CAPITAL PLANNING PACK
2015-16 to 2019-20

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ARGYLL AND BUTE COUNCIL	COUNCIL
STRATEGIC ASSET MANAGEMENT BOARD	23 APRIL 2015

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:

- Capital Plan Summary Report
- Corporate Asset Management Strategy
- Corporate Asset Management Plan
- Service Asset Management Plans

1.2   The schools projects in relation to the replacement of Campbeltown Grammar School, Oban High School and Kirn Primary School and the refurbishment of Dunoon Primary School are at present not fully funded within the capital plan the gap after using additional revenue funding is £18.061m.

1.3   The proposed capital projects are being brought forward to address the red risks identified within the service asset management plans and the ICT group asset management plan. Where the indicative funding is insufficient to deal with all the red risks this is highlighted within the Corporate Asset Management Plan.

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

2. INTRODUCTION

2.1 This report introduces the full package of papers included in the budget pack in relation to capital and asset management planning.

2.2 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.

2.3 Corporate Asset Management Strategy – Outlines the overall approach to managing the asset base of the Council.

2.4 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.

2.5 Service Asset Management Plans –Summarises the asset base, arrangements for managing assets and key issues for individual departments.

3. RECOMMENDATIONS

3.1 To approve the recommendations in the Capital Plan Summary Report.

3.2 To approve the Corporate Asset Management Strategy.

3.3 To approve the Corporate Asset Management Plan.

3.4 To approve the Service Asset Management Plans.

4. DETAIL

4.1 The asset management papers have been prepared by the Strategic Asset Management Board in accordance with policies agreed by Council.

4.2 The Corporate Asset Management Strategy outlines the overall approach to managing the asset base of the Council.

4.3   The 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.

4.4   The Service Asset Management Plans summarises the asset base, arrangements for managing assets and key issues for individual departments.

4.5   The Proposed Capital Projects for the period 2015- 20 have been prepared to on the basis of an indicative allocation to address the red risk assets identified by services when preparing their service asset management plans.

5.   CONCLUSION

5.1   The capital papers have been prepared by the Strategic Asset Management Board in accordance with current approved policies to identify the risks to the Council's asset base which require to be addressed by capital investment.

5.2   A risk has been identified that the likely reduction in the level of funding and its concentration in a number of key projects will reduce the sustainability of the design teams which may result in poorer quality information for decision making. This may be partially mitigated if it proves possible to provide support services to partner organisations.

6.   IMPLICATIONS

6.1	Policy –	Outlines the proposed approach to capital planning.
6.2	Financial -	Outlines the proposed approach to capital planning
6.3	Legal -	None.
6.4	HR -	Any reduction in capital programme could impact on the sustainability of design teams.
6.5	Equalities -	None.
6.6	Risk -	Key risks for assets are outlined in the asset management plans.
6.7	Customer Service -	None.

Dick Walsh Council Leader and Policy Lead for Strategic Finance

Malcolm MacFadyen, Head of Facility Services

Steve Barrett, Interim Head of Strategic Finance

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ARGYLL AND BUTE COUNCIL	COUNCIL
STRATEGIC ASSET MANAGEMENT BOARD	23 APRIL 2015

CAPITAL PLAN SUMMARY REPORT

1. EXECUTIVE SUMMARY

1.1 The report sets out recommendations for the development of the capital plan between 2015-16 and 2019-20. These take account of the available resources including capital grant and envisaged capital receipts.

ARGYLL AND BUTE COUNCIL   **COUNCIL**

STRATEGIC ASSET MANAGEMENT   **23 APRIL 2015**
BOARD

CAPITAL PLAN SUMMARY REPORT

2.   INTRODUCTION

2.1   This report details the preparation of the capital plan for the period 2015-20. It
        sets out key information around funding, phasing and cost changes and the
        proposed additions to the capital plan. Appendix 3 sets out the proposed capital
        plan.

3.   RECOMMENDATIONS

3.1   Agree to the ring fencing of the unused revenue budget as at paragraphs 4.11
        and 4.12.

3.2   Agree to the ring fencing of the gain from refinancing the NPDO Sub Debt as at
        paragraph 4.13.

3.3   Agree an allocation of £750k per annum for the period 2016-17 to 2019-20 in
        respect of Private Sector Housing Grants as at paragraph 4.10.

3.4   Agree the phasing and cost changes to the Capital Plan set out in Appendix 2.

3.5   Agree the addition of the projects to the capital plan set out in Appendix 1.

3.6   Approve the capital plan set out in Appendix 3.

4.   DETAIL

4.1   In the following sections the report details:
        • Approved Capital Plan – January 2015
        • Estimated Capital Funding 2015 to 2020
        • Comparison of Approved Plan and Available Funding
        • Proposed Additions to Capital Plan

Approved Capital Plan - January 2015

4.2   Revisions to the capital plan based on the January capital monitoring were approved at Policy and Resources Committee on the 19th of March 2015 and the resulting plan is summarised in the table below:

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Community Services	6.914	16.222	6.567	16.431	**46.134**
Customer Services	10.033	9.302	4.258		**23.593**
Development and Infrastructure	19.255	21.223	9.863	1.328	**51.669**
Area Committes	0.044				**0.044**
Total	**36.246**	**46.747**	**20.688**	**17.759**	**121.440**

4.3   The capital plan above includes the following strategic change projects:
- CHORD
- New Helensburgh Office
- Replacement Helensburgh Pool
- Helensburgh Flood Defences
- Replacement/Refurbished Schools

4.4   The figures in paragraph 4.2 include £31.777m of expenditure in respect of the Council's contribution towards the replacement of Campbeltown Grammar School, Oban High School and Kirn Primary School and the refurbishment of Dunoon Primary School. The latest estimate of the Council's contribution to the projects is £32.225m, however only £12.5 m of funding has been identified for the projects which results in a funding gap of £19.725m.

4.5   The table below sets out the revisions to the current plan to reflect the funded element of the schools projects.

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Capital Plan January	**36.246**	**46.747**	**20.688**	**17.759**	**121.440**
Less Schools Projects	0.786	9.061	5.499	16.431	31.777
Adjusted Capital Plan	**35.460**	**37.686**	**15.189**	**1.328**	**89.663**
Plus Funded Element of Schools Projects	0.786	10.344	1.370		12.500
Adjusted Capital Plan	**36.246**	**48.030**	**16.559**	**1.328**	**102.163**

Estimated Capital Funding 2015 to 2020

4.6   Funding for the capital plan comes from Scottish Government (General Capital Grant and 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.

4.7 The overall estimate of capital funding is set out in the table at paragraph 4.13. The General Capital Grant and Ring Fenced Capital Grant are based on the Scottish Government Finance Circular of 11 December 2014.

