- Schools Consultation (Scotland) Act 2010
- Standards in Scotland's Schools etc. Act 2000
- Scottish Schools (Parental Involvement) Act 2006
- Social Work (Scotland) Act 1968
- Adult Support and Protection (Scotland) Act 2007
- Social Care (self-directed Support) Act 2013
- Protection of Children (Scotland) Act 2003
- Regulation of Care (Scotland) Act 2001
- The Civic Government (Scotland) Act 1982 (Licensing of Houses in Multiple Occupation) Order 2000
- Care Inspectorate Requirements
- Education Scotland Requirements
- Fire Scotland Act 2012
- Health and Safety At Work Act 1974
- Electricity at Work Regulations
- Legionella - Approved Code of Practice
- Control of Substances Hazardous to Health Regulations
- Equalities Act 2010
- Land Reform Act 2003.

4.2 There are new legislative duties in the term of the current Council which will impact on its potential use of assets, notably the:

- Implementation of community justice reform
- Integration of health and social care services including:
 - Redesign of learning and disability services
 - Impact of self directed support
 - Reshaping care for older people's services
 - Co-location of health and social care staff

- Children and Young Persons Act including:
 - Increased early years provision
 - Throughcare and aftercare

4.3 The Council's Carbon Management targets also require reductions in energy and utility consumption and carbon emissions of 9.7% over 3 years through capital and revenue funded Carbon Management Programmes.

5.0 ANTICIPATED DEVELOPMENTS WITHIN THE NEXT FIVE YEARS

5.1 The Council faces an extremely challenging financial outlook with reductions in public spending and population decline both having a significant impact on capital funding. Within this context of reduced budgets the department is looking to progress capital projects in response to legislative changes and future service demands.

5.2 The preparatory work is well underway for the integration of health and social care services from 1 April 2016. The 3 year strategic commissioning and procurement plan with individual locality plans will inform the decisions and investment made to the integrated assets, with co-location being considered where possible.

5.3 For Adult Care social work reports will be prepared to investigate the options to deliver a package of service improvements in Tiree and Rothesay in respect of older people's services and Campbeltown in respect of the learning and disability service. For Children and Families social work the new Dunclutha childrens unit will be completed in December 2016.

5.4 The Children and Young People's (Scotland) Act 2014 introduced new requirements for early learning and childcare, enshrines elements of the Getting it Right for Every Child (GIRFEC) approach in law, introduce new children's rights and children's service planning, increases the provision of support to those in care and care leavers and introduces free school meals for primary 1 – 3 pupils. The introduction of the Act has posed particular challenges for the department to modify existing facilities to support these enhanced services.

5.5 For the education service the Council currently has 3 projects in Scotland's Schools for the Future (SSF) programme; the redevelopment of Oban High School, Campbeltown Grammar School and Kirn Primary School. The two secondary school projects are funded through a revenue based Design, Build, Finance and Maintain (DBFM) model. The Kirn Primary School project will be progressed through a Design, Build and Development Agreement (DBDA) procurement route. In total, the three SSF projects are expected to see an investment of approximately £63.4m in the school estate within the next 2 to 3 years.

5.6 In addition, The Council was successful in its bid to the Scottish Government and has been awarded £4.9M funding to assist the Council in its refurbishment of Dunoon Primary School. Overall cost of the project is currently estimated at £7.4M. Since the funding award was announced the refurbishment of Dunoon Primary School has received official Scottish Government status as a pilot refurbishment project. The Scottish Government is launching a Guide to Refurbishment on 2 September 2015 and this launch will take place in Dunoon Primary School. The project will see the Council

working in partnership with Scottish Government, Architecture and Design Scotland, and Historic Scotland. Initial designs for the school have been prepared and detailed work will continue along with the Council partners in this pilot project.

- 5.7 The delivery of the CHORD programme continues and the Queens Hall in Dunoon and the Rothesay Pavillion are both programmed for extensive refurbishment which will continue in to 2016.
- 5.8 Helensburgh Pool is scheduled for replacement as part of the Helensburgh Waterfront development with an anticipated opening date of late 2019. Design work is underway, however, as reported to the Policy and Resoures Committee there is currently a funding gap.
- 5.9 The councils existing Carbon Management targets require to be realigned to national greenhouse gas emission targets (80% by 2050 with interim target of 42% by 2020; 1990 baseline) with reductions in energy and utility consumption etc. delivered through capital and revenue funded Carbon Management Programmes.

6.0 FINANCIAL PLANNING FOR CAPITAL AND REVENUE NEEDS

- 6.1 In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction will result in increased risk of building and building component failure and hence the likelihood of interruption to service delivery will increase. All available options will be pursued to identify alternate funding options including prudential borrowing and the speedy disposal of surplus assets. Additionally all necessary steps require to be taken to cut revenue costs and to ensure that the cost of leasing properties is reduced.
- 6.2 The current capital programme is based on the allocations for the period 2015-2016 and 2016–2017 agreed by Council in April 2015. Circa 100 individual projects are forecast to be either underway or completed by 31 March 2016. The majority of these projects are asset sustainability projects for the education service addressing condition issues. There are also a programme of service development projects for Pre 5 units in preparation for the increase in pre-school provision arising as a requirement of the Children and Young Persons (Scotland) Act 2014. The two non-education service development projects underway are the new Dunclutha children's unit and Riverside Leisure Centre refurbishment.
- 6.3 For 2017/18 the majority of new projects being put forward in the asset sustainability category reflect the work necessary to prevent further deterioration to the fabric of the buildings. Particular emphasis is being placed on keeping facilities safe, wind and water tight. Hence priority is being given to ensuring that fire alarms are of an appropriate standard and that electrical wiring is being replaced when it is no longer considered fit for purpose. However in the absence of adequate funding many building and building elements are deteriorating at a rate which may not be able to be addressed by the current level of capital and revenue (maintenance) expenditure and this is beginning to impact on our inspection gradings. This deterioration will continue unless the number of properties is reduced or the capital and revenue budget is increased.

- 6.4 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples include upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts, this work will improve our carbon management. The programme of investment in renewables in schools will continue in 2017/18 and revenue maintenance painting programme continues to improve condition and reduce future capital costs.
- 6.5 In addition, Argyll and Bute Council's Renewable Sourcing Strategy has included an evaluation of the most appropriate renewable technologies to implement and a strategic overview of all property assets to determine where these preferred renewable technologies might be best installed. Approvals are currently being sought for 9 no. further schools and 1no. hostel to have biomass, low carbon heating solutions installed by March 2016. These installations have largely been funded on a spend to save basis with supportive income from the governments Feed-in-Tariff (FIT) and Renewable Heat Incentive schemes (RHI). Opportunity to access Feed-in-Tariff income is now much reduced given a significant uptake in the scheme. Renewable Heat Incentive is still available but the available income rates are subject to depression. Income support for renewable project deployment in future therefore is subject to considerable uncertainty and this may impact on the Council's ability to deliver renewables projects on a value for money basis.
- 6.6 The next 2-3 years will see resource allocated to a range of lower cost, best practice programmes to improve carbon management and reduce costs. A new Carbon Management Plan (CMP2) is currently being drafted and key considerations for the next delivery period include:
- Water Management/Efficiency
 - Waste Water Asset Reviews
 - Refreshed Programme of Energy Audits
 - Energy Efficiency Training
 - Support for School Eco Groups/Initiatives
 - Behavioural Change Initiatives
 - Energy Efficiency Projects (Small Scale)
 - Building Management System (BMS) Improvements
 - Further integration of energy/water/carbon best practice into capital projects
 - Utility Meter Read Programme
 - Improved Reporting of Energy/Water Use.
 - Review of District Heating Opportunities
 - Exploration of Community Partnering Opportunity.
- 6.7 In summary, the 2016/17 to 2017/18 capital programme will continue to include works to address the condition issues of the departments assets informed by the surveys carried out by Facility Services. Service development projects being undertaken include a replacement Dunclutha Childrens Unit, refurbishment of the Riverside Leisure Centre and works to ensure our pre 5 units can meet the legislative requirements for increased childcare in the Children and Young Persons (Scotland)

Act 2014. Strategic change programmes include the new school projects for Kirn Primary School, Campbeltown Grammar School and Oban High School, the refurbishment of Dunoon Primary School and, the new Helensburgh Swimming Pool.

7.0 RISKS

- 7.1 The 2016 to 2018 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of Community Services properties in a wind and weather-tight condition, with mechanical and electrical services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities will be met. Projects are being taken forward to meet the legislative requirements especially in relation to Children and Young Persons (Scotland) Act and service improvements to support the integration of health and social care.
- 7.2 The biggest risk to service delivery and to the effective management of building assets is the uncertainty over the amount of future capital budgets and the direct impact this will have on the affected properties. In addition the uncertainty surrounding the outcome of the Services Choices process and the impact this may have on building assets makes the prioritisation of investment difficult.
- 7.3 The current level of capital investment allied to inadequate revenue funding when applied to the existing property portfolio is insufficient to allow for all the necessary improvements to asset condition and suitability. Any reduction in budgets without a reduction in the number of assets may lead to a more rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery.
- 7.4 The condition of our assets is beginning to reflect the inspection gradings received by both Education Scotland and the Care Inspectorate, this not only is demoralising for staff, pupils and service users but also has a reputational risk for the Council.
- 7.5 The Council administration will continue to keep the school estate under review. If elected members were to consider a wider review of the school estate there would be implications on future capital and revenue budgets.

8.0 IMPLICATIONS

- 8.1 Policy: Prepared in line with the Council's Corporate Asset Management Strategy and Policies
- 8.2 Financial: Outlines the proposed capital budget for Community Services for 2016/17 and 2017/18
- 8.3 Legal: None.
- 8.4 HR: None.
- 8.5 Equalities: None.

- 8.6 Risk: Failure to invest in the departments assets will lead to a rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery and a failure to meet the statutory requirements.
- 8.7 Customer Services: Improving the condition and suitability of our assets will lead to increased customer satisfaction.

Cleland Sneddon
Executive Director of Community Services

January 2016

Cllr Rory Colville
Policy Lead for Education and Lifelong Learning

Cllr Robin Currie
Policy Lead for Strategic Housing, Gaelic, Community and Culture

Cllr Maurice Corry
Policy Lead for Health and Social Care Integration

For further information contact:
Morag Brown, Business Improvement Manager, Community Services
Tel 01546 604119

Appendices – Detailed Service Information

- Appendix 1 – Education
- Appendix 2 – Community and Culture
- Appendix 3 – Children and Families Social Work
- Appendix 4 – Adult Care Social Work

APPENDIX 1 – EDUCATION SERVICE

Head of Service: Ann Marie Knowles

The Education service covers pre 5 education (2 nurseries and 53 pre-5 units attached to primary schools of which 3 are Gaelic pre-5 units), primary and secondary education, including additional support needs, educational psychology, opportunities for all, 16+ learning centers, youth services and Gaelic education. There are 3 education offices, 72 primary schools, 5 secondary schools, 4 x 3-18 schools, 1 joint campuses, 6 Gaelic medium units, 1 learning center for pupils with additional support needs and 21 school houses.

Service Functions

The Education Service provides the following services throughout Argyll and Bute:

3-18 Education

Curriculum for Excellence 3-18

16+ Learning Choices

Pupil support services

Psychological services

Education Scotland post and pre inspection support

Educational ICT

School reviews

Statutory implications affecting education assets include:-

Education (Scotland) Act 1980

Education (Additional Support for Learning) (Scotland) Act 2009

Children and Young Persons (Scotland) Act 2014

Schools Consultation (Scotland) Act 2010

Education Scotland requirements

Scottish Housing Quality Standard

The challenges for the Education Service in respect of the implementation of the Children and Young People's (Scotland) Act 2014 are the increase in pre 5 provision to 600 hours for 3 and 4 year olds and for 2 year olds from families in receipt of some benefits and the introduction of free school meals for primary 1 – 3 pupils. The Act has posed particular challenges to modify existing facilities to support these enhanced services.

The draft Education (Scotland) Bill currently going through parliamentary process includes a duty on Councils both to assess the need for Gaelic medium primary education following a parental request and to actively promote and support Gaelic learning and teaching in schools

The service priorities are as follows:

Expenditure in previous years has resulted in a demonstrable improvement in property condition with the majority of schools having been brought up to a "B"

rating. The schools receiving a "C" score (poor) for condition are being addressed by the new schools project.

Improvements to school buildings are targeted at properties in the poorest condition, and building elements which are currently rated as Bad or Poor. For schools where the significant building fabric issues have now been addressed, consideration is now being given to works to improve suitability. Schools receiving a "C" (poor) or below score for suitability include Arinagour Primary, Craignish Primary, Dunoon Primary, Garelochhead Primary, Lochgoilhead Primary, North Bute Primary, Campbeltown Grammar, Oban High School, Islay High School and Clyde Cottage Nursery

Priority is being given to ensuring fire alarms and electrical installations are fit for purpose across the rest of the estate as these are considered the areas of greatest potential risk.

Early Years – work progresses to ensure our early learning facilities support the requirement to deliver 600 hours pre-school education to 3-5 year olds and for 2 year olds whose families are in receipt of certain benefits.

School Houses - Education has 21 School Houses which required to be made compliant with the Scottish Housing Quality Standard by 2015 and work is well under way to ensure that compliance is met. A schedule of work is in place for all of our School Houses and most have already been finished. Work is prioritised around the budgets available and the requirement of the School Houses. Work is scheduled for completion by 31 March 2016 however further work may be necessary to carry out rewiring at many of the houses.

Future Planning - Anticipated developments within next five years

Subject to the level of government funding, the Council continues to invest in the school estate. Continued improvements such as to the fabric, services and energy improvements to our schools are required to maintain the asset condition status of our buildings and grounds.

Progress continues to be made on the 4 projects within the Scottish Schools for the Future Programme:-

Campbeltown Grammar – Stage 1 approval has been received. The Council is working closely with the hubNorth design team to bring the Project to a Stage 2 close with Commercial Close on the project programmed for September 2015. A Scottish Government change to the funding structure for this project may delay Financial Close (FC) which is due in October 2015. Work on site will follow shortly after FC.

Oban High – Stage 1 approval has been received. The Council is working closely with the hubNorth design team to bring the Project to a Stage 2 close with Commercial Close on the project programmed for September 2015. A Scottish Government change to the funding structure for this project may delay FC which is due in October 2015. Work on site will follow shortly after FC.

Kirn Primary – Stage 1 approval has been received and Stage 2 design work is well under way. The project programme is due to have contract close in December 2015 with work on site due to start in January 2016.

Dunoon Primary School refurbishment – Overall cost of the project is currently estimated at £7.4M. Since the funding award was announced the refurbishment of Dunoon Primary School has received official Scottish Government status as a pilot refurbishment project. The Scottish Government launched a Guide to Refurbishment on 2 September 2015 in Dunoon Primary School.

In August 2014 Ardchattan Primary School was mothballed and has remained empty. There are currently 15 primary schools with rolls of 10 pupils or less, 3 primary schools which have a roll less than 5 pupils and are therefore at potential risk of being mothballed if the roll were to fall to zero.

APPENDIX 2 - COMMUNITY AND CULTURE

Head of Service: Donald MacVicar

The Community and Culture service covers housing, welfare rights, libraries, archives, arts and culture, active schools, sport and physical activity, lifelong learning community planning and community development. There are 5 community centres, 8 Housing properties, Park House Women's Aid refuge, strategic housing land bank, 7 halls, 4 leisure centres, 1 sport centre, 1 3G all weather pitch (out with the school estate), Dunoon Youth Centre, 1 archive, 1 museum, 7 libraries and 2 leased libraries.

Service Functions

Community and Culture provides the following services:

Housing Services

Manage the strategic housing land bank; the Women's Aid refuge and 8 properties retained by the Council after stock transfer. In addition they lease 120 properties for temporary homeless accommodation from a combination of private landlords and RSL's. Accommodation is also provided through serviced and supported accommodation contracts with private landlords and Blue Triangle Housing Association. The service ensures that the Council meets its statutory obligations to secure temporary accommodation for people who are homeless and fulfils Council obligations in private housing in terms of the Housing (Scotland) Act 2006. The Housing Service also has a key strategic role in terms of housing development and works in partnership with housing associations and Scottish Government to deliver 110 affordable homes every year. Grants and loans from the Strategic Housing Fund support this programme.

Culture and Libraries:

The Culture and Libraries service covers libraries, archives, museums and arts development. It aims to provide a comprehensive public library service including free access to a wide range of lending materials, ICT facilities and lifelong learning support. In addition it also aims to promote arts and culture through provision of advice and support to organisations and individuals; and provide advice and support to the independent museum and heritage sector. There are 9 libraries, 1 archive and 1 council owned museum.

Leisure and Youth Services:

This service area manages the Council's 4 Leisure Centres (including swimming pools), Mid Argyll Sports Centre, 6 Halls ranging from large venues such as the Queen's Hall, Dunoon, to small local halls such as the Ramsay Hall, Port Ellen, Islay and a 3G synthetic pitch in Campbeltown. In addition to the physical resources of these sites, the sport, leisure and youth work teams operate out of schools and community facilities to improve health and well being and help our young people reach their potential.