4.8 Estimates of General Capital Grant have been made for the period 2016-17 to 2019-20 of £11m per year. No estimate has been made in respect of specific grants for this period as spend will be determined by the nature of the grant.

4.9 During the period up to 2019-20 it is also estimated that the Council will receive income of approximately £17m in the form of capital receipts from the disposal of assets.

4.10 When the capital programme was approved in February 2013 £1.321m was allocated for the provision of Private Sector Housing Grants in 2014-15 and 2015-16. Taking into account the decline in available capital resources it is proposed to allocate £750k per annum for the period 2016-17 to 2019-20.

4.11 When the schools projects were reviewed a number of revenue savings have been identified:

- Unused Revenue Budget for NPDO Schools project in 2014-15 of £664k
- In preparing the revenue budget for 2015-16 and 2016-17 provision was made for additional costs of operating the new schools which will not be required of £500k per annum.

4.12 It is proposed that this unused revenue budget of £1.664m is earmarked in respect of the new and refurbished schools projects and that this is applied in 2017-18.

4.13 The Council is in the process of refinancing the NPDO schools project, it is anticipated that this will generate a payment to the Council of £1.75m, and it is proposed that this is earmarked in respect of the new and refurbished schools projects and that it is applied in 2017-18.

4.14 Arising from the foregoing the estimated capital funding until 2020 is set out in the table below:

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
General Capital Grant	15.464	15.491	11.000	33.000	**74.955**
Less Allocation to Private Sector Housing Grants	(1.321)	(1.321)	(0.750)	(2.250)	**(5.642)**
Ring Fenced Capital Grant	0.140	0.131			**0.271**
Other Grant	1.325	0.626			**1.951**
Capital Receipts	1.334	0.577	7.990	8.705	**18.606**
Revenue Contribution	1.160	0.286			**1.446**
Surplus Revenue Budget from Schools Projects				1.664	**1.664**
Gain from refinancing of the NPDO Sub Debt				1.750	**1.750**
Earmarked Reserves Funding: Dunoon and Campbeltown Schools	0.786	2.214			**3.000**
Prudential Borrowing	1.561	0.030			**1.591**
Borrowing Supported by Loan Charges Budget	15.797	23.883	7.366	7.328	**54.374**
Funding Consistent with Revenue Budget	**36.246**	**41.917**	**25.606**	**50.197**	**153.966**

Comparison of Approved Plan and Available Funding

4.15 Set out in the table below is a comparison of the adjusted capital plan in paragraph 4.5 and the funding available in paragraph 4.14 which shows that there is £51.803m available to fund additions to the capital plan between 2016-17 and 2019-20.

4.16 When the unfunded element of the schools programme is added to the plan the available funding for this period drops to £32.078m.

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Adjusted Capital Plan	**36.246**	**48.030**	**16.559**	**1.328**	**102.163**
Capital Funding Consistent with Revenue Budget	36.246	41.917	25.606	50.197	153.966
Capital Funding Available for new expenditure	**0.000**	**(6.113)**	**9.047**	**48.869**	**51.803**
Unfunded Element of Schools Projects			3.898	15.827	19.725
Adjusted Capital Funding Available for New Expenditure	**0.000**	**(6.113)**	**5.149**	**33.042**	**32.078**

Proposed Additions to Capital Plan

4.17 Departments as part of the capital planning process were asked to bring forward projects for consideration for inclusion in the capital plan for 2015-16 and 2016-17. The services when considering which projects should be proposed for inclusion in the capital plan use a risk based approach to asset management to ensure that where possible all red risk assets are addressed in the proposals. These projects have been evaluated by the Strategic Asset Management Board.

4.18   The Council when setting the budget in February 2015 noted a number of funding requests, these will be subject to an approvals process agreed by Policy and Resources Committee. Those which can be treated as part of the capital budget have been included in Appendix 1 subject to the approvals process. Those schemes are:

- Kilmartin House Museum £400k (considered at Policy and Resources Committee on 19th March)
- Dunoon Boxing Club £100k

4.19   The Policy and Resources Committee on the 19th of March 2015 agreed to refer to the Council for consideration as part of the capital budget process the request from the Bute and Cowal Area Committee for capital funding to be allocated to renovate Castle Lodge. This is included in Appendix 1 at the sum of £80k the estimated cost is £130k of which £50k can be accommodated within the current allocation for Environmental Projects within the Roads and Amenity Services approved capital plan.

4.20   The Bute and Cowal Area Committee agreed that £715k of the Roads Reconstruction Budget for Bute and Cowal should be allocated to the Queens Hall Refurbishment Project, £350k has been included in the 2016-17 proposal for Roads Reconstruction brought forward by Development and Infrastructure Services. The balance of £365k has been included as a proposal in future years.

4.21   A request for funding of £250k has been received from NVA in relation to their St Peter's Seminary project. This is still to be considered by members and assessed in accordance with the evaluation process referred to above. A prudent approach has been taken and provision has been made in the event that members are minded to support this project.

4.22   The CHORD project in respect of the Refurbishment of the Rothesay Pavilion has identified a timing shortfall in the external funding for the project of £720k which requires to be underwritten to allow the Heritage Lottery Fund Grant to be accepted. This involves an element of risk and therefore a provision for this sum has been made in future years, however this provision can be reduced as additional funding is identified.

4.23   A summary of the proposed projects is set out below with the detail shown in Appendix 1:

	2015-16 £m	2016-17 £m	Future Years £m	**Total £m**
Community Services	0.550	2.780	1.890	**5.220**
Customer Services		0.486	0.914	**1.400**
Development and Infrastructure	0.080	4.850	1.485	**6.415**
Total	**0.630**	**8.116**	**4.289**	**13.035**

4.24   Given the decline in capital resources available to support capital expenditure the Strategic Asset Management Board carried out a review of the Approved Capital Plan in terms of both phasing of expenditure and project budgets.

4.25   The results of the review identified that the New Helensburgh Pool Project and the Helensburgh Flood defences Project are linked and on that basis it is proposed to combine the projects into a single project called the Helensburgh Waterfront Development. The advice from officers is that the Helensburgh Waterfront Development project will be on-site September 2017 and complete by spring 2019. On the basis of this advice it is proposed to re-profile the budget in respect of the project, the revised profile can be seen in the table below. A report will be going to the Helensburgh and Lomond Area Committee for consideration which will set out the costs and funding for the project.