Community, Development and Adult Learning.

Community Development has responsibility for 5 community centres in Campbeltown, Lochgilphead, Dunoon, Rothesay and Rhu, all of which have local management committees or centre councils supported by Community Development staff.

Four Centre Councils (excepting Rhu Hall) have completed business development and action plans. Over the next 2-3 years, the Centre Councils will be working towards delivering actions identified in the plans to upgrade their facilities and increase usage of the buildings. Rhu Centre Association is primarily focusing on fundraising to replace the old electric storage heating system in the main hall. This centre is further scheduled for underpinning works in 2016/17 at a value of £10k and the Moat Centre in Rothesay is scheduled to undergo re-wiring of the Community Education areas in 2017/18 budgeted at £150k.

In addition there are offices which are also used as learning centres, managed by Adult Learning. These are Kirkmichael Centre, Helensburgh and CLD office, Rothesay. No works are currently scheduled or planned for Adult Learning.

Future Planning – Anticipated developments within next five years

Libraries

Tarbert Library was recently relocated to Argyll House in Tarbert and the ground floor was totally refurbished to accommodate the library.

It has recently become apparent that a dedicated entrance for Campbeltown Museum would improve access for the museum throughout its opening hours to avoid restrictions arising through bookings of the marriage room. The cost and feasibility of this option is being explored.

Oban Library is scheduled for a roof overhaul (gutters) in 2017/18 budgeted at £10k and the replacement of boilers and heating improvements in the same period budgeted at £30k.

Housing

The local authority has an overall duty to assess and meet eligible need for adaptations. Duties relevant to adaptations provision exist under legislation relating specifically to disabled people, notably the Chronically Sick and Disabled Persons Act 1970. It is in terms of this legislation that Occupational Therapists will carry out an assessment of disabled persons' needs. Section 73(2) of the Housing (Scotland) Act 2006 requires local authorities to provide assistance in the form of grant for works to provide, or provide access to, standard amenities which in the opinion of the local authority meet the needs of the disabled person. In addition to the mandatory grants the Council's current policy is to also provide assistance to owners in very limited circumstances.

- 1) To assist owners in sub-standard tenement buildings to appoint

professional advisers and to pay for common repairs.

- 2) Repair grants are also provided to owners of houses in very limited circumstances.
- 3) Currently there is also budget to carry out tenement condition surveys and for Environmental grants.
- 4)

There is also a residual housing land bank remained following the transfer of the Council owned housing stock in 2006.

Pools

Riverside Leisure Centre - detailed plans and costs are being finalised for Riverside Leisure Centre. This project which falls under Asset Sustainability and will ensure that Dunoon and Cowal are provided with a Leisure Facility that is fit for purpose going forward.

Helensburgh Pool - Hoskins Architects have been appointed to review the current swimming pool design, flood defences and retail units and come up with a design, however, as reported to the Policy and Resources Committee there is currently a funding gap. A presentation will be made in November to the Helensburgh and Lomond Business Day and a decision paper then taken to the December H&L Area Committee. Once approval is given, the Design Team would be appointed in early 2016, with construction commencing early 2017 and opening the facility in 2019.

Rothsay Pool has recently undergone an upgrade in 2012 which should keep the pool operative for the medium term. Currently the vinyl floor covering in the relaxation suite is being replaced with non-slip tiles and remedial works are being done to the concrete surround of the swimming pool. The facility is still incurring significant roof leaks and more intrusive investigating works will be required to find a more robust solution. A complete roof replacement is likely to be required within the next 5 years.

Aqualibrium in Campbeltown has experienced problems with various aspects of the building and plant essentially since opening in 2006. Remedial work was undertaken by the main contractor but problems continue and new issues are arising. Property Services undertook a comprehensive survey of the building in February 2014 and estimate that essential works are required in the region of £420K over the next 3 years. Repair costs for this building over the past 5 years have been £387k and the expectation is that similar costs will be incurred over the next 5 years. In addition the biomass boilers are no longer functioning and are to be replaced as part of a larger tendering exercise at an estimated cost of £250K for new boilers and associated plant at Aqualibrium which is to be financed through Prudential Borrowing. A new air handling unit will be installed later this year at a cost of approximately £150,000. This plant and the new ducting should resolve the existing problems related to corrosion in the wet duct system.

Further budgets have been identified in 2016/17 £275,000 and 2017/18 £145,000 for upgrading the fabric and services of the building. The facility further requires some remodelling of the 2nd floor area with the Bistro area being converted into a functional exercise space.

Halls

Queens Hall, Dunoon - is a part of the CHORD project in Dunoon. The building closed to the general public on 31 May 2015 to enable the Council to undertake its statutory duties in respect of asbestos and lead in paint surveys prior to the commencement of construction works. These surveys have been delayed as a consequence of the unresolved issue around the Council's acquisition of the property at 15 Argyll Street Dunoon. The procurement exercise for the main works contract will commence at the beginning of October 2015 and it is expected that the contract will be awarded in May 2016 with actual works commencing shortly thereafter. Subject to confirmation of the successful contractors programme, the construction works are expected to take between 12 to 14 months to complete.

Rothesay Pavilion is part of the CHORD Project and work is now underway.

Victoria Halls, Helensburgh was rewired in 14/15 and is scheduled for painting in 17/18

Corran Halls, Oban has had new windows, air handling and external painting completed and the building is warmer and much more attractive. Phase 1 rewiring will be completed in September 2015 with a capital budget identified of £150K. A further phase of rewiring will be required for the café, the studio and external lighting in 16/17 or 17/18 dependent on budget availability.

Victoria Hall, Campbeltown - The building has been rewired and the roof re-slatted over the last 2 years. Additional costs have been incurred in providing new fire doors, a spin room at balcony level and improvements to the ventilation system. A budget is required to upgrade the flat roof over the front of the building in 2017/18 at an estimated cost of £75k.

Ramsey Hall, Islay - has had significant works done to the building following storm damage in January 2012. DDA and minor upgrading works were implemented in 2012/13 and rewiring and minor refurbishment is programmed for 2016/17.

Leisure Management Information System

The new Leisure Management Systems procured from Syx Automations went live on 17th March 2015. The roll-out has been delayed due to a number of data migration and system problems but should be fully operational by March 2016, delivering a range of automated and on-line services that were not available previously.

APPENDIX 3 - CHILDREN AND FAMILIES SOCIAL WORK

Head of Service: Louise Long

Service Functions

The Children and Families Social Work Service provides the following services:

- Children and Families Operations
- Children and Families Resources
- Family support
- Criminal Justice

The Children and Families Service shares 10 office bases with Adult Care, owns and manages 3 children's care homes. The service also owns and manages through service level agreements a respite provision for children with a disability and a family group home

Children and Families Operations

This service provides assessment and case management to children in need of support, care and protection (including children with a disability). The service is locality based and operates from 4 area based service centres which correspond to the Council's four administrative areas. Services are also delivered from Rothesay, Lochgilphead (Mid Argyll Community Hospital) and Islay.

Children and Families Resources

This service directly provides, arranges and commissions residential services, care and support to children and young people who are looked after or who are leaving care. The service is responsible for the provision of an adoption and fostering service, through and after care services and residential care which is delivered through 3 children's care homes (Oban, Dunoon and Helensburgh). The Resources Department is also the conduit for the commissioning of external Residential and community based Support Services for children and young people. In addition the service is responsible for school accommodation which is provided through two school hostels (Oban and Dunoon).

Criminal Justice

Criminal justice services are currently provided through small teams in Oban, Campbeltown, Lochgilphead, Rothesay and Dunoon, usually sited within the local social work teams, and overseen by a service manager and two team leaders in an East/West split. Helensburgh is managed via the partnership arrangement with West Dunbartonshire. The local criminal justice team is part of the broader Children and Families service and provides all adult offender related interventions. This includes advice to Courts and Parole Board in respect of risk assessment, sentencing and custodial release; supervision of offenders on orders or release licenses in the community; provide throughcare support during a custodial sentence and planning release; and providing an Unpaid Work scheme in the community.

There is currently a national review underway of Criminal Justice. By 2016/17 responsibility for local strategic planning and delivery of community justice will transfer from Scotland's eight Community Justice Authorities (CJAs) to Community Planning Partnerships. The detail of these arrangements is currently under consultation by the Scottish Government, with an announcement on this anticipated in autumn 2015.

Statutory implications affecting service assets include:-

Children and Young Person (Scotland) Act 2014
Social Work (Scotland) Act 1968
Regulation of Care (Scotland) Act 2001
Protection of Children (Scotland) Act 2003
Public Bodies (Joint Working) (Scotland) Act 2014
Care Inspectorate Requirements

The implications of the Children and Young People's (Scotland) Act 2014 for Children and Families are the enshrining of the Getting it Right for Every Child (GIRFEC) approach in law, the introduction of new children's rights and children's service planning, increasing the provision of support to those in care and care leavers. There are no estimated capital costs in respect of the Act for the Children and Families Service. The capital costs for Early Years for the increase in childcare to 600 hours for 3-5 year olds and 2 years olds from families in receipt of certain benefits is included within the education appendix.

The Public Bodies (Joint Working) (Scotland) Act 2014, requires all Local Authorities and CHPs to establish an integrated position by 1 April 2016. In Argyll and Bute the integrated service will be in place from 1 April 2015, with a strong focus on locality, flexibility and improving outcomes for all its citizens. The adoption of the Body Corporate model of integration by the Council and NHS board means that the assets of both organisations remain in the ownership of the parent body. The preparatory work is underway and the creation of a 3 year strategic commissioning and procurement plan with individual locality plans will inform the decisions and investment made to the integrated assets, with co-location being considered where possible.

Future Planning – Anticipated developments within next five years

Work is currently underway on the design of the replacement for Dunclutha children's unit, the existing building has been deemed unfit for purpose by the Care Inspectorate. The Project is scheduled for completion by January 2016; estimated cost for the project is £1M.

Improvements continue to Social Work offices targeting properties in the worst condition, and building elements which are currently rated as Bad or Poor. Noting that the level of information held on these assets is developing. The implementation of work to address suitability issues can only be properly addressed within the context of the integration of health and social care and moves to co-locate with NHS.

APPENDIX 4 - ADULT CARE SOCIAL WORK

Head of Service: Allen Stevenson (East), Lorraine Paterson (West)

Service Functions

The Adult Care Social Work service covers professional Social Work and Care Management to a range of people with a disability or vulnerability, so the service is for older people, learning disability, mental health, substance misuse, physical disability and sensory impairment across Argyll and Bute. Professional Social Work and Care Management service includes the functions of Assessment, Care Management, and also Adult Support and Protection. This means that Social Worker teams (and the management and support services) provide community interventions from local office bases to give support for adults and their carers across the aforementioned vulnerability and care groups.

Adult Care Social Work is furthermore a direct provider of homecare, day and residential services and also commissions suitable services from the independent and third sector. The service also has a number of shared responsibilities with the NHS met through partnership arrangements where staff and other resources are either shared or hosted in either organisation to deliver joint services and targets, for example; Learning Disability Service, Addictions Team, Mental Health, Occupational Therapy and Equipment Store.

Service Asset Overview

Accommodation for adult services and Social Work staff (including; professional Social Workers and assistants, administrative support, leadership, management, workforce and service development) is provided from a number of sites in community based offices and buildings throughout Argyll and Bute, including from;

- Social Work Offices
- Management and administrative offices, including space for Social Work Service Development Team and Adult Support and Protection
- Homecare, led and managed from the Social Work main offices
- OT and equipment stores are now a joint service hosted by the NHS.
- Day Care for Older people
- Day Care specialist support for people with Dementia
- Day Care for people with a Learning Disability
- Residential Care Homes for Older people
- Supported living home for people with a Learning Disability

Social Workers, Care Management and Operations are provided from Social Work office centres in the main towns and some islands, offices are shared with the children and families service. Where there is no local Social Work office then visiting Social Workers and assisting staff access local council offices or utilise NHS office bases where necessary. There are 7 council residential units for older people, 3 day centres for older people, 5 resource centres for service users with a learning disability and a supported living site (*Greenwood, Campbeltown - previously known as a learning disability hostel*) where 6 people with a learning disability have tenancies. There is

only one Mental Health link club still being supported by social work at a leased premises in Smiddy Lane, Lochgilphead (*other areas in Argyll and Bute are self-managed clubs and the Social Work and CPN services gives an in-reach service to them*). Most Mental health social work teams are now co-located with their NHS colleagues on NHS sites, however Oban Mental Health team continue to be based in the council premises at Willowview.

To support the provision of these services, the objective is to provide safe, secure, accessible premises, in good order, with adequate heating and ventilation and which are fit for purpose for staff and the vulnerable adults who access them. In addition to this, the requirements of the various Regulatory Authorities need to be met. Currently, as a result of limited capital and revenue budgets, expenditure requires to be targeted at property condition issues, however there needs to be an awareness of the impact of poor suitability ratings, particularly if they are as a result of any non compliance of regulatory authority requirements. The implementation of work to address suitability issues can only be properly addressed within the context of the integration of health and social care and moves to co-locate where appropriate with NHS.

Social work service provision can include transport particularly in day and residential care. This requires an accessible fleet of varying sizes of vehicle from cars to specially adapted minibuses to be maintained. This supports people to access the service as well as their local community and planned day activities from their day service or residential setting. Community based social work and support staff rely on covering many miles in the carrying out of their duties and require to access pool cars and other transport options.

Statutory implications affecting service assets include:-

Adult Support and Protection (Scotland) Act 2007
Social Work (Scotland) Act 1968
Regulation of Care (Scotland) Act 2001
Care Inspectorate Requirements
Social Care (Self-directed Support) (Scotland) Act 2013
Public Bodies (Joint Working) (Scotland) Act 2014

The Council anticipates new legislative duties in the term of the current Council which will impact on its potential use of assets e.g. Self-Directed Support (SDS) and also in regard to Health and Social Care Integration.

The Social Care (Self-directed Support) (Scotland) Act 2013 offers more choice, control and flexibility to service users and may result in more people choosing non-traditional options for their social work care and support. If major changes transpire there may be a reduced use of current council buildings where the service delivery is buildings based particularly in Older People and Learning Disability services eg. building based Day Care. The Act came into effect from April 2014 but has not had an immediate effect on activity however it is expected changes will incrementally be more evident in the coming 2-3 years.

The Public Bodies (Joint Working) (Scotland) Act 2014, requires all Local Authorities and CHPs to establish an integrated position by 1 April 2016. In Argyll and Bute the

integrated service will be in place from 1 April 2015, with a strong focus on locality, flexibility and improving outcomes for all its citizens. The adoption of the Body Corporate model of integration by the Council and NHS board means that the assets of both organisations remain in the ownership of the parent body. The preparatory work is underway and the creation of a 3 year strategic commissioning and procurement plan with individual locality plans will inform the decisions and investment made to the integrated assets, with co-location being considered where possible.

Future Planning - Anticipated developments within next five years

Older peoples service

The Council continues to be the provider of a significant level of residential care for the older peoples service. Currently this covers:-

- Eadar Glinn
- Tigh A Rhuda
- Thomson Court
- Struan Lodge
- Gortanvogie
- Ardfenaig

The challenges of continuing to be a direct provider of residential care are significant. As well as the considerable and well established cost variation between internal provision and external purchasing of the same, there is also:-

- The age of the buildings
- The lack of a well-established market of provision in certain areas
- Our contradiction of expectation in what we provide as opposed to purchase for instance in relation to en-suite facilities and room size
- The considerable annual draw on revenue resources to invest in ongoing maintenance/ health and safety/ adaptation and upgrade
- The future direction of residential provision in the context of Reshaping Care and the Joint strategic Plan of older People
- The changing preferences of older people to be supported for as long as possible in their own homes
- The lack of capital investment opportunities to realise a replacement programme for our own stock
- An increasing emphasis on looking with Health and the local community at local solutions
- The increasing trend and likelihood that the Care Inspectorate will look for clarity on future proposals in respect of our own provision allied to our mixed performance on inspections in relation to the care environment

Service reprioritisation, reshaping care for older people and integration agendas has enabled a review of care across all areas with ongoing engagement and dialogue with local elected members on provision in their area.

On Tیره proposals are being discussed to develop an 8-10 place extra care housing

development on the Tigh a Rhuda site or at land adjacent to the GPs Surgery in partnership with ACHA and the Argyll & Bute CHP. This development may also provide opportunities to accommodate adult care and health staff as well as the relocation of the currently community run day service. These proposals will be included with the locality plan for the integrated health and social care partnership.

There is currently an ongoing options appraisal exercise in relation to the future residential and nursing care needs of the population of the Isle of Bute. A central feature of this review is the absence of nursing home provision on the island with the resultant impact of islanders being accommodated on the mainland when there are nursing care needs.