Explanatory Note on Re-profiling of Helensburgh Waterfront Development Project					
	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Existing Phasing	0.035	3.725	5.895	0.000	9.655
Proposed Re-profiling	(0.020)	(3.425)	(5.145)	8.590	0.000
Proposed Phasing	**0.015**	**0.300**	**0.750**	**8.590**	**9.655**

4.26   Further re-profiling opportunities and cost changes were identified by the review these are summarised in the table below and set out in detail in Appendix 2. The identified cost savings total £827k and have been used to fund new projects.

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Community Services		(1.658)	0.895	0.763	**0.000**
Customer Services	(0.148)	(1.131)	0.611	0.037	**(0.631)**
Development and Infrastructure	(0.113)	(1.052)	0.611	0.358	**(0.196)**
Helensburgh Waterfront Project	(0.020)	(3.425)	(5.145)	8.590	**0.000**
Total	**(0.281)**	**(7.266)**	**(3.028)**	**9.748**	**(0.827)**

4.27   Based on current resource planning assumptions, indicative block allocations have been proposed in future years covering the period 2017-20. Proposals for the projects to be drawn from the block allocations will be brought forward in future year's capital budget setting exercises. The proposed block allocations are set out below:

	Future Years £m
Proposed Block Allocations	
Community Services	7.153
Customer Services	2.782
Development and Infrastructure	9.935
Total	**19.870**

4.28   The revised capital plan taking into account the changes set out above is summarised below and set out in Appendix 3.

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Community Services	6.914	16.397	10.011	25.633	**58.955**
Customer Services	9.870	4.946	1.105	3.733	**19.654**
Development and Infrastructure	19.137	20.051	14.429	21.696	**75.313**
Area Committes	0.044				**0.044**
Total	**35.965**	**41.394**	**25.545**	**51.062**	**153.966**

4.29   The table below compares the resources available to fund capital expenditure and the proposed capital plan and shows that the proposed capital plan can be funded within the overall resources available but that there over and under commitments in individual years which can be managed by the actual borrowing taken out in any year.

	2014-15 £m	2015-16 £m	2016-17 £m	Future Years £m	Total £m
Capital Funding Available	36.246	41.917	25.606	50.197	153.966
Proposed Capital Plan	35.965	41.394	25.545	51.062	153.966
Under/(Over) Commitment	**0.281**	**0.523**	**0.061**	**(0.865)**	**0.000**

5.   CONCLUSION

5.1   Overall the proposed additions to the capital plan can be accommodated within the assumed funding available in the period 2015-20.

6. IMPLICATIONS

6.1	Policy –	Sets out overall approach to capital planning to meet asset management objectives and the Single Outcome Agreement.
6.2	Financial -	Outlines funding and commitments re the capital plan.
6.3	Legal -	The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.
6.4	HR -	None.
6.5	Equalities -	None.
6.6	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.
6.7	Customer Service -	None.

Dick Walsh Council Leader and Policy Lead for Strategic Finance

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Steve Barrett, Interim Head of Strategic Finance

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Proposed Additions   **Appendix 1**

Property/Project Customer Services	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Head of Customer and Support Services					
Server Capacity Growth	Server Capacity Growth	50			50
PC Replacement	PC Replacement			550	550
Telecomms Network	Telecomms Network	25			25
Computer Network Security	Computer Network Security	25			25
MS Exchange & Doc Sharing	MS Exchange & Doc Sharing	20			20
Unified Communications and Video Conferencing	Unified Communications and Video Conferencing	20			20
IT Education	IT Education	10			10
Applications Projects	Applications Projects	100		100	200
Head of Customer and Support Services		**250**		**650**	**900**
Head of Facility Services					
Kilmory Castle, Lochgilphead	Fire Alarm Phase 2	5			5
Kilmory Castle, Lochgilphead	Reinstatement of Fire Barriers in Roof Voids	1			1
Kilmory Castle, Lochgilphead	Roofing Upgrade			29	29
Kilmory Castle, Lochgilphead		**6**		**29**	**35**
Argyll House, Dunoon	Rewire	100		123	223
Argyll House, Dunoon	Heating System Upgrade	1			1
Argyll House, Dunoon		**101**		**123**	**224**
Bowmore Area Office	Fire Alarm Upgrade	1			1
Castle House, Dunoon	Fire Alarm Upgrade	1			1

* These sums are subject to the Policy and Resources Committee Funding Process.

Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Eaglesham House, Rothesay	Fire Alarm Upgrade		1		1
High Street, Rothesay	Fire Alarm Upgrade		1		1
Jura Servicepoint	Fire Alarm Upgrade		1		1
Manse Brae District Office	Equality Act and Suitability Upgrade			15	15
Manse Brae District Office	Rewire			50	50
Manse Brae District Office				**65**	**65**
Manse Brae Offices (Roads)	Oil Tank and Pipework Upgrade		1		1
Manse Brae Offices (Roads)	Fire Alarm Upgrade		2		2
Manse Brae Offices (Roads)			**3**		**3**
Old Quay Head Offices, Campbeltown	Fire Alarm Upgrade		1		1
Tobermory Area Office	Rewire	30		47	77
Whitegates Office	Fire Alarm Upgrade		1		1
Willowview, Oban	Fire Alarm Upgrade		1		1
Capital Property Works 15/16	Emergent Works from Ongoing Surveys/Reports	2			2
Fire Risk Assessment Works 15/16	Emergent Works from Ongoing Surveys/Reports	2			2
Fire Risk Assessment Works 16/17	Emergent Works from Ongoing Surveys/Reports		24		24

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Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Carbon Management Capital Property Works 15/16	Emergent Works from Ongoing Surveys/Reports	1			1
Carbon Management Capital Property Works 16/17	Emergent Works from Ongoing Surveys/Reports	19			19
Asbestos Capital Property Works 15/16	Emergent Works from Ongoing Surveys/Reports	1			1
Asbestos Capital Property Works 16/17	Emergent Works from Ongoing Surveys/Reports	19			19
Legionella Capital Property Works 15/16	Emergent Works from Ongoing Surveys/Reports	1			1
Legionella Capital Property Works 16/17	Emergent Works from Ongoing Surveys/Reports	19			19
Head of Facility Services			236	264	500
Customer Services Total			486	914	1,400

* These sums are subject to the Policy and Resources Committee Funding Process.

Proposed Additions   **Appendix 1**

Property/Project Community Services	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Head of Education					
ACHALEVEN PRIMARY SCHOOL	Window and door replacement			10	10
ARCHATTAN PRIMARY SCHOOL	H and S			10	10
ARDRISHAIG PRIMARY SCHOOL	Replace windows			75	75
BOWMORE PRIMARY SCHOOL	Upgrading internal fittings			50	50
BUNESSAN PRIMARY SCHOOL	Renew flat roof		100		100
CASTLEHILL PRIMARY SCHOOL	Rewiring - consider phased programme	120	180		300
COLGRAIN PRIMARY SCHOOL	Toilet refurbishment			100	100
CRAIGNISH PRIMARY SCHOOL	Partial re-wire		30		30
DALINTOBER PRIMARY SCHOOL	Replace electric point of use water heaters		30		30
DRUMLEMBLE PRIMARY SCHOOL	Reroofing			75	75
DRUMLEMBLE PRIMARY SCHOOL	Insulated render system			75	75
DRUMLEMBLE PRIMARY SCHOOL				**150**	**150**
DALMALLY PRIMARY SCHOOL	Window Renewal			10	10
DALMALLY PRIMARY SCHOOL	Lighting upgrade - replace T12s		15		15
DALMALLY PRIMARY SCHOOL			**15**	**10**	**25**

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Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
DERVAIG PRIMARY SCHOOL	Rewire		80		80
DUNBEG PRIMARY SCHOOL	Upgrading/extending Car park			25	25
DUNBEG PRIMARY SCHOOL	Internal Refurbishment			15	15
DUNBEG PRIMARY SCHOOL	Partial window renewal			10	10
DUNBEG PRIMARY SCHOOL				**50**	**50**
FURNACE PRIMARY SCHOOL	Warm air heating system upgrading		30		30
GLENBARR PRIMARY SCHOOL	Window Renewal			75	75
GLENBARR PRIMARY SCHOOL	Internal upgrading			10	10
GLENBARR PRIMARY SCHOOL	Flood prevention works			20	20
GLENBARR PRIMARY SCHOOL	Flat roof renewal			30	30
GLENBARR PRIMARY SCHOOL	Warm air heating system upgrading		30		30
GLENBARR PRIMARY SCHOOL			**30**	**135**	**165**
HERMITAGE PRIMARY SCHOOL	Replacing defective plumbing services in main building		80		80
IONA PRIMARY SCHOOL	External renovation including repointing	15			15
IONA PRIMARY SCHOOL	Rewiring and fire alarm		75		75
IONA PRIMARY SCHOOL		**15**	**75**		**90**
JOHN LOGIE BAIRD PRIMARY SCHOOL	Toilet refurbishment			100	100
JOHN LOGIE BAIRD PRIMARY SCHOOL	Rewiring		320		320
JOHN LOGIE BAIRD PRIMARY SCHOOL			**320**	**100**	**420**

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Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
KILCHATTAN PRIMARY SCHOOL	DDA works and external upgrading			25	25
KILCHATTAN PRIMARY SCHOOL	Rewiring		40		40
KILCHATTAN PRIMARY SCHOOL			**40**	**25**	**65**
KILCREGGAN PRIMARY SCHOOL	Playground resurfacing			75	75
KILCREGGAN PRIMARY SCHOOL	Rewiring	160			160
KILCREGGAN PRIMARY SCHOOL		**160**		**75**	**235**
KILCHRENNAN	Fire Doors			10	10
LISMORE PRIMARY SCHOOL	Upgrading external areas incl access road/flood prevention			20	20
LOCHGOILHEAD PRIMARY SCHOOL	Warm air heating system upgrading			30	30
LOCHGOILHEAD PRIMARY SCHOOL	Re-wire		45		45
LOCHGOILHEAD PRIMARY SCHOOL			**45**	**30**	**75**
PARK PRIMARY SCHOOL	Replacing defective plumbing services		25		25
RHUNAHAORNIE PRIMARY SCHOOL	Window external door renewal			30	30
RHUNAHAORNIE PRIMARY SCHOOL	Rising Damp Issues		30		30
RHUNAHAORNIE PRIMARY SCHOOL	Flood Prevention		30		30
RHUNAHAORNIE PRIMARY SCHOOL			**60**	**30**	**90**
SOUTHEND PRIMARY SCHOOL	partial re-wire original wing		30		30
ST JOSEPHS PRIMARY SCHOOL	Defective Plumbing	50			50

* These sums are subject to the Policy and Resources Committee Funding Process.

Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
ST ANDREWS PRIMARY SCHOOL	Meals Centre electric to gas conversion			25	25
ST MUNS PRIMARY SCHOOL	Enabling and investigative works for Property Upgrade - Phase 1	15	50		65
ST MUNS PRIMARY SCHOOL	Property Upgrade - Phase 1			140	140
ST MUNS PRIMARY SCHOOL		**15**	**50**	**140**	**205**
STRONE PRIMARY SCHOOL	Warm air heating system upgrading		30		30
ULVA PRIMARY SCHOOL	Rewiring and upgrading fire alarm		75		75
ULVA PRIMARY SCHOOL	Water quality improvement works		15		15
ULVA PRIMARY SCHOOL			**90**		**90**
OBAN HIGH SCHOOL	Essential Health and Safety Works		10		10
CAMPBELTOWN GRAMMAR SCHOOL	Essential Health and Safety Works		10		10
ISLAY HIGH SCHOOL	Upgrading internal spaces as highlighted in suitability survey			175	175
TARBERT HIGH SCHOOL	Fire alarm upgrading		20		20
TARBERT HIGH SCHOOL	Biomass enabling work			35	35
TARBERT HIGH SCHOOL			**20**	**35**	**55**
TOBERMORY HIGH SCHOOL	Phase 3 rewiring		120		120
PARKLANDS SCHOOL	Replacement pool Air handling unit etc	60			60

* These sums are subject to the Policy and Resources Committee Funding Process.

Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
LEGIONELLA CONTROL WORKS	LEGIONELLA CONTROL WORKS		50		50
ASBESTOS CONTROL/REMOVAL WORKS	ASBESTOS CONTROL/REMOVAL WORKS		50		50
CAPITAL PROPERY WORKS	CAPITAL PROPERY WORKS		250		250
CARBON MANAGEMENT	CARBON MANAGEMENT		25		25
GLENCRUITTEN HOSTEL	Bathroom upgrading			75	75
Education Total		**420**	**1,875**	**1,330**	**3,625**
VICTORIA HALL CAMPBELTOWN	Heating upgrading/AHU			120	120
VICTORIA HALL CAMPBELTOWN	Fire Alarm	30			30
VICTORIA HALL CAMPBELTOWN		**30**		**120**	**150**
AQUALIBRIUM	Plant upgrading		100		100
AQUALIBRIUM	Upgrading DHW etc		75		75
AQUALIBRIUM	Other works		100	145	245
AQUALIBRIUM			**275**	**145**	**420**
CAMPBELTOWN MUSEUM	Create dedicated entrance to museum			25	25
OBAN LIBRARY	Roof overhaul (gutters)			10	10
OBAN LIBRARY	Replacement boiler(s) & heating improvements			30	30
OBAN LIBRARY				**40**	**40**