Resource centres

The Learning and Disability review is focusing on developing community based services and moving away from the resource centre model, but some clients will continue to require a building based service. This may create capacity in some buildings to extend the usage to NHS colleagues or community functions, or to shrink the footprint. A priority for the integrated Learning Disability service is to co-locate all health and social care staff on single locality sites where possible so that service become more accessible to the vulnerable client group.

In Campbeltown the service is looking at options for the creation of a cluster in partnership with the registered social landlords to provide some extra care housing a day services. Local community and stakeholder involvement will be sought in developing the proposals which will be completed during 2015-16.

Shared social work offices

Improvements continue to Social Work offices targeting properties in the worst condition, and building elements which are currently rated as Bad or Poor. Noting that the level of information held on these assets is developing. The implementation of work to address suitability issues can only be properly addressed within the context of the integration of health and social care and moves to co-locate with NHS.

SERVICE ASSET MANAGEMENT PLANS
CUSTOMER SERVICES ASSET MANAGEMENT PLAN 2016/17

1 EXECUTIVE SUMMARY

1.1 The Customer Services Asset Management Plan (SAMP) clearly sets out the role of Facility Services in applying a corporate challenge to all other Council services to ensure that the Council's asset base is kept as efficient as possible, and aligned to the Single Outcome Agreement (SOA), Corporate and Service objectives. It also sets out a clear direction of travel for the future management of the Council's property assets, including the investment requirements for 2016/17 and future years.

1.2 The SAMP has direct links to the SOA via the following outcomes:

- SOA 04-Children and young people have the best possible start;
- SOA 06-People will live in safer stronger communities.

It also has direct links to the Council's Corporate Plan outcomes of:

- A place people choose to live.
- A place people choose to learn.
- A place people choose to work and do business.

Specifically the SAMP assists in delivering the following strategic priorities arising from the Council's Corporate Plan outcomes:

- Make Argyll and Bute the best and easiest place to do business in.
- Use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- Take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage.

It also has linkages to the Corporate Improvement Strategy and Corporate Asset Management Strategy as it provides a framework for the Council to make the best logistical and economic use of its assets.

SERVICE ASSET MANAGEMENT PLANS**CUSTOMER SERVICES ASSET MANAGEMENT PLAN 2016/17****2 INTRODUCTION**

The Customer Services Asset Management Plan (SAMP) clearly sets out the role of Facility Services in applying a corporate challenge to all other Council services to ensure that the Council's asset base is kept as efficient as possible, and aligned to the SOA, Corporate and Service objectives. It also sets out a clear direction of travel for the future management of the Council's property assets, including the investment requirements for 2016/17 and future years.

2.1 Links to Section Asset Management Plans, Corporate Asset Management Plan and Area Plans: brief statement on how the Service Plan links its own Sections' plans to this plan and other corporate plans.

2.1.1 This Service Asset Management Plan has direct links to the Single Outcome Agreement Outcomes as follows:

- SOAO4 – Children and young people have the best possible start; and
- SOAO6 – People will live in safer, stronger communities

It also has direct links to the Council's Corporate Plan Outcomes of:

- A Place people choose to Live;
- A Place people choose to Learn;
- A Place people choose to Work and Do Business.

In particular this Service Asset Management Plan will assist in delivering the following Strategic Priorities resulting from the Council's Corporate Plan Outcomes:

- Make Argyll and Bute the best and easiest place to do business in
- Use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- Take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage.

The Corporate Improvement Strategy has direct relevance to this Plan in that it relates to asset management to ensure the Council is enriching asset performance data to ensure a good range and balance of information that allows improved scrutiny at a strategic level. As a result, the Council will make best logistical and economic use of its assets by improving asset performance throughout the office rationalisation programme. This Plan directly supports the outcomes of Area Scorecards and directly

links to previous Area Plans by requiring action to remove or minimise risk to the Council's assets.

2.1.2 The requirements of the Council's Corporate Asset Management Strategy are adhered to.

2.1.3 The SAMP has been compiled using current corporate data following regular audits to identify the number and condition of Property and Light Vehicle assets across the Council estate.

2.1.4 This Plan deals with the disposal of surplus property assets to fund investment in existing assets per the Corporate Asset Management Plan (CAMP).

2.1.5 We are continually monitoring the property disposal strategy and process to refine and improve, as necessary, the existing surplus property management arrangements. Following the Council adoption of the third sector asset transfer strategy, a third sector asset transfer process is in place. The strategy and process are also being monitored and evolved as the potential third sector asset transfers progress through the system.

2.2 Service role within Department, Council and Council Areas: explanation of the Service and how it deals with Area and Corporate requirements.

2.2.1 The Council consists of four distinct departments headed by the Chief Executive or an Executive Director and Customer Services, as part of their range of operations, provides in-house support services to other Council Departments. This is done through four Heads of Service for Facility Services; Customer and Support Services; Governance and Law; and Improvement and Human Resources. The department also provides a range of direct services.

2.2.2 Facility Services manages the Council's property assets including energy and carbon management; provides an estates service in relation to acquisition, disposal and leasing of property; offers a catering and cleaning service for all Council premises as well as a fleet management service for light vehicles and school and public transport.

2.2.3 Customer and Support Services provides the following services:

- ICT – provision and maintenance of application servers, voice and data network including unified communications and video conferencing, desktop support to all council departments except secondary schools, first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications, procurement of new systems and project management of their implementation, ICT strategy and general ICT advice to Council.
- Customer Service – access to a wide range of council services via a network of Customer Service Points, the telephony service point, and information and transactional capabilities on the council web site. Responsible for registration of births, deaths and marriages.
- Procurement and Commissioning - payment of suppliers and employee travel and subsistence claims, maintenance of members register of expenses. Procurement of best value contracts in line with legislation. Commissioning of

social care services. Management of key council contracts.

- Revenues and Benefits - collection of local taxes (including council tax reduction scheme) and sundry debts, collection of domestic water and sewerage charges on behalf of Scottish Water, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP. Council-wide cash collection processing and control.

2.2.4 Governance and Law provide a range of largely, but not exclusively, internal services e.g. supporting Council Services, Councillors and the framework which the corporate objectives of the Council and Community Planning are pursued. It includes Legal Services: Commercial and Corporate, and has responsibility for delivering elections and providing support to Community Councils.

2.2.5 Improvement and HR provide a range of internal professional support services to the organisation. This includes HR and payroll, which ensures compliance with the council's legal requirements as an employer, including the management of trade unions relations. The Improvement and Organisational Development Team are responsible for corporate policy, planning and performance management; best value and business improvement; organisational development, learning and training, including statutory compliance with SSSC and the operation of an SVQ centre. Health and safety advise, support and train employees and managers on their statutory responsibilities relating to health and safety law and the corporate communications team oversee internal and external communications for the council, including management of print and social media and managing press relations.

2.2.6 More detailed service information is available in the appendices.

2.2.7 **Corporate Challenge:** In undertaking the duties outlined within section 2.2.2, on behalf of Customer Services, Facility Services apply a corporate challenge to all other services to keep the Council's overall land and property base under constant review. This is to enable robust investigation of opportunities for rationalisation/cost reduction and alignment with SOA and Corporate/Service objectives. In turn, this approach helps to ensure appropriate targeting of future investment only on assets that require to be sustained on an ongoing basis. Wherever possible, these opportunities will be investigated jointly with our Community Planning partners.

2.3 **Service Legislative Requirements: Statutory implications affecting Services assets include:-**

2.3.1 Facility Services is responsible for the provision of all statutory health and safety property inspection, testing and maintenance requirements which are governed by more than 50 pieces of legislation, codes of practice and British and European standards. The following while not exhaustive are the main pieces of legislation which drive the statutory maintenance and inspection programme:

- Health & Safety at Work Act
- Electricity at Work Regulations
- Control of substances hazardous to health (COSHH)
- Control of Asbestos Regulations

- Fire Precautions Act/Fire (Scotland) Act
- Gas Safety Regulations
- Lift Operations and lifting Equipment Regulations
- Legionella - Approved Code of Practice and Guidance Document.

Facility Services is governed by the following requirements

- Local Government (S) Act - requirements to obtain the best consideration reasonably obtainable for the disposal of surplus property assets; and Provision of school transport in accordance with policy and legislative requirements.

In addition, the councils existing Carbon Management targets require to be realigned to national greenhouse gas emission targets (80% by 2050 with interim target of 42% by 2020; 1990 baseline) with reductions in energy and utility consumption etc. delivered through capital and revenue funded Carbon Management Programmes.

2.3.2 Customer and Support Services is affected in a variety of ways, a selection of which are detailed below:-

- i. Council tax collection is a statutory function under the Local Government Finance Act 1992
- ii. Collection of domestic water and sewerage is also a statutory function under the Water Billing and Collection Orders
- iii. Collection of non-domestic rates and BID levies is governed by various acts from Local Government (Scotland) Act 1947 onwards
- iv. Payment of suppliers needs to be made timeously to avoid interest under the Late Payment of Commercial Debts (Interest) Act 1998
- v. Procurement is regulated by EU Procurement Directives and Procurement Reform (Scotland) Act 2014
- vi. Administration of housing benefit under benefits legislation on behalf of DWP
- vii. Administration of Council Tax Reduction Scheme under The Council Tax Reduction (Scotland) Regulations 2012
- viii. Administration of Scottish Welfare Fund under the Welfare Funds (Scotland) Act 2015
- ix. Registration under Registration of Births, Deaths and Marriages (Scotland) Act 1965; Marriage (Scotland) Act 1977; Civil Partnership Act 2004; and Local Electoral Administration and Registration Services (Scotland) Act 2006
- x. Issue of blue badges under The Disabled Persons' Parking Badges (Scotland) Act 2014.

All the above statutory functions are delivered with the support of resilient, highly available and reliable ICT information systems.

2.3.3 Improvement & HR support services are governed by a range of legislative frameworks including:

Health and Safety

- Health and Safety at Work Act (1974) and regulations enabled by that act
- Fire (Scotland) Act (2005)
- The Health Act (2006)
- The Smoking, Health and Social Care Act (Scotland) (2005)
- The Health and Safety (Offences) Act (2008)

Civil Contingencies

- Civil Contingencies Act (2004).
- The Flood Risk Management Act (2009)
- The Public Health (Scotland) Act (2008)

Improvement and Organisational Development

- The Local Government Scotland Act 2003 – duty to deliver best value
- Equalities Act 2010
- Gaelic Language (Scotland) Act 2005

HR and Payroll

- Employment Rights Act 1996
- Local Government Scotland Act 2003 – Recruitment
- Protection of Vulnerable Groups (Scotland) Act 2007
- Immigration, Asylum and Nationality Act 2006
- Equalities Act 2010
- ACAS Guidance
- HMRC Guidance for Employers
- Pension Regulations for Local Government and Teachers

Communications Team

- Local Government Scotland Act (1986) – Code of Recommended Practice on Local Authority Publicity

3 FUTURE PLANNING

3.1 Asset Register/Systems Software: brief description of the systems and processes in use to record asset, acquisition and disposal and performance.

- 3.1.1 The Council uses a commercially available and externally supported Property Management System (Concerto) to ensure property asset information is held corporately in one location. The information held includes core data about the asset, Estates information, Statutory Maintenance details, Capital Project information and Property Repairs Information. During 2016/17 there will be continued development in populating/cleansing/updating Concerto to provide consistent and robust property asset information and performance data to permit services to take key decisions regarding the managing of property assets in the future supported by the best quality information on asset performance.
- 3.1.2 Future developments will include collaborative working with Development and Infrastructure to secure the mapping of the property data held within the Concerto system, with the ultimate goal being to digitally record all title information.
- 3.1.3 The Council's vehicle fleet is managed via the Tranman Fleet Management System.
- 3.1.4 The council has a detailed process for managing the acquisition of new ICT systems which involves scoring the proposed systems against a matrix of attributes along with Consideration of the related business case. The ICT Steering Board will then allocate funds to those proposals which score best provided all exceed a given threshold.

3.1.5 The Council's payroll and HR management information, for all employees and elected members, is contained within the commercially available Resourcelink HR and Payroll system. Updates, version migration, to accommodate for example new legislative requirements on tax, NI or pensions, is carried out by the HR team with external contracted support from Northgate Arinso. HR management reports are developed and run by the HR team. There is a corporate improvement project currently underway (Resourcelink 3) and a further project at business plan stage (Resourcelink 4) to improve the functionality, efficiency and effectiveness of this system, its operation and its performance reporting.

3.1.6 The council uses the commercially available QPR software system, commonly known as Pyramid, to collate, analyse and report on all performance information. Updates and new versions are implemented by the IOD team members. QPR is populated with information from a range of other systems across the council, such as Resourcelink, to ensure accuracy of performance data.

3.2 Anticipated developments within next five years: Key features likely to affect assets and their use in the period e.g. environmental or obsolescence issues etc.

3.2.1 The Council faces an extremely challenging financial outlook with reductions in public spending and population decline both having a significant impact on capital funding. Within this context of reduced budgets the department is looking to progress capital projects, on a risk based approach; in response to legislative changes; and maximizing efficiency within the Council's estate. Office rationalisation programmes will continue to be developed by Property Services over the next two years and will be carried out in conjunction with asset sustainability and carbon/energy management programmes. The main objective is to reduce the number of buildings that the Council occupies in line with the staff numbers, service needs and any associated outcomes from Service Choices. In particular the Council will work closely with the NHS to identify opportunities for asset sharing in relation to both property and information. This work will be taken forward through the application of the Corporate Challenge approach referred to in section 2.2.7.

3.2.2 The school and public transport service will be kept under review to ensure that it is fit for purpose given the changing policy and legislative context.

3.3 Action Plan: brief summary planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration.

3.3.1 Facility Services will continue with its work ensure that the Council's property estate is kept efficient, fit for purpose and aligned to SOA and Corporate Objectives with investment being targeted on the basis of risk. As a first step, measures will be taken to conclude the office rationalisation in Campbeltown and Dunoon. In addition, action will be taken to dispose of any properties that become surplus. The service will also actively promote the sale or lease of properties surplus to the requirements of the other Council departments. A review will also be undertaken of the investment portfolio with a view to maximising the benefit that can be achieved from the sale,

redeployment or other rationalisation of existing land and buildings. Facility Services will also continue to support the development of new property assets in tandem with the sponsoring service e.g. the proposed Kinn Primary School; the proposed Oban High School; the proposed Campbeltown Grammar School; and the refurbishment of Dunoon Primary School in collaboration with Community Services. Business cases for carbon management projects requiring funding from prudential borrowing will be developed and presented to Council for consideration out with the capital plan programme cycle.

- 3.3.2 The Council's Vehicle assets will continue to be monitored in terms of condition, suitability and on-going use and will be subject to replacement/disposal as required by our rolling programme.
- 3.3.3 A reconciliation programme with the financial management system (AIRS) will be carried out in accordance with the asset priorities set by the Strategic Asset Management Board (SAMB).

3.4 Financial planning for Capital and Revenue needs: brief summary indicating financial position based on existing plans

- 3.4.1 The Plan assumes that capital resources will reduce in the coming years resulting in increased risk of building and building component failure and the likelihood of increased interruption to service delivery. There is also limited scope for a programme of planned maintenance of buildings and we will continue to operate with a risk based approach to Health & Safety issues, statutory maintenance and reactive maintenance to maximise the impact of the limited financial resources we have available. Within this context capital projects will be considered through the business case process taking full account of the risk associated with the condition and suitability of assets as highlighted in this Plan. A draft capital allocation has been identified for offices in 2016/17 and this will be used to implement asset sustainability projects that will primarily deal with external fabric upgrades and mechanical and electrical plant replacement.
- 3.4.2 The opportunity for projects to be co-financed from 2014-2020 European funding programmes will be explored. In particular projects will be checked by the Council's European Team for alignment with the following European (EU2020) Themes:
 1. Strengthening research, technological development and innovation
 2. Enhancing accessibility to, and use and quality of information and communication technologies
 3. Enhancing the competitiveness of SMEs innovation
 4. Supporting the shift towards a low-carbon economy in all sectors innovation
 5. Promoting climate change adaptation and risk prevention
 6. Protecting the environment and promoting the sustainable use of resources
 7. Promoting sustainable transport and removing bottlenecks in key network infrastructures
 8. Promoting employment and supporting labour mobility
 9. Promoting social inclusion and combating poverty
 10. Investing in education, skills and life-long learning
 11. Enhancing institutional capacity and an efficient public administration.

3.5 Service Provision Risks

- 3.5.1 The overall financial context prevents the Council from adopting the required planned maintenance programme for its property assets. This in turn leads to properties deteriorating on an on-going basis. We are therefore highlighting high risk property assets for attention through the Capital Plan Gateway Process. Similarly our vehicle assets are being prioritised for replacement having regard to the risk presented by their condition and suitability.