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Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
RHU CEC	Underpinning			10	10
MOAT CENTRE, ROTHESAY	Re-wire Comm Educ areas (fire alarm ok; library re-wiring ok)			150	150
Legionella Control works	Legionella Control works		20		20
Asbestos removal/control works	Asbestos removal/control works		20		20
Health and Safety	Health and Safety		50		50
Capital Property Works	Capital Property Works	50	50		100
Carbon management	Carbon management	50	50		100
* Dunoon Boxing Club			100		100
Community and Culture Total		**130**	**575**	**480**	**1,185**
H&S budget care homes	H&S budget care homes		60	60	120
ARDFENAIG	Bridge works and gates			20	20
THOMSON COURT, ROTHESAY	Plumbing/DHW improvements required(legionalla)		30		30
Aids and Adaptations	Aids and Adaptations		25		25

* These sums are subject to the Policy and Resources Committee Funding Process.

Proposed Additions   **Appendix 1**

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Legionella Control works	Legionella Control works		20		20
Asbestos removal/control works	Asbestos removal/control works		10		10
Health and Safety	Health and Safety		20		20
Carbon Management	Carbon Management		20		20
Adult Care Total			**185**	**80**	**265**
Carbon management	Carbon management		20		20
SHELLACH VIEW CHILDRENS HOME	Plumbing improvements		30		30
Legionella Control works	Legionella Control works		20		20
Asbestos removal/control works	Asbestos removal/control works		10		10
Health and Safety	Health and Safety		40		40
Capital Property Works	Capital Property Works		25		25
Children and Families Total			**145**		**145**
Community Services Total		**550**	**2,780**	**1,890**	**5,220**

* These sums are subject to the Policy and Resources Committee Funding Process.

Proposed Additions

Property/Project	Project Description	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Development and Infrastructure Services					
Head of Roads & Amenity Services					
Roads Reconstruction/Traffic					
Management/Lighting/Bridges	Programme of Work		4,100		4,100
Environment	Programme of Work		500		500
Queens Hall	Road Improvements			365	365
Castle Lodge - Dunoon	Building Works	80			80
Head of Roads & Amenity Services		**80**	**4,600**	**365**	**5,045**
Head of Economic Development					
* NVA			250		250
CHORD - Rothesay Pavilion				720	720
* Kilmartin House Museum				400	400
Head of Economic Development Total			**250**	**1,120**	**1,370**
Development and Infrastructure Services Total		**80**	**4,850**	**1,485**	**6,415**
Total Projects fromServices		**630**	**8,116**	**4,289**	**13,035**
Proposed Block Allocations					
Customer Services				2,782	2,782
Community Services				7,153	7,153
Development Services				9,935	9,935
				19,870	**19,870**
Total Additions to the Capital Plan		**630**	**8,116**	**24,159**	**32,905**

* These sums are subject to the Policy and Resources Committee Funding Process.

Phasing and Cost Changes

Project	Explanation	2014-15 £000's	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Community Services						
Education						
Achaleven Primary School	Rephasing		(100)	100		0
Arinagour Primary School	Rephasing		(48)		48	0
Cardross Primary School	Rephasing		(215)	215		0
Carradale Primary School	Rephasing		(150)		150	0
Castlehill Primary School	Rephasing		(50)		50	0
Clachan Primary school	Rephasing		(45)	45		0
Garelochhead Primary School	Rephasing		(45)		45	0
Glassary Primary School	Rephasing		(36)	36		0
Lochgoilhead Primary School	Rephasing		(40)		40	0
Education		**0**	**(729)**	**396**	**333**	**0**
Adult Care						
Lochgilphead Resource Centre	Rephasing		(145)		145	0
Adult Care		**0**	**(145)**	**0**	**145**	**0**
Children and Families						
Dunclutha Childrens Home	Rephasing		(119)	119		0
Children and Families		**0**	**(119)**	**119**	**0**	**0**

Phasing and Cost Changes

Project	Explanation	2014-15 £000's	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Community and Culture						
Ramsay Memorial Hall	Rephasing		(80)	80		0
Victoria Halls, Helensburgh	Rephasing		(85)		85	0
Lochgilphead Commuinty Ed Centre	Rephasing		(200)		200	0
Riverside Leisure Centre	Rephasing		(300)	300		0
Community and Culture		**0**	**(665)**	**380**	**285**	**0**
Community Services		**0**	**(1,658)**	**895**	**763**	**0**
Customer Services						
Customer and Support Services						
PC Replacement Programme	Rephasing and reduction to the planned spend.	40	(435)	350		(45)
Server Capacity Growth	Increase in cost offset by reductions elsewhere in the plan.	9	71			80
Telecoms Network	Rephasing	5	(5)			0
MS Exchange & Doc Sharing	Increase in cost offset by reductions elsewhere in the plan.	(63)	120			57
Internet/Online Access	Reduction cost used to offset increases elsewhere.	18	(88)			(70)
Unified Communications and Video Conferencing	Rephasing	22	(22)			0
Corporate GIS Rollout	Rephasing and reduction to the planned spend.		(101)	10	30	(61)
IT Education	Reduction cost used to offset increases elsewhere.	(59)	(492)			(551)

Phasing and Cost Changes

Project	Explanation	2014-15 £000's	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Consolidated Server Replacement	Increase in cost offset by reductions elsewhere in the plan.	(43)	58			15
IT Enablement Process for Change	Reduction cost used to offset increases elsewhere.	(1)	(31)			(32)
Applications Projects	Rephasing	(76)	76			0
Customer and Support Services		**(148)**	**(849)**	**360**	**30**	**(607)**
Facility Services						
Dunoon Office Rationalisation	Rephasing		(219)	212	7	0
Manse Brae Roads	Project completed using another budget.		(24)			(24)
Argyll House Dunoon	Rephasing		(19)	19		0
Kilarrow House	Rephasing		(20)	20		0
Facility Services		**0**	**(282)**	**251**	**7**	**(24)**
Customer Services		**(148)**	**(1,131)**	**611**	**37**	**(631)**
Development and Infrastructure						
Economic Development						
CHORD - Campbeltown	Rephasing	(78)	78			0
CHORD - Rothesay	Rephasing	550	400	(600)	(350)	0
Helensburgh Waterfront	Rephasing	(20)	(3,425)	(5,145)	8,590	0
Economic Development		**452**	**(2,947)**	**(5,745)**	**8,240**	**0**
Roads and Amenity						
Flood Prevention	Rephasing		(241)	106	135	0
Environmental - Unallocated		(246)	146			(100)