Executive Director of Customer Services
Policy Lead: Councillor Dick Walsh

26 January 2016

Appendices – Detailed Service Information

- Appendix 1 Facility Services
- Appendix 2 Customer and Support Services
- Appendix 3 Governance and Law
- Appendix 4 Improvement & HR

APPENDIX 1 Detailed Service Information Facility Services

Head of Service: Malcolm MacFadyen

Included with the service functions listed below are certain Service targets seen as significant in the context of Asset Management:-

- a) Provide and manage safe, efficient, fit for purpose public buildings which enhance service delivery through statutory legislation, informed testing and maintenance programmes.
- b) Provide catering and cleaning services across Council facilities in a responsive and proficient manner appropriate to the Council's business.
- c) Achieve further reductions in energy consumption, utility consumption and carbon emissions aligned to national targets through council-wide capital and revenue based energy and carbon management programmes.
- d) To assist in the preparation of Business Cases for property related programmes in the pursuit of office rationalisation, energy and carbon management, and the achievement of Council development plans such as the Improvement Plan, Process for Change and Capital Plan.
- e) The Estates Section is involved as follows:
 - Asset Valuations
 - Rating Appeals
 - Lease management
 - Lease renewal
 - New lettings
 - Rent reviews
 - Enforcing lease conditions
 - Debt re-scheduling
 - Disposals
 - Acquisitions
 - Dilapidations
 - General property advice

The Estates Section manages the investment portfolio and the leased properties on behalf of the other Council departments. Properties which are surplus to the requirements of the other departments are processed for disposal by the Estates Section. These functions help to drive forward the maximisation of income through good property management and through the disposal of surplus assets and the reinvestment of sale proceeds into the remaining property portfolio. These functions shall also assist with the development and subsequent implementation of a revised property disposal strategy which will take account of the potential for property assets being transferred to the third sector.

- f) Administration of contracts for school and public transport and where appropriate direct provision of school transport together with a fleet management service for light cars, vans and buses across Council services.

APPENDIX 2 Detailed Service Information **Customer and Support Services**

Head of Service: Judy Orr

ICT – provision and maintenance of application servers, voice and data network including unified communications and video conferencing, desktop support to all council departments except secondary schools, first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications, procurement of new systems and project management of their implementation, ICT strategy and general ICT advice to Council. Provision of a limited range of IT Services to ACHA under an SLA – the main contract for these ends in November 2015.

Customer Service – access to a wide range of council services via a network of Customer Service Points, the telephony service point and information and transactional capabilities on the council web site. Responsible for registration of births, deaths and marriages.

Procurement and Commissioning - payment of suppliers and employee travel and subsistence claims, maintenance of members register of expenses. Procurement of best value contracts in line with legislation. Commissioning of social care services and commissioning in support of the health & social care partnership. Management of specialist ordering teams for all travel and accommodation, construction and educational supplies. Management of key council contracts. Management of council imprest accounts.

Revenues and Benefits - collection of local taxes (including council tax reduction scheme) and sundry debts, collection of domestic water and sewerage charges on behalf of Scottish Water, administration of BID levies for Bid4Oban and PA23, collection of non-domestic water and sewerage charges on behalf of MACC, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP. Liaison with DWP's Single Fraud & Investigation Service. Corporate counter fraud team. Council-wide cash collection processing and control.

Overall co-ordination of council's response to welfare reform.

APPENDIX 3 Detailed Service Information **Governance and Law**

Head of Service: Charles Reppke

Governance and Law provide legal services as well as offering support to elected members around the democratic processes. Governance and Law manage the operation of the Council's democratic processes, election processes, oversee the governance of the organisation and ensure compliance with all necessary regulations and standing orders including:

- Compliance with the scheme of delegation in regard to the disposal of assets
- Compliance with the scheme of delegation in relation to voluntary work on Council assets
- Preparation of formal offers to buy and sell property, take or grant servitude rights, etc., conclusion of relevant bargains, attending to all conveyancing matters, settling transactions and recording/registering titles
- Preparation of formal offers to lease property or enter into variations or assignments of leases, conclusion of relevant bargains and completing all conveyancing formalities
- Preparation and negotiation of the terms of contracts
- Management of the Council's insurances including consulting on requirements, tendering and obtaining quotations, dealing with inquiries and claims made by and against the Council
- Provision of an in-house debt collection service including writing to, emailing and telephoning debtors and initiating court proceedings as necessary
- Provision of a rent roll system in relation to the Council's leased properties, issuing rent notices and reminders and pursuing outstanding rents as required
- Provision of advice and legal services in relation to Planning and Roads law including dealing with sections 69 and 75 Planning Agreements, Tree Preservation Orders and Traffic Orders
- Provision of advice in relation to and dealing generally with the making and implementation of Compulsory Purchase Orders
- Provision of all functions in relation to the administration of liquor and civic government licensing
- Representation of the Council at all courts, tribunals and inquiries as necessary
- Initiating and defending court proceedings by and against the Council
- Provision of legal advice on all aspects of Social Work, Education and Employment law
- Provision of a corporate framework, advice and guidance in relation to Freedom of Information, Data Protection legislation and Civil Contingencies.
- Ensure compliance with Community Safety and Anti-Social Behaviour duties

APPENDIX 4 Detailed Service Information **Improvement and HR**

Head of Service: Jane Fowler

Improvement and HR (I&HR) provides a range of largely, but not exclusively, internal services supporting other Council services and elected members. The main functions of I&HR are the provision of specialist advice and expertise on health and safety, HR and communications to the Council as a whole and to specific Council Services. The service also provides the payroll service to all employees and elected members. I&HR also supports Council Services to improve performance by developing the people assets employed by the Council through learning and development and the business processes of the council through improved business and management systems and processes. The service is the custodian of the council's Planning and Performance Management Framework, is responsible for ensuring that process are in place to achieve best value and that we are compliant with legislation on equalities and Gaelic. The specific service team activities include:

Health and Safety

- Provide specialist health and safety advisory and support services
- Provide specialist health and safety training
- Provide policies, standards and guidance on health and safety issues
- Provide health and safety contractor assessment
- Monitor and report on health and safety activities and compliance

HR and Payroll

- Provide accurate, legally compliant and timely employee and elected member pay
- Comply with pensions, tax and national insurance regulatory and legislative requirements
- Provide professional advice and support to members, employees and management to ensure compliance with employment and other relevant legislation
- Develop HR policies and procedures to ensure that the council's duties as an employer are discharged
- Negotiate and comply with national and local collective agreements with the recognised trades unions, maintaining good employee and industrial relations

Improvement and Organisational Development

- Deliver corporate policy guidance and advice
- Develop, review and implement the Planning and Performance Management Framework, including corporate, service, team planning and PRDs
- Implement and manage a corporate performance management system
- Ensure processes are in place to comply with best value
- Lead on the development and implementation of corporate improvement programmes and projects across the council

- Provide corporate information and analysis to the organisation
- Ensure compliance with equalities legislative requirements
- Ensure compliance with the Gaelic Language Act
- Deliver corporate and social work learning and development programmes informed by legislation, corporate priorities and PRDs
- Provide an accredited SVQ centre service

Communications

- Protect and enhance the council's reputation through appropriate use of media
- Support effective internal communication

ICT GROUP ASSET MANAGEMENT PLAN

1.0 EXECUTIVE SUMMARY

This latest version of the ICT Group Asset Management Plan (GAMP) now incorporates outcomes from the revised Corporate Plan 2013-17 and has been updated following a review of the most recent ICT Asset Performance Data. The plan has received contributions from all services and will be approved by all DMTs before submission to the full Council in February 2016. The Plan has been compiled using current corporate data and follows regular audits to identify the number and condition of ICT assets in use across the Council estate. It has taken a lead from the Council's current ICT Strategy and ICT service priorities as agreed by the ICT Steering Board.

The format of the GAMP was agreed following a review of the existing Asset Management process by the Special Projects Team which involved an examination of the current Service Asset Management Plans. The Strategic Asset Management Board agreed that the ICT Service should pilot the new format and the revised model has now been adopted as a standard for future GAMPs.

The primary objective of maintaining a Group Asset Management Plan is to achieve the aims and objectives of the Corporate Asset Management Strategy, ensuring assets are:

- Fit for purpose;
- Used efficiently;
- Maintained on a sustainable basis; and
- Matched in investment terms to service needs.

In addition to measuring current asset condition, suitability, and overall performance, the GAMP contains significant details around "Emerging Departmental Priorities" which represent the key Council business development priorities that are dependent on underpinning ICT technologies and services. This has become the main feed into the ICT Development Plan and the resulting allocation of ICT Capital. Some of the items listed in section 5 are critical to each service transformation programme and although many may be "concepts" at this stage a fuller business case analysis is to be carried out and presented to the ICT Steering Board as detailed proposals – normally via the appropriate ICT Client Liaison Officer. The Council's Capital programme has decreased significantly and the level of investment available for the ICT Capital Programme has fallen to a level where we are able to maintain existing assets but unable to completely satisfy the demand from departmental emerging priorities. The priorities for investment will therefore be determined by the ICT Steering Board through the ICT Development Framework and included in the ICT Development Plan for future years and then ratified by the Strategic Asset Management Board. It is clear, however, that the funding requirement is already much greater than the funding levels available from 2015-16 onwards.

The reduction in capital funding will have an impact on the Council's ability to maintain and upgrade its applications, IT infrastructure and equipment to keep pace with improvements in technology. The critical service emerging priorities will not be met following the reduction in capital. The programme will instead deliver limited infrastructure maintenance and a much reduced development programme covering only the highest priority projects, and will also see the replacement of the PCs reduce from a replacement cycle of 3 to 4 years to replacement every 5 to 6 years with no warranty or maintenance on PCs after the first 3 years. This will have consequences on the reliability and ability to work with the latest releases of application software.

ICT GROUP ASSET MANAGEMENT PLAN

1.0 INTRODUCTION

- 1.1 This Group Asset Management Plan (GAMP) has been produced following a review of the Asset Management Plan formats carried out on behalf of the Strategic Asset Management Board (SAMB). This latest version of the ICT GAMP now incorporates outcomes from the revised Corporate Plan 2013-17 and has been updated following a review of the ICT Asset Performance Data in the appendices. The SAMB have agreed again for 2016/17 that ICT will continue to develop the GAMP format rather than the Service Asset Management Plans covering all other services. THE SAMB also agreed the introduction of GAMPs in other services be delayed until the impact of the Service Prioritisation process can be considered.
- 1.2 In an extremely challenging financial climate, the levels of Capital investment are decreasing significantly over the coming years and this has had a major impact on the ICT Development Programme. Despite decreasing funding levels the Council has recognised that ICT has a key role to play in helping it to become a “forward looking and ambitious” organisation through the delivery of reliable and efficient ICT Services, by maximising access to information to support better quality decision making, via continuous improvement, and supporting a change in work styles. Recent new technologies such as Microsoft Lync have shown how much can be gained from a carefully managed approach to innovative technology. The Council expects the ICT Service to seek further opportunities to contribute to an on-going transformation programme and to help deliver the greatest service delivery efficiencies possible but this will be much harder to achieve with significant decreases to the ICT Capital budgets. This new GAMP for 2016/17 therefore carries a significant message about investment in IT services and clearly shows how the ICT Steering Board will prioritise only the highest scoring business cases from services. Where possible the board and ICT service will continue to try to ensure assets are matched in investment terms to service needs but the reduced capital allocations for the next two years will not meet all of the emerging departmental priorities for ICT investment.
- 1.3 This new format for the GAMP was presented and accepted by the SAMB in October 2013 and this will be the third iteration of the ICT GAMP since then. This document is an update of the ICT GAMP for 2016/17.

2.0 LINKS TO CORPORATE & SERVICE DEPARTMENT PRIORITIES

- 2.1 This ICT Group Asset Management Plan has been compiled using current corporate data and follows regular audits to identify the number and condition of ICT assets in use across the Council estate. It includes an assessment of additional ICT systems used by services rather than only those funded via previous capital investments and approved by the SAMB. The plan has taken a lead from the Council's ICT Strategy and ICT service priorities as agreed by the ICT Steering Board. The ICT service is an 'enabling' function which supports the Council in its delivery of services and in performing a leading role in the local community. The Council's Corporate Plan 2013-17 outlines our key corporate objectives and outcomes where we are "forward looking and ambitious, continuously improving our relationship with our partners, customers and employees to ensure that we deliver the right services, by the best people, in the best way. In this time of efficiency savings we are continuing to transform the Council".
- 2.2 The Council's Communication Strategy and Corporate Plan aims to ensure both internal and external communications are robust, reliable and capable of supporting an extended service delivery culture amongst our customers and community planning partners. In turn, the GAMP looks closely at the core server and network components required to support such a culture and presents a manageable maintenance and replacement cycle while recognising, responding to and addressing emerging risks associated with this environment.
- 2.3 ICT has a key supporting role in the Council's corporate objective of "Working together to improve the potential of our area" by supporting the development and modernisation of the region's broadband and mobile networks. Various national initiatives are underway to provide the core infrastructure needed to deliver a vision for Scotland's Digital Future. At the heart of the vision is a programme of work to modernise and upgrade the core national communications infrastructure and introduce standards for sharing information, collaboration, and interacting with other agencies.
- 2.4 The Council is particularly involved as an early adopter of the Scottish Wide Area Network (SWAN) and is a participant, through Pathfinder North, in the SWAN Vanguard project. It is also involved in both the Highlands and Islands and Rest of Scotland Next Generation Broadband projects which are intended to deliver super-fast broadband speeds to at least 75% of premises in our area. These are recognised as being central to the economic development of our area. The Council's private network is therefore expected to play a greater role in the way services are delivered to our constituents and customers, and in the way we communicate with our partners and stakeholders. The network must meet the very high security standards set by the Cabinet Office via the new PSN accredited standard and it is essential the Council continues to invest in a maintenance and replacement programme on the current 5 year replacement cycle.
- 2.5 ICT also has a key role in delivering the objective of "Working together to improve the potential of our organisation" through the role that the Council's website can play in

making it easy for our citizens to do business with us online and through the customer service centre telephony centre and service point network. It is fundamental in terms of improving the efficiency of the internal organisation through providing more integrated systems and making it easier to communicate. In particular it is recognised that ICT can play a key part in this Council's delivery of services in an area of challenging geography.

2.6 The Council's Corporate Plan contains a number of specific Corporate Outcomes which ICT assists in delivering as follows:

ICT related Corporate Outcome	Comment/ Current Status
We will help our communities to help themselves and will be proactive in making sure that our communities are empowered to work in partnership with the Council to meet their local needs.	We continue to develop our digital first agenda to ensure the necessary systems and processes are in place that support and enhance customer focussed service delivery.
We will provide outstanding Education to young people so that our schools attract people to live in the area.	Schools continue to benefit from the Education Domain Expansion, access to GLOW2, centralised ICT Support and the corporate PC replacement programme. We are seeking innovative ways to support the delivery of Education services such as the deployment of Lync to schools
We will take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage	We continue to use our relationship with broadband and mobile providers to influence service and availability improvements across the region. We will progress the transition to the new SWAN network and the use of new Next Generation Broadband Services as they become available for Council and community use.
We will promote and market Argyll and Bute and encourage companies and individuals to relocate to this area	Planning Services are now delivered online and the Local Development Plan consultation is very much facilitated by all these materials being available online. Our digital first strategy will offer more efficient and easier to use online services for the benefit of all of the Council's customers

ICT related Corporate Outcome	Comment/ Current Status
	and partners.
Provide excellent communications, customer service, consultation and engagement	Customers can access council services more easily via multiple communication channels and these services are continuously improving and delivering higher quality. IT applications and infrastructure are available to users when they want to use them, and meet business needs. We have systems and processes in place that support and enhance customer focussed service delivery

2.7 The national Local Government Strategy for ICT refers to a changing political landscape and points towards potential shared service opportunities available with other partners of the new Scottish Wide Area Network. The ICT Service recognises the importance of the Council’s continued Public Services Network (PSN) accreditation and the resulting security procedures and controls the Council has recently had to adopt which ensure we can continue to communicate with other public sector partners and could consider sharing services in the future. The ICT Service is working with NHS partners to provide appropriate services to the new Health and Social Care Partnership and expects to use shared elements of the new SWAN network to ensure Council and NHS staff can access systems and information from both organisations.

3.0 ASSET MANAGEMENT OBJECTIVES

3.1 The primary objective of maintaining a Group Asset Management Plan is to achieve the aims and objectives of the Corporate Asset Management Strategy, ensuring assets are:

- Fit for purpose;
- Used efficiently;
- Maintained on a sustainable basis; and
- Matched in investment terms to service needs.

3.2 While the Asset Management Board is responsible for the management of the strategy, the ICT Steering Board operates within a framework designed to ensure all of the above four objectives are met. The ICT Steering Board meets quarterly and includes senior representatives from all service departments. The board considers and approves the Council’s ICT Development Plan prior to the plan’s submission to the Strategic Asset Management Board. This ensures all projects included in the ICT

Development Plan have been assessed and agreed by a Council wide body of departmental representatives before it is presented to the SAMB for funding approval.