Phasing and Cost Changes

Project	Explanation	2014-15 £000's	2015/16 £000's	2016/17 £000's	Future Years £000's	Total £000's
Castle Lodge - Dunoon	Increase in cost offset by reductions elsewhere in the plan.		50			50
HITRANS	Reduction cost used to offset increases elsewhere.	(285)				(285)
Prelimary Design for Regional Transport projects	Increase in cost offset by reductions elsewhere in the plan.	21		29		50
Vehicle Tracking	Reduction cost used to offset increases elsewhere.	(41)				(41)
Helensburgh Depot Rationalisation	Increase in cost offset by reductions elsewhere in the plan.	240				240
Public Conveniences	Rephasing	(42)	40	2		0
Cemetery Houses	Rephasing	(18)	18			0
Cycleways - H&L (FSPT)	Increase in cost offset by reductions elsewhere in the plan.	(189)	(125)	200	200	86
Bridge Strengthening	Rephasing	(25)	(615)	267	373	0
Traffic Management	Rephasing		(107)	107		0
Lighting	Rephasing		(300)	300		0
Fleet Management	Reduced allocation for replacement vehicles.		(396)	200		(196)
Roads and Amenity		**(585)**	**(1,530)**	**1,211**	**708**	**(196)**
Development and Infrastructure		**(133)**	**(4,477)**	**(4,534)**	**8,948**	**(196)**
Total		**(281)**	**(7,266)**	**(3,028)**	**9,748**	**(827)**

Department	Head of Service	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
Community Services	Adult Care	2,051	597	140	185	225	3,403
	Children and Families	792	219	680	264	75	2,105
	Community and Culture	2,339	1,155	972	955	765	6,951
	Education	22,091	4,943	14,605	8,607	24,568	92,194
Community Services Total		**27,273**	**6,914**	**16,397**	**10,011**	**25,633**	**104,653**
Customer Services	Customer and Support Services	4,799	1,838	1,924	610	2,469	12,320
	Facility Services	6,852	8,032	3,022	495	1,264	19,871
Customer Services Total		**11,651**	**9,870**	**4,946**	**1,105**	**3,733**	**32,191**
Development and Infrastructure	Economic Development	5,730	6,811	13,161	8,483	10,688	55,161
	Roads and Amenity Services	19,273	12,326	6,890	5,946	11,008	56,151
Development and Infrastructure Total		**25,003**	**19,137**	**20,051**	**14,429**	**21,696**	**111,312**
Area Committees	Area Committee	25	44	0	0	0	69
Area Committees Total		**25**	**44**	**0**	**0**	**0**	**69**
Overall Total		**63,952**	**35,965**	**41,394**	**25,545**	**51,062**	**248,225**

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
Community Services	**Adult Care**	**Asset Sustainability**	Aids and Adaptations	26	24	25	25	0	100
			Ardfenaig		0	0	0	20	20
			Asbestos Removal/Control Works	0	10	10	10	0	30
			Dunclutha Children's Home	31	-6	0	0	0	25
			Eadar Glinn	19	206	20	0	0	245
			Ellis Lodge	47	12	5	0	0	64
			Health and Safety	864	71	50	80	60	1,185
			Legionella Control Works	0	20	20	20	0	60
			Lochgilphead Resource Centre	49	30	0	0	145	369
			Lorn Resource Centre	0	75	10	0	0	85
			Social Work Office Rothesay	41	34	0	0	0	75
			Struan Lodge Boiler	12	28	0	0	0	40
			Thomson Home Rothesay	111	36	0	30	0	177
			Upgrading Older Peoples Homes	0	25	0	0	0	25
			Woodlands/Greenwood	86	25	0	0	0	111
		Asset Sustainability Total		**1,286**	**590**	**140**	**165**	**225**	**2,611**
		Service Development	Carbon Management		0	20	0	0	20
			Mull & Iona Progressive Care Centre	765	7	0	0	0	772
		Service Development Total		**765**	**7**	**0**	**20**	**0**	**792**
	Adult Care Total			**2,051**	**597**	**140**	**185**	**225**	**3,403**
	Children and Families	**Asset Sustainability**	Asbestos Removal/Control Works	0	10	10	10	0	30
			Capital Property Works		0	25	0	0	25
			Dunoon Hostel	128	87	0	0	0	215
			East King St Children's Home	0	2	0	0	0	2
			Glencruitten Hostel	94	26	0	0	75	270
			Health and Safety	5	45	50	40	0	140
			Legionella Control Works	0	20	20	20	0	60
			Shellach View	9	1	0	30	0	40
		Asset Sustainability Total		**236**	**191**	**80**	**125**	**75**	**782**
		Service Development	Carbon Management		0	20	0	0	20
			Dunclutha Childrens Home	1	30	600	119	0	750
			Dunoon Family Mediation Centre	59	-4	0	0	0	55
			Residential Respite Care Facility	496	2	0	0	0	498
		Service Development Total		**556**	**28**	**600**	**139**	**0**	**1,323**
	Children and Families Total			**792**	**219**	**680**	**264**	**75**	**2,105**

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
	Community and Culture	Asset Sustainability	Aqualibrium	0	20	15	275	145	600
			Asbestos Removal/Control Works	0	30	20	20	0	70
			Bute Community Education Centre	6	4	0	0	150	310
			Campbeltown Museum - Burnet Bldg	79	2	0	0	25	131
			Capital Property Works			50	50	0	100
			Community Centres General - Options Appraisal	0	15	0	0	0	15
			Corran Halls, Oban	220	105	100	0	0	425
			Dunoon Community Education Centre	152	15	10	0	0	177
			Gaelic Centre - Corran Halls (FG)	173	-3	0	0	0	170
			Health & Safety	55	48	147	50	0	300
			Helensburgh Library	0	15	2	0	0	17
			Inveraray CARS	0	21	0	0	0	21
			Kintyre Community Ed Centre	117	-3	0	0	0	114
			Legionella Control Works	0	20	20	20	0	60
			Lochgilphead Community Ed Centre	5	2	45	0	200	452
			Oban Library (Leased Property)	0	0	20	0	40	100
			Ramsay Memorial Hall	79	26	0	80	0	185
			Replacement of Gym Equipment	0	0	100	0	0	100
			Rhu Community Ed Centre	5	119	5	10	0	139
			Rothesay Library	262	-52	0	0	0	210
			Rothesay Swimming Pool	0	120	3	0	0	123
			Sandbank Library HQ	0	22	3	0	0	25
			Tarbert Library	3	45	2	0	0	50
			Victoria Halls, Campbeltown	126	349	80	0	120	795
			Victoria Halls, Helensburgh	41	156	0	0	85	367
		Asset Sustainability Total		**1,323**	**1,076**	**622**	**505**	**765**	**5,056**
		Service Development	Archives - Wee Manse Brae	41	87	0	0	0	128
			Campbeltown All Weather Pitch	964	-47	0	0	0	917
			Dunoon Boxing Club			0	100	0	100
			Riverside Leisure Centre Refurbishment	11	39	300	300	0	650
		Service Development Total		**1,016**	**79**	**300**	**400**	**0**	**1,795**
		Strategic Change	Carbon Management			50	50	0	100
		Strategic Change Total				**50**	**50**	**0**	**100**
	Community and Culture Total			**2,339**	**1,155**	**972**	**955**	**765**	**6,951**