- 3.3 Although there is a well-established process for evaluating capital funding proposals within the Council and the Strategic Asset Management Board employs a standard approach to business case presentation, it was agreed the process was not entirely appropriate for evaluation of ICT proposals specifically. In addition the Council applied an evaluation process to outputs from the last service reviews and decided to take some additional projects forward. Features of both of these methods have been exploited but adapted accordingly for the purpose of evaluating ICT proposals by the ICT Steering Board. The board adopted an ICT Development Framework as a means of assessing ICT Projects and to outline an approach and method for evaluating development proposals for inclusion with the ICT Development Plan.
- 3.4 The purpose of the ICT Development framework is to establish a consistent and transparent method for the evaluation of ICT proposals being presented to the ICT Steering Board and subsequently to the Strategic Asset Management Board. The framework allows competing demands for Council resources to be compared like for like with the purpose of establishing an ICT Development Plan that will include a mix of small and significant ICT developments that are both affordable and deliverable. The current ICT Development Plan will form the basis of the ICT Capital Plan for 2016/17 onwards and will be the sole mechanism for determining the ICT Asset service development priorities and the levels of funding required to meet them.
- 3.5 The approach adopted by the board is largely based on that adopted for recent Council service reviews and focuses on key elements for assessment and prioritisation. i.e.
- Impact
 - Corporate Plan;
 - Customers;
 - Individual Service Plans;
 - Legislative / regulatory compliance;
 - ICT Strategy
 - Affordability
 - Negative or positive financial impact
 - Deliverability
 - Timescale;
 - Resource needed/ available (IT and non IT);

- Complexity
- Implementation Risk

The following method is applied in scoring proposals:

- Each element (impact, savings, deliverability and risk) is scored out of 100.
- A weighting of 40% impact, 30% affordability, 15% deliverability and 15% risk is applied to the score out of 100 to get the weighted score for each element. The total score is the sum of the weighted scores for each element.
- Scoring is completed on the assessment template provided by the project team.
- The factors considered and rationale for score are to be captured on the template

4.0 CURRENT ASSET MANAGEMENT PERFORMANCE

- 4.1 While the ICT Development Framework will determine the new investment priorities as outlined above, the Council has accepted that all of the operational & sustainability assets included in this plan require a properly funded programme of maintenance and replacement. Maximum lifespan for servers and communications equipment has been agreed at 5 years and the ICT GAMP and the investment profile reflects a cycle of replacement over the 5 year period. This falls in line with best practice and recognises the need to maintain a reliable and robust core infrastructure. The ICT Service has therefore assessed and reported on the condition and suitability of the core infrastructure assets on the basis of their relative age against an expected five year lifecycle.
- 4.3 ICT will continue to monitor the use and condition of software and system assets but the responsibility for determining suitability, in particular with those systems delivering a service governed by legislative requirements, rests firmly with the service departments. The initial suitability assessment for software and applications included in this plan has been made in conjunction with the ICT Client Liaison Officers but this work will be verified when the ICT CLOs take the plan to individual DMTs for approval.
- 4.4 A PC & Laptop Asset Management system records details of all devices deployed across the network. Additional records of IT equipment are maintained on Excel Spreadsheets. In addition the ICT service maintains a software licence database covering all major corporate applications. A breakdown of the current asset database is available. It includes a performance assessment of a wider range of departmental systems than previous versions of the SAMP or GAMP.
- 4.5 Information is available on the core and standard build desktop software in use across both the corporate and education networks. As well as a detailed desktop software inventory taken from our PC Software Asset auditing system – SNOW. The inventory is so vast it is not possible to produce a performance assessment of every software product but it is hoped the inventory will highlight areas of duplication or where the use of software can be improved.
- 4.6 Responsibility for the supply and maintenance of desktop equipment has changed since the introduction of the 3 year corporate and 4 year Education replacement programme for all PCs and laptops. The replacement programme focuses on standard PCs, laptops, and MACs within schools and the programme had incorporated a limited capacity to deal with exceptional requests from those who require non-standard equipment (e.g. CAD workstations and laptops). Previously some customers suggested the standard equipment is not suitable for day to day use. Several comments in the last satisfaction survey suggested we should be transitioning to tablets or iPads and the Council has responded through the deployment of large numbers of iPads across the schools estate. Some tablets are also in use in other departments. The Council is prepared to take advantage of the opportunities available from the superfast broadband network or the proposed upgrade of the mobile networks to 3G and beyond. Such infrastructure will support an even more flexible workforce where real time mobile

access to corporate and departmental systems might become the norm rather than the current exception. The ICT GAMP was changed last year to recognise that a changing working landscape will have a bearing on the types of end user equipment we need to deploy in the support of innovation and in the transformation of service delivery. We asked that such requirements should be clearly articulated by departments and incorporated into proposals to be considered within the ICT Development Framework approval process outlined in section 2 above where the perceived benefits can be tested and quantified using a standard approach and the resulting investment priorities adjusted accordingly. *However it should be noted that the significant reduction in capital allocations will now limit the flexibility available within the PC replacement programme and our ability to provide anything other than the standard PCs and laptops.* The replacement cycle will be extended in schools to 5 years to accommodate the additional costs associated with the current MAC deployment. In addition it should be noted that the programme has been cut to a level where the replacement of iPads and tablets cannot be included and such replacements should continue to be met from school budgets.

- 4.7 The Workforce Deployment programme has transformed the way the Council is working and with the introduction of an extensive yet ever growing wireless network in Council offices, our staff can now work from multiple locations. The initial Workforce Deployment plan included many more fully equipped touch down zones than now in use. This was meant to support those working away from their normal office but the project funded an even greater transition by ensuring more users were equipped with a laptop which meant they can work from anywhere where a wireless signal is available. As a result the number of laptop users has grown by more than 300% since the start of the project and the suitability and condition assessments have been adjusted accordingly and show a significantly improving desktop and laptop estate.

5.0 FUTURE SERVICE DELIVERY ASPIRATIONS

- 5.1 The Council has embarked on a “Digital First” agenda and will aim to use available ICT investment over the coming years to help transform service delivery by enabling more and easier to use online services. Our vision is to “offer digital services so good that all who can use them, prefer to use them” and we aim to achieve that via the following three key principles:

- Services will be delivered as “digital first” and customers who can will be enabled and encouraged to self-serve;
- Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
- Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to the reflect the above 2 principles.

The Digital First vision was launched in November 2014 and progress continues to be made in transforming online service delivery but the Council’s ambitions in this area may well be undermined by the significant reduction in the ICT Capital Programme. If

investment levels are such that the majority of available capital funding is required to maintain limited infrastructure maintenance, the opportunities to invest in digital first projects may rely heavily on funds being released from other sources.

5.2 Alongside our digital ambitions and in consultation with departments, ICT have planned for the introduction of many more systems over the next 5 years. In order to cope with the increased demand the server room in John Street, Helensburgh has been extended and upgraded with more processing power and data storage. Disaster Recovery and business continuity facilities have been reviewed and strengthened to support flexible working challenges, on-net backup facilities between the two major server rooms and to ensure rapid recovery in the event of a major service failure. These new DR facilities are now available. The network has also been successfully supporting Lync Unified Communications and other major new systems but a major upgrade is underway to improve Lync resiliency through a move to Lync 2013 and Skype for Business – Microsoft’s new name for Lync. The upgrade is also expected to resolve wireless issues and provide greater opportunities to continue local communications during major emergencies. A Lync shared service partnership with Highland Council has been cancelled following an assessment of the pilot. Highland accepted they were unable to resolve local technical issues related to the management of the network and have had to reduce their ambitions accordingly and will deploy an alternative voice solution. The ICT Service remains confident about the introduction of Lync in schools and is working with Education colleagues to develop a business case to take the project forward. The project is still at the pilot phase but a number of feeder schools have been added to the Lync network with Tarbert Academy and this wider group will better inform the business case which will look at the use and management of Lync in schools and determine;

A) Is the system right for a widespread educational deployment? How can it be used to improve both corporate and curricular communication?

B) What additional resources will be required for ICT to rollout and manage the service on behalf of Education? It should be noted that the central ICT Service is not currently responsible for the management of telephony in schools.

5.2 The ICT Client Liaison function serves an important role in ensuring that ICT is delivering services very much in-line with the priorities and focus of Departments and the individual services that they represent. Individual reviews of the priorities for each of the four departments were recently undertaken when developing the new ICT strategy and resulting action plans have been produced by the ICT Client Liaison Officers.

5.3 The table “*Emerging Departmental Priorities*” below represents the key business development priorities that are dependent on underpinning ICT technologies and services. Some of the items listed below are merely “concepts” at this stage – in order for an ICT project to progress, a fuller business case analysis will be carried out and presented to the ICT Steering Board as proposals – normally via the appropriate ICT Client Liaison Officer. Those proposals shall be assessed and prioritised against the clearly defined set of criteria and methods described in section 2 above and the

explanation around the new ICT Development Framework but with a reducing capital budget it is likely a greater proportion of a reducing capital budget will be required to sustain and replace existing core infrastructure assets and less will be available to meet development needs. Many IT services have been repackaged by suppliers to offer subscription based services where capital investments are no longer required but customers can commit to an ongoing revenue based subscription agreement. This can take the shape of hosted services such as server and storage provisioning, software as a service such as a Microsoft Office 365 agreement, or many other cloud based value added services available from the industry. The IT service has agreements with Microsoft and Oracle which are seen as revenue based licensing agreements and will consider further opportunities to look more at subscription based services funded via revenue if the Council is in favour of transferring asset sustainability commitments to a revenue stream. This may alleviate some of the capital pressures but only to the point that the pressure is transferred to revenue. In the meantime the majority of the Council's capital programme for the coming years will deal with the sustainability of IT assets and systems.

5.4 Emerging Departmental Priorities

Amongst the emerging development priorities featured in the table below, there are some key common priorities across most of the services including:

- **Improvements in Information Management** - There is a change programme underway that focuses particularly on our non-structured electronic documents and content which currently resides on file shares and SharePoint sites. This also extends to improvements to business application based information and records management.
- **Bring Your Own Device (BYOD)** – The possibility of allowing the workforce and customers to access internet and possibly some Council Services within Council buildings is emerging as a common theme.

Department	Emerging Service Priorities	Initial Outline
Development & Infrastructure Services (D&I)	Information Management	<p>DIS is currently in the process of engaging with the Council's Information Management programme and developing its Information Asset Register. Civica and Uniform support case based records, and WDM holds the majority of Roads and Amenity Services asset management records.</p> <p>There are many other services particularly in Economic Development with no formal electronic system for information management and solutions are being sought.</p> <p>Recent requirements to add photographic evidence to each roads job for evidence purposes, and back scanning of historic asset records resulting from office moves will have a significant impact on data storage and system performance.</p> <p>A new SharePoint Integrated Management System has been set up to support departments with this and is proving effective at delivering value for running meetings electronically and tracking committee paper workflows.</p>

Department	Emerging Service Priorities	Initial Outline
	Mobile Working/ Tablet devices	<p>Development and Infrastructure Services seek to adopt a more mobile approach for staff in the field delivering services. Mobile solutions can achieve increased productivity and efficiency by allowing services to be delivered in timely and more cost efficient ways and freeing staff to work more flexibly.</p> <p>A high degree of benefit and efficiencies is perceived from the use of mobile technology for closer integration between customer relationship management solution and DIS operatives and to support field based officers e.g. Amenity Services grounds and environment wardens, Trading Standards and Environmental Health to offer improved responsiveness to customer requests, reduce paper documentation and encourage digital engagement, and provide better performance management and reporting capability.</p> <p>A pilot within Planning services for management administration and operational field use is ongoing.</p>
Roads and Amenity Services	<p>WDM Optimisation & Integration</p> <ul style="list-style-type: none"> - Core system - ELM - Interface - Flood management - Document management and data storage 	<p>WDM is the core system used by Roads and Amenity Services for asset management and roads and street lighting maintenance. Full capabilities and benefits are starting to be realised so that WDM will provide a more cost effective and powerful business tool within Development and Infrastructure Services, and play a key role in the effective service delivery for all Road and Amenity Services.</p> <p>A development plan is being worked on currently to cover all current and future developments with ongoing commitment of ICT input and support being essential.</p> <p>WDM's strategic software development policy is moving away from traditional client /server software to web based technologies which may have a cost and support impact downstream for introduction of new modules and/or support for the current platform.</p> <p>Environmental Land Management (ELM) module will be implemented for Amenity Services in the coming year. This will transform asset management, works instruction management and performance management process from a highly manual paper and spreadsheet based systems to a single integrated electronic management system.</p> <p>A planned interface to Total Mobile costing system will contribute to more efficient financial management reporting and actual costing, and reduce manual handling of</p>

Department	Emerging Service Priorities	Initial Outline
		<p>timesheet data to Payroll.</p> <p>Flood Management is also now being managed within WDM and a pilot of coastal asset mapping is scheduled. This is required by SEPA. The outcome will inform impact on future data storage requirements.</p>
	<p>Roads Traffic Management and parking enforcement-</p> <ul style="list-style-type: none"> - Permit Gateway - Pavement café licensing 	<p>Roads and Amenity services recently implemented an electronic solution to support introduction of Decriminalised Parking Enforcement. The system also supports Permit management and early investigations are underway to extend the application to support the wide range of parking permits available from the Council Roads and Amenity services department. The permit gateway will allow for sales and renewals of permits integrated with the Council's website.</p> <p>A requirement is emerging for an electronic workflow system to support permits and licenses for pavement café applications arising from completion of Chord regeneration projects which require cross service involvement and approvals from Planning, Building Standards and Roads departments.</p>
<p>Economic Development and Strategic Transportation</p>	<p>Programmes and projects Management</p>	<p>There is no clear, standard solution or approach within Development and Infrastructure Services for managing major programmes of work or projects. This means the sharing, monitoring and reporting of such work is disjointed and inefficient. A small development is underway to replace Roads Design in-house database. Exploration of Concerto Projects module is scheduled for Economic Development, to allow them to record, monitor and report on major projects and programmes of work, e.g. CHORD, TIF.</p>
	<p>Flight Data/Airport Management Solution</p>	<p>There is currently no formal system in place which allows Strategic Transportation to easily manage, manipulate and report on data related to flights, landing charges, passenger numbers, trends, etc. Much of this data is required to report against service performance indicators, monitor and negotiate contracts, as well as evidence improved use of the Airport facilities. Additionally, an internally built MS Access database is used for operational risk and hazard management and there are concerns over sustainability</p>

Department	Emerging Service Priorities	Initial Outline
		<p>of this application.</p> <p>Potentially a commercial system solution for small airports would be very beneficial to support service improvement plans and reduce unproductive activity of staff in relation to duplication of effort and manual manipulation of gathered data via spreadsheets. It would also allow accurate service data to be produced and published via the website to promote and support development of the Airport service.</p>
	Marine Management Solution	<p>There is no formal information management system in place to allow Marine Operations to easily manage, manipulate and report on data related to piers and harbour charges, ferry schedules and passenger numbers. A highly manual process is used for sales and customer management. A review of processes and systems would support improved management of performance data and finances to support service improvements.</p> <p>Additionally the service requires a high degree of auditing of marine operations for statutory risk management purposes. A risk management solution has been procured by the service for implementation onto the Council's network.</p>
	Ferry ticketing solution	<p>The current software and hardware is now obsolete and no longer supported. Future replacement dependent on strategic transportation review of ferry services in the next two years.</p>
Planning and Regulatory Services	GIS Work Plan	<p>A proposed GIS work plan has been established from the recently issued GIS Strategy. This work plan supports a number of service priorities and is integral to the ICT Strategy to allow improved efficiencies and service delivery across all service areas, for example:</p> <ul style="list-style-type: none"> • Core Path Planning • Route Optimisation and mapping e.g. refuse collection • Scotland HEAT map • Widening access to One Scotland gazetteer <p>A major project is planned over the next two years to replace Localview with ESRI's ARCGIS Online and is aligned with the Councils ICT network and infrastructure strategic plans. ESRI has announced cessation of Localview support from summer</p>

Department	Emerging Service Priorities	Initial Outline
		<p>2016 and the Council will be required to look at ARCGIS Online and other Software as a Service options in the next year.</p>
	<p>Uniform enhancements and optimisation</p>	<p>PRS has developed a prioritised ICT Workplan aligned with the ICT Strategy and Departmental ICT Strategy.</p> <p>Extension and development of IDOX Uniform modules is central to improved service delivery and maintenance of service standards.</p> <p>Integration between 3rd party applications including electronic document management solution (eDMS) from Civica and public access products presents a higher risk where there is reliance on third parties to support and maintain compatible application connectors, and for them to keep up with general ICT industry trends e.g. mobility, server operating platform support strategies.</p> <p>A high level of intervention is required from ICT applications and ICT project management for co-ordination of upgrades for this increasingly complex technical solution.</p> <p>Review of risk management of dependencies on 3rd party competitor suppliers will become a key priority within PRS to ensure resilience and available administrative support for planned upgrades and enhancements.</p>
	<p>Civica electronic document management and workflow- system optimisation</p>	<p>A recent Assessment of Current Use audit across the Council's instances of Civica eDMS and Workflow solution indicated high potential for optimisation of the system to achieve better value for money, and improve efficiency gains across Planning and Regulatory Services. Delivery of the recommended actions will be crucial to achieving necessary savings associated with implementation of the new ePlanning and eBuilding standards portals, and generally help to reduce manual effort associated with document and email handling within these service operations. An action plan is in development to assess priorities, costs and benefits.</p>
	<p>ePlanning and eBuilding standards national portals</p>	<p>The Scottish Government's Information Systems Information Services (ISIS) department is launching a replacement ePlanning portal between January and March 16. The current portal will be closed for new applications on 17th March 2016.</p> <p>A new eBuilding Standards portal is in development which will replace the Council's</p>

Department	Emerging Service Priorities	Initial Outline
		<p>internal eBuilding Standards solution. This is expected to be rolled out between April and June 2016.</p> <p>A new connector has been procured by the Scottish Government from IDOX plc to integrate to the Uniform case management system. This will require a high level of testing and have resource dependencies both within the service and ICT applications.</p>
Community Services		
Social Care	Health and Social Care Integration Agenda	<p>The integration of health and social care services continues to progress in Argyll and Bute and is one of the Key priorities for Community Services. Thanks to the hard work of a lot of people in the council, NHS and our partner organisations, progress continues.</p> <p>Integration is about bringing together all health services including planning and contracted services and all Adult Social Work and Children & Families Social Work in Argyll and Bute.</p> <p>ICT have been jointly leading with NHS Highland IT colleagues on the Information Management and Technology work stream within the integration project. The work stream has agreed terms of reference and a work plan to support integration through to April 2016.</p> <p>The work stream faces significant challenges and many aspects of the work, such as providing access to data and services between 2 different organisations, whilst trying to maintain security standards and upgrade infrastructure and systems is recognised as an important part in supporting the Council and NHS wider integration project.</p> <p>The work plan covers a number of areas requiring resource form both ABC and NHS ICT services. This project presents substantial opportunities for ABC and may require additional resourcing due to potential wide range of requirements.</p>
	CareFirst - core Social Work information management system.	At a general level this is a priority for all areas of Social Work. The on-going development and use of the CareFirst Social Work Management System is key as the application underpins service delivery for Adult, Children, Mental Health and Criminal

Department	Emerging Service Priorities	Initial Outline
	Multi Agency Information Sharing (e.g. Multi Agency View (MAV), Getting it right For Every Child (GIRFEC), mobile and shared assessments	Justice services in addition to statutory reporting, budget management and income generation. OLM have recently been developing their system to accommodate the drive for Councils to engage more with partner organisations, external service providers and share information. The multi-agency view (MAV) development within CareFirst has positioned the application well to support future joint working initiatives, especially around emerging requirements within the health and Social Care Integration project. There is growing interest in potential use of CareMobile and other module developments. A development plan is being worked on currently to cover all current and future developments with ongoing commitment of ICT input and support being essential.
	Information Management	<p>The current CareFirst system holds client records and care plans and financial assessment data but there is a plethora of manual records with retention requirements and no formal digital system in place.</p> <p>SharePoint is being used to help with some requirements in this area around sharing and management of non CareFirst documentation.</p> <p>The Service is considering adoption of electronic records and document management solutions as part of a wider Council Information Management project.</p> <p>To date, both Adult Care and Children's services have been engaging with the information management project and completion of asset registers made.</p> <p>Further work on data retention is underway.</p>
	Home Care Management System	A new Home Care scheduling and Monitoring system was procured earlier in 2014 to meet the needs of the internal Home Care service. The implementation project with supplier Advanced Health Care systems is underway and phase 1 went live in early 2015. Most of the Internal Home Care service are now using the system for scheduling and monitoring of visits. The second phase of the project is commencing during August 2015 to provide an automated payroll function. It is expected this will be completed later in the year. ICT have a considerable role in helping the service implement the new

Department	Emerging Service Priorities	Initial Outline
		system and further phases during 2016, potentially looking at engagement with NHS and external service providers will be considered.
Community and Culture	Leisure Management System (LMS)	New LMS System (SYX) went Live with phase 1, introduction of core LMS system across Leisure facilities, in March 2015. Second phase on hold to allow phase 1 to settle. The 2 nd phase will deliver online content through the end of September 2015 and 3 rd phase for completion of theatre booking module targeting the end of the year.
	Increase community learning opportunity and training currently delivered from a variety of sources such as community services and libraries.	In light of the new welfare reform work, community learning have an aim to help educate more vulnerable members of the community with learning ICT skills hence use of community centres and libraries for courses. The aim is to expand the community learning provision via greater Public Network provision at an increased number of sites. A number of Libraries and remote schools have had services enabled to support community learning and a second phase of schools are being worked on through to the end of 2014. Leisure and Library Services are now utilising improved guest Wi-Fi services across facilities.
	Archives Service - Digital Archive Solution	Archives service seeking a digital archive solution that actually manages digital records in line with the OAIS standard.
	Increase Community Planning Events	Develop capacity to host more community planning events across a wider range of locations and utilise VC or Lync options for communities to conference into centrally help events. Significant work has been done to introduce a modern functional communications facility within the Council Chamber and further work is ongoing with Member Services in providing additional Lync conferencing facilities at various locations which could benefit wider use.
Education	3 New school builds project – ICT work	Initial ICT contribution to requirements specification works for new builds has

Department	Emerging Service Priorities	Initial Outline
	requirements Oban Joint Campus, Campbeltown Secondary, Kirn Primary new Builds and Dunoon Primary refurbishment works.	been completed. There is an active, ongoing engagement with the schools build project team and relation to both new builds and planned refurbishments..
(...Education continued)	Microsoft LYNC for Education	Tarbert Academy pilot school fully live and operating well without issue. 6 Additional pilot schools were identified Feb 2015 and project to expand pilot commenced July 2015.
	Bring Your Own Device (BYOD) – Pilot Oban High School	<ul style="list-style-type: none"> • Pilot still ongoing • School indicating many instances of good use of service by senior pupils re primary aim of supporting an enhanced learning experience through own tablet device use • However, evidence that majority of use is via mobile smartphones and for personal/social purpose • School looking have refocused pilot after Oct break to an earlier year group and limiting to tablet devices • School aiming to report fully on the pilot in New 2015/16 term
	Domain Extension	<p>Continued 4 year Education Domain extension programme which includes an overhaul of IT security arrangements, access to file & print services, and the extension of the wireless infrastructure across the school estate. This will provide staff and pupils with access to a more reliable and secure infrastructure where their information is secured to corporate standards. A range of corporate services can be exploited by Education including Microsoft LYNC, Remote desktop support, central storage, backup of data, improved email service, etc.</p> <p>Project Brief completed, Project Manager assigned, PID agreed. Education Management Team representation on Board confirmed. Project Board first met July 2015</p>
	Tablet Devices	Education have deployed approx. 1500 iPad devices as of August 2015 and along with

Department	Emerging Service Priorities	Initial Outline
		ICT, education Support are reviewing benefits and deployment/support for iPads. Mobile Device Management solutions are being reviewed and consideration to changes in the makeup of the PC replacement programme following a business case form education is expected to be made.
	School Websites	A project commenced during summer 2014 to update approx. 80 school websites starting with replacement of ageing server and content management systems in Education. Work is underway, being led by ABC website manager to implement Drupal CMS and provide ongoing support for schools. The project is expected to last approx. 18 months and is currently 50% complete.
	Small Application Developments	A number of developments across community services continue to be supported.
Chief Exec		
Strategic Finance	<ul style="list-style-type: none"> • Improved Management Information & Reporting • Interfaces between systems to reduce manual effort (Oracle Payables/Purchasing highlighted, requirement for Carefirst Interface) • Right First Time – Data Entry. • Concerto Embedding – Project Management Module for Capital Monitoring (decommissioning of CAMIS) • PSTM (Public Service Treasury Management) • Access Databases / Spreadsheets Integrity Review 	<p>Upgrade of the Discoverer Reporting Tool and recommendation for the future replacement of the solution.</p> <p>In order to improve efficiency a number of areas need to be focused on including some review of business processes and potential re-engineering. Issues over repeated double keying, due to data errors from other areas, is hindering the use of resources appropriately. The Head of Service also highlighted the need for improved Management Information, Reporting and system interfaces.</p> <p>The new Property management System supports a generic Project Management module for capital projects. This is currently partially implemented and the remaining functionality is undergoing Business Testing.</p> <p>Move to an externally hosted solution in 2016</p>

Department	Emerging Service Priorities	Initial Outline
Customer Services		
Human Resources	<ul style="list-style-type: none"> • Resourcelink Development • Cognos Reporting Review • Learning & Development • Health and Safety System • Time Management • Expansion of HUB access to staff 	<p>Improve efficiencies including extension of Interfaces, roll out of Leave Management, and a further roll out of MyView to provide access from home.</p> <p>Cognos Reporting – Reduction on the reliance of the Cognos Reporting tool which is very complex for the Business. Most of the Cognos reports now replaced with the Northgate Reporting Services tool.</p> <p>Automation of the PDR process and employee self-service for training & development needs. Integration of the E-Learning Tool with Resourcelink Employee Records.</p> <p>Self Service Accident & Incident Reporting through the Resourcelink system. Expansion Of the H&S SharePoint Site. Pilot mobile system working for H&S Officers.</p> <p>Replacement of the current Time Management system to allow a greater level of integration with Resourcelink.</p>
Customer and Support Services	<ul style="list-style-type: none"> • Replacement of the CRM System • Extension of Customer Service Delivery Channels • Extension of services available 24/7 • Review of Public Provision Equipment in Service Points 	<p>Improvements are aimed at increasing choice for customers in interactions with the Council through increasing service availability times This is aimed at e.g. Mobile Apps, Social Media presence, Interactive Booths as Service Points / Libraries. As such a new CRM system will be implemented to support this strategy.</p> <p>Standardisation of public facing equipment across Customer Service Points.</p>
Procurement	<ul style="list-style-type: none"> • Oracle EBS P2P Module Implementation 	<p>There is a significant challenge to improve the council's invoice payment performance and to provide benefit management information on purchases as well as supporting commitment accounting. Ensuring the corporate Financial Management System</p>

Department	Emerging Service Priorities	Initial Outline
	<ul style="list-style-type: none"> • Replacement of current purchasing Cards 	<p>includes Purchasing Module integrated with Purchasing Systems is key</p> <p>To take advantage of new technologies and business benefits, e.g. interest rates.</p>
Revs & Bens	<ul style="list-style-type: none"> • Gandlake eBilling and Landlord portals • BACS 	<p>Replace with new cheaper in-house facility</p> <p>Upgrade/Replacement of the BACS system to meet new BACS security requirements in 2016.</p>
Governance & Law	<ul style="list-style-type: none"> • Members Portal • Members Lync Conferencing • Records Management 	<p>Replacement of the Members portal in conjunction with the new CRM System.</p> <p>Lync conferencing facilities at key sites to reduce officer/member travel costs.</p> <p>Revision of the Corporate Records Management Plan to meet legislation requirements.</p>
Facility Services (...Facility Services Continued)	<ul style="list-style-type: none"> • Concerto • Mobile Capability for Property staff • Cashless Catering System Upgrade in Secondary Schools • Expansion of time logging to Janitorial & Cleaning staff • Reduction in manual processing within the Catering Service. • Smartcard expansion on School Transport 	<p>Implementation of outstanding Concerto Modules to support Capital Projects, Estates Management, PPM Remedial/Asbestos/Water Quality.</p> <p>Improved IT tools and mobile working along with corresponding staff training to fulfil duties, integrated with the Property management System;</p> <p>Modernisation of Cashless Catering System including introduction of YS NEC Card and Catering Management software.</p> <p>This removes the need for manual time recording and multiple entry of data.</p> <p>Exploration of opportunities to introduce automated processes to replace current manual processes in terms of Reporting this will support the implementation of Universal free school meals for P1-P3 pupils.</p>

Department	Emerging Service Priorities	Initial Outline
ICT	<ul style="list-style-type: none"> <li data-bbox="412 204 674 233">• TopDesk Rollout <li data-bbox="412 376 931 443">• Scotland Wide Area Network (SWAN) <li data-bbox="412 587 831 616">• Public Sector Network (PSN) 	<p data-bbox="958 204 2101 268">TopDesk is the new ICT Service Desk System. Planned rollout of self-service and other modules to fully support the use of the ITIL Service Management framework.</p> <p data-bbox="958 376 2101 481">Arrangements for wide area network following end of Pathfinder contract in March 2016, and work with HIE & Scottish Enterprise to ensure Argyll and Bute's requirements for broadband are reflected in next generation broadband projects.</p> <p data-bbox="958 580 1547 609">Acquiring and maintaining PSN accreditation</p>

6.0 INVESTMENT NEED & FUNDING

- 6.1 The Council's Capital programme has decreased significantly compared with previous years and the level of investment available for the ICT Capital Programme has been cut accordingly. This has had a considerable impact on the Council's ICT Development programme for 2016-2020 with the majority of the capital programme now concentrated on maintaining the current service levels and assets. The level of funding available for service development projects has been severely curtailed. The priorities for investment will therefore be determined by the ICT Steering Board through the ICT Development Framework and included in the ICT Development Plan for future years and then ratified by the Strategic Asset Management Board. It is clear, however, that the funding requirement is already much greater than the funding levels available for the next three years.
- 6.2 The Council's IT infrastructure requires a considerable level of investment to maintain current services. The core network and server components are replaced on a five year lifecycle and any extension of this lifecycle is likely to introduce considerable risks to service delivery. Over recent years the core network infrastructure has required approx. £1m annual investment to maintain systems and allow for an expansion via the introduction of new services including a modern corporate wide wireless network and over 260 virtual server installations across our two modernised data centres.
- 6.3 The PC Replacement programme was funded by central capital to ensure the desktop tools were reliable and fit for purpose for all corporate staff, teachers and school pupils. The programme requires approx. £850k per annum to meet existing replacement targets but the programme has been cut to less than £550k for 2016-17 and is expected to fall even further for the next two years. The programme can no longer support the 4 year replacement cycle in schools or the inclusion of an extended warranty for PCs and laptops. PC and laptop devices in schools will be replaced every 5 years. There is no longer any capacity to include additional equipment (such as iPads, tablets) or to standardise on the device ratios per pupil in schools.
- 6.4 The Education ICT Strategy group previously heard complaints from schools where the device to pupil ratios were not high enough. The group agreed that the Education Service would come forward with plans to change the PC Replacement programme and address the device ratios in schools and look at how the central fund could pay for additional devices such as iPads. Such plans would include recommendations on how the programme would deal with schools where there was already a high proportion of PCs per pupil as well as those schools where there was not. The Education ICT Strategy group agreed that it would support any future sound business case and a redistribution of the allocated funds but accepted this would cause difficulties with the principles of asset sustainability and affordability unless the costs for such an exercise were contained within existing limited budgets and a suitable alternative asset replacement programme could be developed. No business case has yet been developed since discussion commenced during 2013, but

Education advised that there is currently an evaluation programme being prepared aimed at surveying schools to ascertain what is being done with iPads, what are the benefits being realised and any evidence of improvements in engagement and attainment through their use. In order to change, education need to assess the reasons/rationale for iPad use gathered from the evaluation programme, undertake decision and feed into any case for change in addition to agreeing an appropriate target pupil-device ratio and allow schools time to adjust.

In the meantime an iPad pilot has been in operation at Hermitage Primary and is due to report findings very soon. The pilot looked to address issues surrounding the use of iPads in multi user environments and the day to day management and setup of the devices. Other schools agreed they could manage iPads internally and IT have separately supported a schools funded rollout of 1188 iPads during the pilot period. These devices have not replaced PCs or laptops and no additional provision has been added to the ICT Capital programme for future expansion or replacement.

The Education Support team and ICT are considering the use of a Mobile Device Management (MDM) solution around better management, security and integration of iPads and are expected to report on an Education iPad pilot at Hermitage Academy regarding the management of a deployment of 250 iPads aimed at improving attainment in Mathematics and English. If successful, the MDM solution could be adopted by all schools.