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
Education	Asset Sustainability		Achaleven Primary School	0	0	0	100	10	120
			Ardchattan Primary School	0	0	10	0	10	30
			Ardrishaig Primary School	164	40	0	0	75	354
			Arinagour Primary School	83	0	0	0	48	179
			Asbestos Control/Removal Works	0	35	50	50	0	135
			Ashfield Primary School	87	-8	0	0	0	79
			Barcaldine Primary School	73	-4	0	0	0	69
			Block Allocation			0	0	7,153	7,153
			Bowmore Primary School	341	27	0	0	50	468
			Bunessan Primary School	156	95	4	100	0	355
			Campbeltown Grammar	3,641	3	25	10	0	3,679
			Capital Property Works	542	165	127	250	0	1,084
			Cardross Primary School	352	170	50	215	0	787
			Carradale Primary School	19	12	0	0	150	331
			Castlehill Primary School	146	10	120	180	50	556
			Clachan Primary	2	0	175	45	0	222
			Colgrain Primary School	617	121	65	0	100	1,003
			Craignish Primary School			0	30	0	30
			Dalintober Primary School	266	1	0	30	0	297
			Dalmally Primary School	68	0	0	15	10	103
			Dervaig Primary School	0	0	5	80	0	85
			Drumlemble Primary School	128	86	0	0	150	514
			Dunbeg Primary School	403	31	0	0	50	534
			Dunoon Primary School	95	0	25	0	0	120
			Ferry Houses - Housing Quality Standard	0	8	68	0	0	76
			Free School Meals	0	130	420	0	0	550
			Furnace Primary School	104	-37	0	30	0	97
			Garelochhead Primary School	311	6	0	0	45	407
			Glassary Primary School	38	36	25	36	0	135
			Glenbarr Primary School	60	5	0	30	135	365
			Hermitage Primary School	145	1	0	80	0	226
			Homeless Houses - Housing Quality Standard	0	25	25	0	0	50
			Innellan Primary School	79	0	25	0	0	104
			Inveraray Primary School	287	155	0	0	0	442
			Iona Primary School			0	90	0	90
			Islay High School	3,877	155	50	0	175	4,432
			John Logie Baird Primary School	364	-42	0	320	100	842
			Keills Primary School	306	-6	0	0	0	300
			Kilchattan Primary School	165	3	0	40	25	258
			Kilchrenan Primary School	0	11	14	0	10	45
			Kilcreggan Primary School	221	110	160	0	75	641
			Kilmartin Primary School	0	15	5	0	0	20
			Kilmodan Primary School	24	81	90	0	0	195
			Kilninver Primary School	81	12	0	0	0	93
			Kirn Primary School	44	22	20	0	0	86
			Legionella Control Works	0	57	83	50	0	190
			Lismore Primary School	41	6	14	0	20	101
			Lochdonhead Primary School	152	-17	0	0	0	135

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
			Lochgoilhead Primary School	55	-13	0	45	70	227
			Luing Primary School	74	0	16	0	0	90
			Luss Primary School	34	30	1	0	0	65
			Minard Primary	3	48	0	0	0	51
			North Bute Primary School	130	211	25	0	0	366
			Oban High Gaelic Media Studio (FG)	93	-2	0	0	0	91
			Oban High School	629	-13	10	10	0	636
			Park Primary School	229	250	20	25	0	524
			Parklands School	116	-8	60	0	0	168
			Port Charlotte Primary School	146	36	160	0	0	342
			Port Ellen Primary School	431	16	20	0	0	467
			Rhu Primary School	32	-2	0	0	0	30
			Rhunahaorine Primary	14	60	13	60	30	207
			Rosneath Primary School	258	21	371	0	0	650
			Sandbank Primary School	478	16	0	0	0	494
			School Houses - Housing Quality Standard	1	100	345	0	0	446
			Skipness Primary School	0	10	5	0	0	15
			Small Isles Primary School	231	57	0	0	0	288
			Southend Primary School			15	15	0	30
			St Andrew's Primary School	136	140	50	0	25	376
			St Joseph's Primary School	161	299	100	0	0	560
			St Mun's Primary School	72	-21	25	50	140	406
			Strachur Primary School	154	-1	0	0	0	153
			Strath of Appin Primary School	355	-15	0	0	0	340
			Strone Primary School	291	33	0	30	0	354
			Tarbert High School			0	20	35	55
			Taynuilt Primary School	110	14	0	0	0	124
			Tayvallich Primary School	107	-4	0	0	0	103
			Tighnabruaich Primary School	107	3	0	0	0	110
			Tiree High School	954	-55	0	0	0	899
			Tiree Primary School	170	50	0	0	0	220
			Tobermory High School	553	168	0	120	0	841
			Toward Primary School	71	9	0	0	0	80
			Ulva Primary School			0	90	0	90

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
		Asset Sustainability Total		**19,677**	**2,957**	**2,891**	**2,246**	**8,741**	**38,065**
		Service Development	Ardrishaig Primary School - Pre Five Unit	10	371	30	0	0	411
			Early Learning and Childcare	0	400	1,200	1,068	0	2,668
			Hermitage Primary Annexe Replacement	684	81	0	0	0	765
			Lochnell Primary School - Pre Five Unit	219	-9	0	0	0	210
			Park Primary Extension and Pre Fives Unit	331	24	0	0	0	355
			Salen Primary School - Gaelic Pre School Extension (FG)	0	20	130	0	0	150
			St Joseph's Pre 5 Parenting Facilities	118	-43	0	0	0	75
			Strachur Primary School - Pre Five Unit	278	31	6	0	0	315
			Taynuilt PS Addnl Classroom	141	-10	0	0	0	131
			Tayvallich Primary School - Pre Five Unit	96	330	4	0	0	430
			Video Conferencing Upgrade	55	5	0	0	0	60
		Service Development Total		**1,932**	**1,200**	**1,370**	**1,068**	**0**	**5,570**
		Strategic Change	Campbeltown Schools Redevelopment	177	214	2,616	100	6,020	15,147
			Carbon Management			0	25	0	25
			Dunoon Primary School	233	50	668	2,048	922	4,843
			Kirn Primary School	0	176	2,371	3,020	933	7,433
			Replacement of Oban High School	72	346	4,689	100	7,952	21,111
		Strategic Change Total		**482**	**786**	**10,344**	**5,293**	**15,827**	**48,559**
	Education Total			**22,091**	**4,943**	**14,605**	**8,607**	**24,568**	**92,194**
Community Services Total				**27,273**	**6,914**	**16,397**	**10,011**	**25,633**	**104,653**