- 6.5 In addition to the asset sustainability position outlined above, the development plan will take account of the emerging service priorities described in section 5.4. However with funding levels cut significantly the Council will need to prioritise accordingly. As of September 2015 the Capital funding expected to be available for IT investment for 2016/17 onwards as reported to the Strategic Asset Management Board is as follows:

Draft Capital Allocations for 2016-20

	2016-17	2017-18	2018-19	2019-20
	£000s	£000s	£000s	£000s
IT Asset Sustainability	548	854	560	955
IT Service Development	143	100	0	0

Figure 1 – Draft Allocations 2016-20

- 6.6 The current agreed plan for 2015-20 is as contained in Figure 2 below with an allocation figure at this time of 691k for 2016-17, which means only 143k is available for service development projects. Asset sustainability investment is insufficient to deal with all requirements:

Project Description	2015/16	2016/17	2017/18	2018/19	2019/20
	£000s	£000s	£000s	£000s	£000s
Server Capacity Growth	239	50			
PC Replacement	396	350	550		
Telecomms Network	72	25			
Computer Network Security	91	25			
MS Exchange & Doc Sharing	151	20			
Internet / Online Access	35				
Unified Communications and Video Conferencing	66	48			
Corporate GIS Portal Rollout	0	20	10	10	10
Block Allocation	0		294	550	945
IT Education	198	10			
Total Asset Sustainability	1,248	548	854	560	955
Property Management System	6				
Education Domain Extension	0				
Consolidated Server Replacement	58				
IT Enablement Process for Change	271	30			
Applications Projects	492	113	100		
Council Chamber Video Conferencing	0				
LYNC 2013	3				
Total Service Development	830	143	100		
TOTAL ICT Capital Programme	2078	691	954	560	955

Figure 2 – ICT Capital 2015-20

- 6.7 Figures 1 and 2 above illustrate how the ICT Capital Programme for 2016 and beyond is facing a considerable shortfall when compared with current funding. The programme has been overhauled and a significant change has been made to the way the Council funds the Asset Sustainability projects. This has therefore put considerable pressure on the use of the Application Projects budget to deal with the projects emerging from the Departmental Priorities summarised in section 5.4. The Council is no longer in a position to deal with all of the emerging priorities and it is likely that only the highest scoring business cases will be taken forward as projects. This is unlikely to change unless the Council agrees to a considerable increase in the capital allocation for ICT related projects from 2016/17 onwards.
- 6.8 There is an ICT Development Plan Summary and the work requested for the forthcoming year and includes details of further projects in the pipeline for future years. Full business cases have been developed or will be developed in support of each project and the business cases will be assessed and approved by the ICT Steering Board and then by the Strategic Asset Management Board alongside all competing demands for capital from other Council services.

Executive Director of Customer Services
Policy Lead: Councillor Dick Walsh

For further information please contact:

Gerry Wilson
ICT and Digital Manager
Tel: 01436 658936
Email: gerry.wilson@argyll-bute.gov.uk

SERVICE ASSET MANAGEMENT PLANS
DEVELOPMENT AND INFRASTRUCTURE ASSET MANAGEMENT PLAN

1 EXECUTIVE SUMMARY

1.1 The Development and Infrastructure Service Asset Management Plan sets out how the service can assist in the realisation of the strategic priorities within the Corporate Plan 2015 – 2017 with regard to:-

· Making Argyll and Bute a place people choose to live

- We will make Argyll and Bute an attractive place to live by continuing to invest in the infrastructure of our towns, villages and islands
- We will help our communities to help themselves and will be proactive in making sure that our communities are empowered to work in partnership with the Council to meet their local needs.

Making Argyll and Bute a place people choose to work and do business

- We will make Argyll and Bute the best and easiest place to do business
- We will use Council resources and facilities innovatively to generate income in order to protect and enhance services. For example, the Tax Incremental Finance programme in the Oban and Lorn area
- We will take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage
- We will promote and market Argyll and Bute and encourage companies and individuals to relocate to this area
- We will work to improve strategic transportation links: We will make best use of our airports, work with ferry companies to enhance services and bring pressure to bear on the Scottish Government and Transport Scotland to find substantial solutions to the current limitations of the A82/83

1.2 The Development and Infrastructure Departmental Service Plan requires the provision of safe and sustainable transportation assets and operations, an efficient Amenity Service and a safe Regulatory Service. Well maintained and available transport links are essential to support economic viability and growth.

1.3 The Service has responsibilities across all Council geographic Areas for the following functions:-

- Transportation infrastructure (Council Roads, Airports, Harbours), including management, maintenance and improvement. These are arguably the most important Council asset groups as they underpin all aspects of economic activity and of people's lives.
- Management, maintenance and improvement of community infrastructure including parks, cemeteries, war memorials, play areas and sports pitches
- Economic Development, Environmental Infrastructure, Regulatory Services, Fleet and Waste.

SERVICE ASSET MANAGEMENT PLANS
DEVELOPMENT AND INFRASTRUCTURE ASSET MANAGEMENT PLAN

1 GENERAL INFORMATION

1.1 The strategic priorities within the Corporate Plan 2015 – 2017 that D&I can help achieve are:-

Making Argyll and Bute a place people choose to live

- We will make Argyll and Bute an attractive place to live by continuing to invest in the infrastructure of our towns, villages and islands
- We will help our communities to help themselves and will be proactive in making sure that our communities are empowered to work in partnership with the Council to meet their local needs.

Making Argyll and Bute a place people choose to work and do business

- We will make Argyll and Bute the best and easiest place to do business
- We will use Council resources and facilities innovatively to generate income in order to protect and enhance services. For example, the TIF programme in the Oban and Lorn area
- We will take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage
- We will promote and market Argyll and Bute and encourage companies and individuals to relocate to this area
- We will work to improve strategic transportation links: We will make best use of our airports, work with ferry companies to enhance services and bring pressure to bear on the Scottish Government and Transport Scotland to find substantial solutions to the current limitations of the A82/83

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1.3 The Service has responsibilities across all Council geographic Areas for the following functions:-

- Transportation infrastructure (Council Roads, Airports, Harbours), including management, maintenance and improvement. These are arguably the most important Council asset groups as they underpin all aspects of economic activity and of people's lives.
- Management, maintenance and improvement of community infrastructure including parks, cemeteries, war memorials, play areas and sports pitches
- Environmental Infrastructure and Regulatory Services. These services are essential for the functioning of our communities and include Amenity Services,

Environmental Protection, Flood alleviation, Waste Management, Fleet Management (heavy equipment), Planning, Economic Development and Oil Spill Response.

Appendix 1 summarises the detail of capital investment across the various categories within D&I.

Appendix 2 details, by way a table, the 11 groups of activity that Development and Infrastructure Services have responsibility for in terms of Capital investment.

Appendix 3 summarises the hierarchy of a number of policy and asset management documents within Roads and Amenity Services.

Appendix 4 provides a flow chart that illustrates the various investment strands within Development and Infrastructure.

2. Financial planning for Capital and Revenue needs: brief summary indicating financial position based on existing plans and what financial gaps exist in relation to backlog maintenance if any and the effect on assets and replacement improvement programmes.

2.1 Roads

2.1.1 The public road network is the single highest valued asset the Council has responsibility for. The stated value of the public carriageway asset being £2,190,824k as detailed in the asset valuation. The significant roads reconstruction investment from 2011 to date has been successful in halting the decline in condition through a programme of edge strengthening, structural patching, surface dressing and overlays/inlays. This is illustrated in Figure 1. However, it is important to note that the change of direction in road condition can take a few years to be realised. The narrative accompanying Figure 1 details the frequency of machine based surveys. This in part is due to the condition surveys not being carried out each year on all routes (see Figure 1 below). In 2014 a full network survey was carried out which provides a baseline for referring road condition over coming years.

2.1.2 Further significant investment in infrastructure is required to allow the Council to deliver its part in achieving the Single Outcome Agreement, particularly Outcomes 1) The economy is diverse and thriving, 2) We have infrastructure that supports sustainable growth; and 6) People live in safer and stronger communities. In its widest sense, to encourage businesses, means a well-connected road network with none or very few restrictions on travel. To encourage people to move to Argyll and Bute and reduce peripherality within the Council area investment is needed in the transport infrastructure. The nature of road network is such that many communities rely on only one road. Therefore to maximise the local economy and the health of our communities' lives, investment must be made to allow the full benefits of the people's energies and abilities to be brought to fruition.

2.1.3 The Council's ED&I Committee considers the Annual Status and Options Report which provides an analytical assessment of the condition of the road, lighting and bridge asset and sets out options for asset management for those assets.

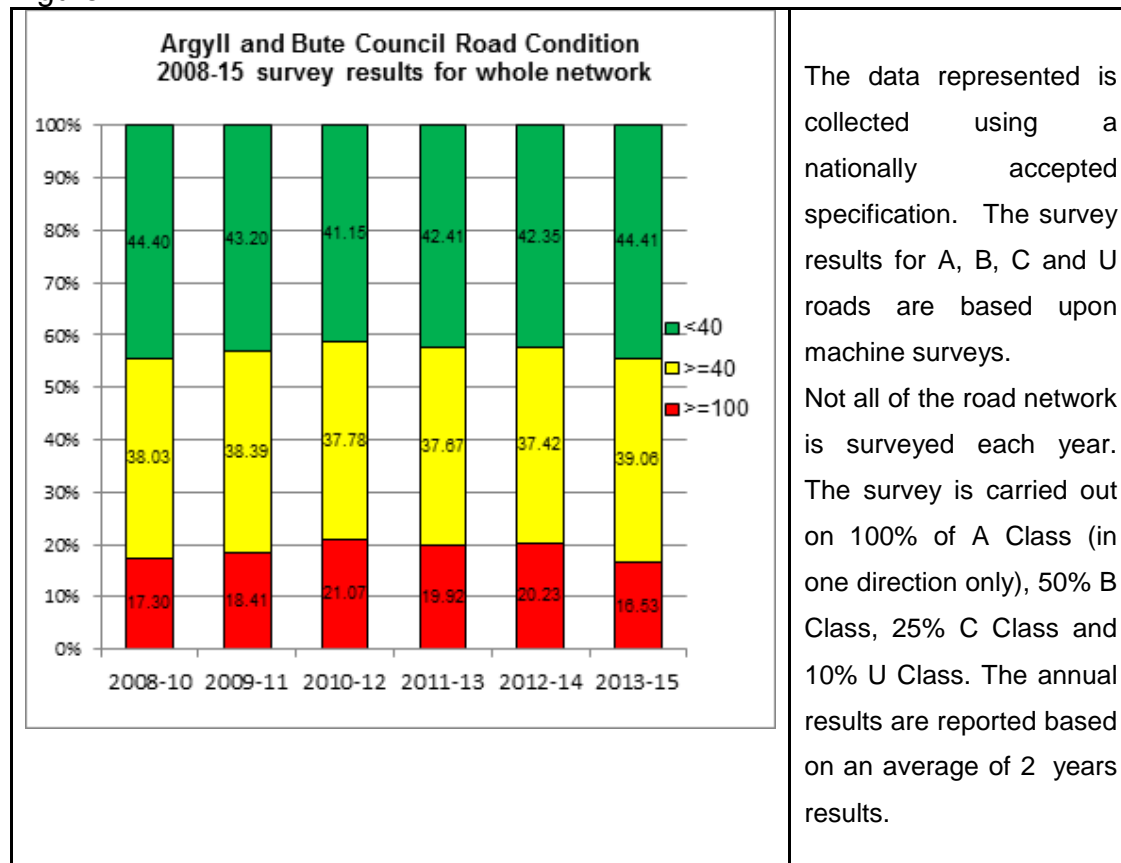
2.1.4 The Scottish Road Maintenance Condition Survey (SRMCS) is the main method of condition assessment of the road network. The survey method is undertaken

throughout Scotland to a nationally accepted standard. Red condition represents lengths of road in need of maintenance/resurfacing etc., amber represents road lengths in need of investigation for potential maintenance i.e. some but not all of these road lengths will warrant treatment in the short term.

2.1.5 Road Condition Survey results for Argyll and Bute from 2008 – 2015 are shown below; the chart indicates that recent capital investment has arrested the decline in the condition of the network resulting in an overall improvement to Road Condition Index. The additional investment has improved the overall road condition as illustrated in the chart and graph below.

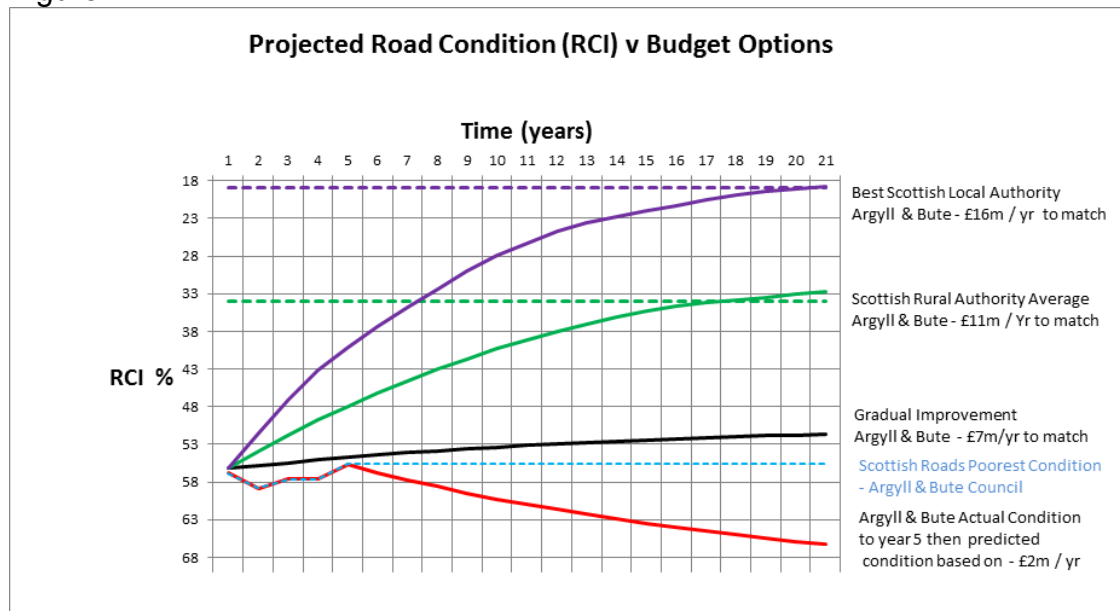
2.1.6 There is also lifecycle planning tool which can predict future carriageway condition over 60 year term based on a number of selected treatments over the period for each road class. It is planned to use these tools to ascertain where it is recommended that the roads budget should be spent. These tools allow sophisticated asset management techniques to be applied to ensure that the council benefits from the most appropriate use of its limited finances.

Figure 1



2.1.7 The following graph indicates the predicted funding levels required to meet desired targets within a given timescale based on the Society of Chief Officers of Transportation in Scotland (SCOTS) cost projection tool calculations for carriageway resurfacing works only. The graph shows a range of long term investment scenarios which assume consistent levels of investment in each of the 4 scenarios.

Figure 2



- 2.1.8 The above graph was originally produced in 2013 and since then the average annual capital expenditure on Roads Reconstruction has been circa £8m. The vast majority of this was invested on carriageway works only and did not address other factors that affect the road condition such as scrub clearance and ditch/drainage maintenance. It is currently expected that the average budget for 16-17 and the next 3 years will be < £4m. It is expected that this will produce a significant reduction in the RCI following this period. However, in order to mitigate this as much as possible and to maintain the RCI more focus will be given to structural patch repairs and surface dressing with a lesser percentage of machine surfacing when compared to previous years. This approach will help to ensure that the road surface is sealed to prevent the ingress of water which contributes to deterioration.

2.2 Bridges and Structures

- 2.2.1 The numbers of weight restricted bridges has been managed by a programme of strengthening and replacement.
- 2.2.2 The expenditure has averaged £430k over the last 8 years and was able to prevent any need for new weight restrictions apart from emergency need due to weather damaged structures. The expected budget levels for the next 2 years is £330k which may require additional bridges to be weight restricted to be able to keep them open for lighter traffic.

2.3 Amenity

- 2.3.1 Current Grounds maintenance resources are considered sufficient to meet the basic maintenance plan but will be reviewed to release efficiency savings. A clear specification will be developed which prioritises investment to maintain service delivery within available budgets.
- 2.3.2 With constant pressure on capital funds it is necessary to review all assets to identify those which although relatively insignificant could become higher profile in the medium term (e.g. war memorials as the 100th anniversary of the end of the Great War approaches) to identify possible external funding sources.

2.4 Flood Prevention

- 2.4.1 Nationally the Flood Risk Management Strategy project delivery is due to run in 6 year cycles with the first starting in 2016. Currently central government is expected to contribute 80% to the overall funding but no contributions are expected for design works. The cost of design works varies depending on any individual scheme but is generally 10 – 20% of total cost. This means that Local Authorities will have to fund the full design and development process with no guarantee of government funding being available for physical works. There will be a further report to members when the details of the funding mechanism are released.
- 2.4.2 In the first six year cycle, Argyll and Bute Council has one potential (works) scheme (to be developed and designed) and at least four schemes for development/further study and four Surface Water Management Plans to be drafted.

2.5 Airports

- 2.5.1 The Council's airfields and associated buildings and specialist vehicles will require periodic capital investment to ensure they are maintained fit for purpose and meet standards set out by the Civil Aviation Authority. There are no immediate requirements for funding.

2.6 Piers and Harbours

- 2.6.1 The Council is responsible for 41 piers and harbours. Currently the fees and charges apply to all facilities, however it is worth noting that not all the harbours generate income.
- 2.6.2 Maintenance works and improvements have generally been funded from an ongoing maintenance budget with some works from capital. The Council would be able to finance loan charges for capital investment through prudential borrowing allowing the upgrade or improvement of the various assets to ensure they are able to meet future demands. The piers and harbours are inspected on a biennial basis with a principal inspection for the structures at Craignure, Rothesay, Dunoon, Oban and Campbeltown every six years which involves a dive survey and detailed report.
- 2.6.3 Land and building assets are recorded in Concerto (the new property management system). Vessels are subject to an annual refit and inspection/certification by the Maritime Coastguard Agency. Consideration is being given to the recording of piers, harbours and vessel condition in the Concerto system to align it with other property assets allowing more consistent prioritisation and planning of works to be carried out. A review of piers and harbours will consider future capital works required and develop a draft forward plan for members' consideration. This will be done in conjunction with the review of fees and charges to ensure that the cost of prudential borrowing is factored in.

2.7 Environment

- 2.7.1 Modest levels of capital investment will be required to carry out physical works to extend existing and create new cemeteries, improve and maintain playing fields and where required improve public conveniences and play parks. There is no current provision for the extension of cemeteries. Work is ongoing to produce an asset plan which will identify what provision for burial will be required across Argyll and Bute over the coming years. This asset plan may require capital investment and would come from the Block Allocation if needed.

2.8 Vehicles and Plant

- 2.8.1 Capital investment is required to replace the various vehicles and plant used across various Council services. The Council currently replaces vehicles and plant at the end of their useful life. Vehicles and plant are financed either through revenue, capital or leased depending on the results of an options appraisal to determine the most economically advantageous solution at the time of procurement.

2.9 Waste Disposal

- 2.9.1 A 25 year waste model has been developed which will be reported to the Environment, Development and Infrastructure Committee in April this year. The model highlights potential demand pressures in future years. As a result the waste strategy will be reviewed with a view to reducing the impact of this, identifying ways in which future legislative requirements can be met and to develop an understanding of future infrastructure requirements. The approach to managing and restoring the council's landfill sites will also be addressed.

2.10 Projects

- 2.10.1 The Council is progressing a number of projects such as Capital Regeneration Projects and the Lorn Arc Tax Incremental Finance Initiative (TIF). Capital funding is in place for the various projects in our major towns and any borrowing associated with TIF will be serviced from revenues received from additional Non Domestic Rates (NDR). Another significant project is the development of the Hermitage Park creating a better place for people to live and also creating a more efficient place to maintain. A small amount of capital funding has been allocated to this project but the majority is being funded by through a Heritage Lottery Fund grant.

2.11 Investment for Income

- 2.11.1 There are opportunities to invest for income. One example (still subject to appropriate business case development) is the proposed installation of a single wind turbine at Glengorm on the Isle of Mull. There are also likely to be future opportunities that may require capital investment particularly in relation to renewable energy with potential for the council to buy into consented renewable energy schemes that offer a good rate of return to the council.
- 2.11.2 Another issue that needs to be highlighted is the suite of small user sites that lie within the Economic Development Service account with the income coming to the centre. The sites located in our Main Towns such as Oban, or Dunoon, provided a valuable asset in the past for small businesses to establish and grow. In recent years income to the council has been falling. Consequently, if the council is to grow income there will be a need to rationalise the sites and bring forward further investment which will also have the advantage of creating a place people choose to work and do business, helping to grow our economy and provide the infrastructure we need to make this happen.

2.12 Investment for Growth

- 2.12.1 As part of the Council's core objective of growing the economy there may be some opportunity to invest in order to pump prime to secure larger investments. Examples include investments through the Lorn Arc and the creation of the new business park at Oban airport, the expansion of Kilmory industrial estate in conjunction with the private

sector and HIE, the development of North Pier and the Dunbeg Corridor again working with partners, the creation of a new industrial estate at Craigendoran. Currently agreed projects have funding or borrowing approved. Any future projects will be assessed in line with the agreed policy to ensure they can demonstrate proportionate benefits.

2.13 Grants to Third Parties

2.13.1 The Council has supported a number of grant applications over the years to third parties which has the potential to bring in significant numbers of tourists with associated economic benefit for the wider area. Examples include assisting the development of Kilmartin Museum, NVA at St Peters, Cardross and the Campbeltown Cinema. There may be further opportunities for this assistance to third parties in the future helping to make our area an attractive place to live and helping to grow our economy through attracting more visitors. A major example of this is the UK Spaceport bid at Machrihanish.

3 FUTURE PLANNING

3.1 Asset Register/Systems Software: brief description of the systems and processes in use to record asset, acquisition and disposal and performance.

3.1.1 Systems are in place across many parts of the service that record inventory information, condition surveys and allow for prioritisation and planning of works to be carried out.

3.1.2 During 2010 Tranman was introduced as the new Fleet Management and Rental system and further development to improve the performance data received is currently being introduced. A new vehicle tracking system was implemented in 2013, and all Council and hired vehicles and plant are fitted with the tracking system.

3.1.3 The remaining assets are registered within either manual hard copy or Excel spreadsheets but some like car parks or war memorials are partly included in the four sections of the WDM system. These will be reviewed to determine if the records could be developed and in doing so provide improved management information by formulating a programme to fully populate WDM as well as a process for ensuring that capital and revenue amendments are updated within the system.

3.1.4 A major street lighting project has commenced where the Council is working with Scottish Futures Trust to develop a lighting model which reduces the amount of energy used and hence the annual revenue cost. An inventory exercise has been completed, the next stage being detailed design followed by implementation.

3.2 Anticipated developments within next five years: Key features likely to affect assets and their use in the period e.g. environmental or obsolescence issues etc.

3.2.1 The projects below encompass both projects that are at concept stage at present as well as general asset replacement/enhancement initiatives.

- Depot Rationalisation will be progressed to reduce operating costs
- Cemetery Extensions and woodland burial sites
- Road Reconstruction and associated structural maintenance works (resurfacing, structural patching etc.)
- Roads reporting through the Annual Status and Options Report (ASOR)

- Infrastructure Improvements for roads, coastal, flooding, bridges and retaining walls
- Heavy Vehicle and Plant replacement
- Ongoing work to facilitate implementation of the Flood Risk Management Act
- Investment to address the needs of island landfill sites and waste management infrastructure
- Business Case development for future waste management
- Carbon management will inform business decisions for street lighting replacement
- The Marine asset inspection regime to be dealt with on an asset management basis similar to that in place for roads assets
- Vessel inspections will remain subject to annual refit and certification by the MCA
- Street Lighting energy efficiency programme
- Waste Management Strategy
- Lorn Arc projects
- Investment for growth such as Glengorm wind turbine

3.3 Action Plan: brief summary planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration.

3.3.1 It is proposed that our limited capital resources be used to progress the necessary bridge strengthening and road reconstruction programmes designed to extend the useful life of our existing infrastructure assets. A medium term need will be to replace the piles along the quay face outside the harbour master's office in Campbeltown. The Council will progress the Business Case for the upgrade of ferry berthing facilities at Gigha, Tayinloan and Craignure on the basis that the any works will be funded in full from an increase in berthing charges which will be applied to the ferry operator; as agreed between Transport Scotland, Argyll & Bute and CMAL in 2012. This will be a Service Development project but is not currently included within the Capital Plan. It is envisaged that capital borrowing will be required to deliver these works with any borrowing being serviced from income collected from fees and charges.

3.3.2 The Council supports small flood improvement schemes however large flood improvement schemes need to be reviewed through business case development and working with the 2 flood groups – Highland & Argyll and Clyde & Loch Lomond – within the national prioritisation process. Please see section 2.4.

3.3.3 Condition, suitability and risk has been assessed for a number of low value properties as a desk top exercise. This information will be collated through inspection regimes and a process developed to hold the information in either WDM or Concerto, whichever system proves the more appropriate, in future years. Process Development is currently planned to take place in 2015-18.

4 Service Provision Risks

4.1 The capital investment in the last 4 years in roads reconstruction has helped to negate negative impact through reduced revenue expenditure. However with a future reduced budget provision for both capital and revenue, there is a high risk of road condition deterioration, restrictions being in place for weight and vehicle size for sections of road and some bridges and increased third party claims.

- 4.2 For the roads condition profile indicator a modelling tool has been created to compare the Council's roads against the SCOTS tool and to demonstrate how asset condition is affected not only by the level of investment but also by how it is invested. The model shows the predicted asset condition over 12 years based on the same level of investment towards either Green, Amber or Red condition roads or the difference between where investment is targeted in relation to the asset deterioration curve. It demonstrates that treating on a worst first basis is not necessarily the best long term investment option however this can change depending on level of funding.
- 4.3 The Street Lighting stock in Argyll and Bute is in a generally poor condition partly through age and partly through environmental conditions experienced in our coastal location. A business case has been developed to replace lanterns with LEDs. This will reduce energy use and hence costs. Residual risks remain in relation to the cabling, which is not addressed by the project and the limited number of columns replacements that can be funded through the project. This project also benefits by significantly contributing to carbon reduction.
- 4.4 There are a number of assets that are listed against Economic Development. These relate to
1. small users sites within our key settlements of Rothesay, Dunoon, Campbeltown, Oban, Tarbert, Tobermory
 2. Kilmory home farm,
 3. Kilmory industrial estate
 4. Buildings/land at MacBrayne Lane, Lochgilphead
 5. Buildings/land at Dalintart farm which are leased out as part of an agricultural holding.
 6. Land at Russell Street, Rothesay
 7. Buildings at Broadcroft Lane, Rothesay
 8. Buildings/land at Lochside Street, Oban

Consideration is to be given as to how these non-operational property assets are funded and managed.

- 4.5 There are assets owned or operated by the Council that require large investment such as harbours, ferries, airports, roads, bridges, waste disposal sites, lighting, the cremator, playing facilities etc. The risks centre on funding to maintain, operate and improve the assets as well as condition risks.

Executive Director of Development and Infrastructure Pippa Milne

Policy Lead: Cllr Ellen Morton

Policy Lead :Cllr David Kinniburgh

Policy Lead, Cllr Aileen Morton

January 2016

For further information contact: Jim Smith, Head of Roads and Amenity, 01546 604324

Appendices

Appendix 1 - Table showing longer term investment need

Appendix 2 - Areas for Capital Investment – Development and Infrastructure

Appendix 3 - Policy Documents – Hierarchy of current policy documents within Roads and Amenity Services

Appendix 4 - Flowchart for investment

Appendix 1 - Tables showing longer term investment need

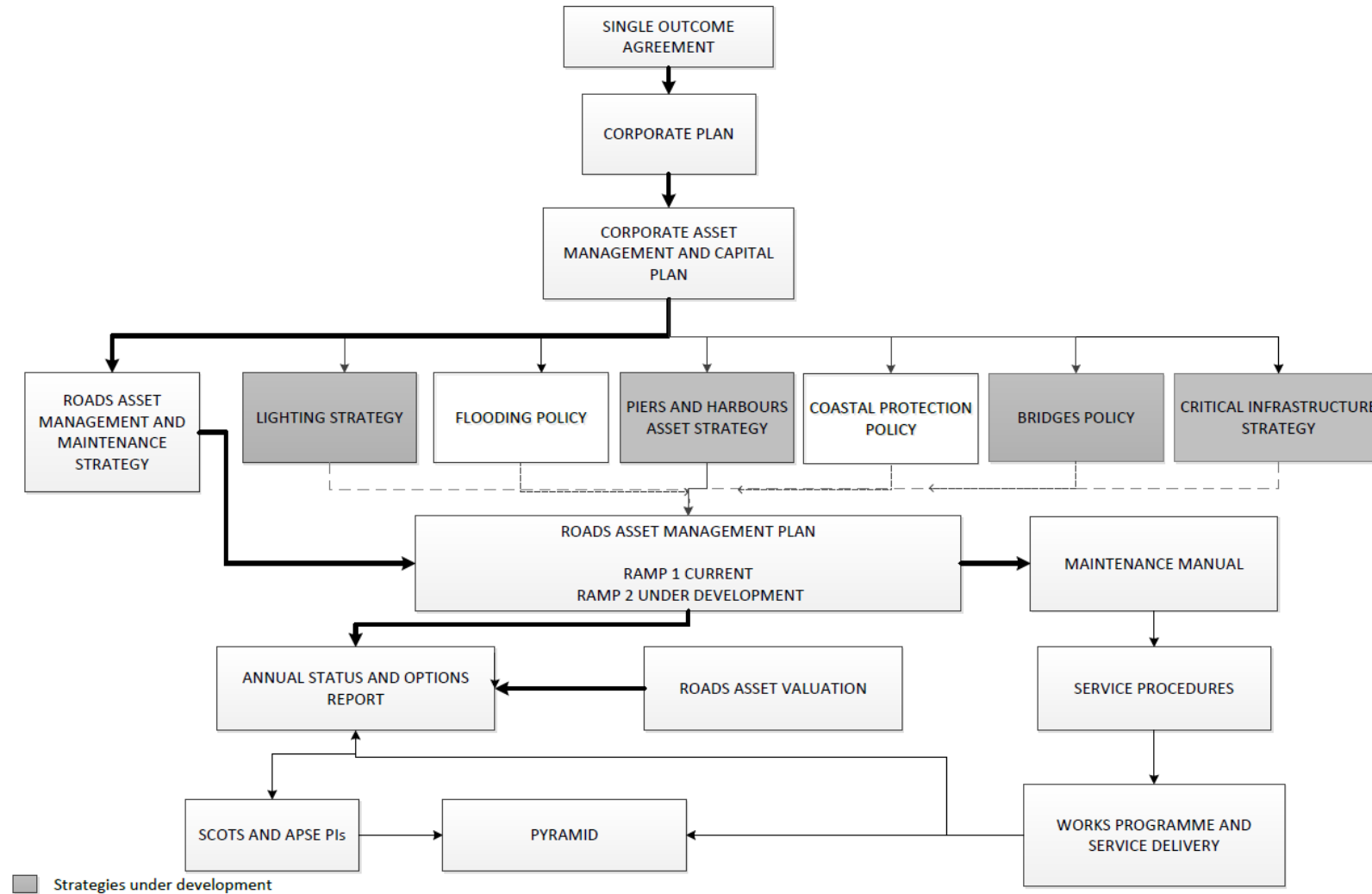
D&I Potential Investment / Renewal needs

Asset	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Roads			£7M	£7M	£7M	£7M	£7M	£7M	£7M	£7M
Car Parks										
Bridges/Retaining Walls	£600k	£1000k	£600k	£1000k	£600k	£1000k	£600k	£1000k	£600k	£1000k
Lighting	£600k									
Waste Disposal Sites – funded through revenue model	£300k		£500k	£400k	£515k	£464k	£550k			Shanks contract unknown
Playing Facilities										
Play Parks										
Cemeteries										
Crematorium										
Flood Alleviation	The Council will have to meet its obligations (resources including funding) for the National Flood Risk Management Plan to take advantage of the significant (potentially 80%) funding from central government. First cycle is 2016 – 2022 expected to total £3 – 6m.									
Coastal Protection	£200k	£200k	More will be identified as stock condition deteriorates with time/storms.							
Airports										
Vehicles Replacement	£2M									
Vehicles	Future investment will be determined by car parks to be serviced from any car park income surplus									
Harbours	Fees and charges to be set to enable any loan charges to be serviced.									

Appendix 2 - Areas for Capital Investment – Development and Infrastructure

Capital Investment Area	Comments
Investment for Growth	Investment to pump prime economic growth
Investment for Income	Projects include wind turbine at Glengorm landfill site
Roads	Maintaining the road infrastructure in a proportionate condition. Planned investment and works will help to reduce reactive work and keep the network safe and available.
Street Lighting	Investment proposed via an energy efficiency scheme where reduced energy will fund new luminaires.
Bridges and Structures	Bridge strengthening and ongoing maintenance works to maintain the bridge stock in a fit for purpose condition.
Projects	CHORD, Lorn Arc (Tax Incremental Funding), Helensburgh Waterfront
Airports	Ongoing upkeep of infrastructure and necessary support vehicles
Grants	<p>Key projects that have a Council capital commitment and if all other funding is secured will be delivered 2016-2020</p> <p>Kilmartin Museum Campbeltown Cinema NVA St Peters Seminary Hermitage Park, Parks for People project</p>
Waste Disposal	Construction works and land restoration works associated with the Council's landfill sites and waste (recycling) centres.
Vehicles and Plant	Capital investment associated with vehicles and plan required to deliver services
Piers and Harbours	Model being developed where Piers and Harbours as financially sustainable with expenditure being met from dues and income
PFI/PPP Waste Contract	Maintained waste contract ends in 2026. At the end of the contract waste assets under the contract will return to the Council. There will be liabilities for the Council in terms of compliance with environmental legislation and waste disposal.
Potential Future Economic Development Projects and associated funding requests	<p>Rothsay Townscape Heritage bid - £200,000 council match funding</p> <p>Dunoon CARS possible future bid to be made in September 2016 funding round, sum to be determined</p> <p>Joint working with Scottish Canals as supported by Memorandum of Understanding and potential future projects , sum to be determined</p>

Appendix 3 – Policy Documents



Appendix 4 - Flowchart for investment