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
Customer Services	**Customer and Support Serv**	**Asset Sustainability**	Block Allocation			0	0	1,789	1,789
			Computer Network Security	494	73	69	25	0	661
			Corporate GIS Portal Rollout	104	12	10	10	30	196
			Internet / Online Access	90	143	35	0	0	268
			IT Education	42	28	200	10	0	280
			MS Exchange & Doc Sharing	228	6	145	20	0	399
			PC Replacement	-3	975	350	350	550	2,772
			Server Capacity Growth	0	89	151	50	0	290
			Telecomms Network	645	53	49	25	0	772
			Unified Communications and Video Conferencing	466	196	76	20	0	758
		Asset Sustainability Total		**2,066**	**1,575**	**1,085**	**510**	**2,369**	**8,185**
		Service Development	Applications Projects	254	242	478	100	100	1,274
			Consolidated Server Replacement	1,009	0	58	0	0	1,067
			Council Chamber Video Conferencing	112	4	0	0	0	116
			Education Domain Extension	442	1	0	0	0	443
			IT Enablement Process for Change	714	11	297	0	0	1,022
			LYNC 2013	126	3	0	0	0	129
			Property Management System	76	2	6	0	0	84
		Service Development Total		**2,733**	**263**	**839**	**100**	**100**	**4,135**
	Customer and Support Services Total			**4,799**	**1,838**	**1,924**	**610**	**2,469**	**12,320**
	Facility Services	**Asset Sustainability**	Aqualibrium	23	5	0	0	0	28
			Argyll House, Dunoon	13	0	1	120	123	380
			Asbestos Capital Property Works	36	14	0	0	0	50
			Asbestos Capital Works 15/16			19	1	0	20
			Asbestos Capital Works 16/17			0	19	0	19
			Block Allocation			0	0	993	993
			Bowmore Area Office	4	14	14	1	0	33
			Burnett Building	0	6	75	0	0	81
			Capital Property Works	239	70	0	0	0	309
			Capital Property Works 15/16			40	2	0	42
			Castle House, Dunoon	26	0	29	1	0	56
			Dalriada House	7	1	0	0	0	8
			Dunoon Office Rationalisation	1	3	0	219	7	237
			Eaglesham House, Rothesay	26	9	27	1	0	63
			Finance Office, Witchburn Rd	10	86	3	0	0	99
			Fire Risk Assessment Works	13	1	0	0	0	14

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
			Fire Risk Assessment Works 15/16			41	2	0	43
			Fire Risk Assessment Works 16/17			0	24	0	24
			High Street, Rothesay			8	0	0	8
			Hill Street Dunoon Rewire	2	32	1	0	0	35
			Jura Service Point	0	10	3	1	0	14
			Jura Servicepoint			0	1	0	1
			Kilarrow House	1	63	59	21	0	144
			Kilmory Castle	80	69	174	6	29	387
			Kilmory Castle 2012-13	137	6	0	0	0	143
			Legionella Capital Works 15/16			19	1	0	20
			Legionella Capital Works 16/17			0	19	0	19
			Lorn House, Oban	0	55	23	0	0	78
			Manse Brae District Office			0	0	65	65
			Manse Brae Roads Office	0	15	69	3	0	87
			Oban Municipal Buildings	226	18	0	0	0	244
			Oban Office Rationalisation	0	3	0	0	0	3
			Old Quay Head Offices, Campbeltown			26	1	0	27
			Rothesay Pavilion	20	1	0	0	0	21
			Tobermory Area Office	0	29	1	30	47	154
			Union Street, Rothesay	74	1	0	0	0	75
			Whitegates	188	-76	0	0	0	112
			Whitegates Office, Lochgilphead	0	19	42	1	0	62
			Willowview, Oban			23	1	0	24
		Asset Sustainability Total		**1,126**	**454**	**697**	**475**	**1,264**	**4,222**
		Strategic Change	Campbeltown & Rothesay Rationalisation	27	8	0	0	0	35
			Carbon Management Business Cases (FPB)	128	75	58	0	0	261
			Carbon Management Capital Property Works 15/16			19	1	0	20
			Carbon Management Capital Property Works 16/17			0	19	0	19
			Carbon Management Fuel Conversions (FPB)	107	38	0	0	0	145
			Helensburgh Office Rationalisation (FPB,REC)	4,179	5,500	1,810	0	0	11,489
			Islay HS/Bowmore PS (FPB)	697	29	0	0	0	726
			Kilmory Biomass Project OBC (FPB,REV)	243	760	30	0	0	1,033
			Mid Argyll Offices Reorganisation	164	98	8	0	0	270
			Non-NPDO Schools PV Panel Installations	0	488	0	0	0	488
			NPDO Schools Solar PV Panel Installations	0	544	400	0	0	944
			Oil to Gas Heating Conversions (FPB)	181	28	0	0	0	209
			Tiree Shared Offices	0	10	0	0	0	10
		Strategic Change Total		**5,726**	**7,578**	**2,325**	**20**	**0**	**15,649**
	Facility Services Total			**6,852**	**8,032**	**3,022**	**495**	**1,264**	**19,871**
Customer Services Total				**11,651**	**9,870**	**4,946**	**1,105**	**3,733**	**32,191**

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
Development and Infrastr	**Economic Development**	**Service Development**	CWSS - Connel Station Path	132	-28	0	0	0	104
			CWSS - Cycle Parking 2013-14	20	1	0	0	0	21
			CWSS - Kilmichael Glassary - Bridgend Link	9	1	0	0	0	10
			CWSS - South Islay Distilleries Path	118	-4	0	0	0	114
			Kilmartin House			0	0	400	400
			Safe Streets, Walking and Cycling (CWSS)	0	149	140	0	0	289
			SPT	219	88	0	0	0	307
		Service Development Total		**498**	**207**	**140**	**0**	**400**	**1,245**
		Strategic Change	CHORD - Campbeltown	1,836	1,042	1,908	0	0	4,786
			CHORD - Dunoon	8	686	3,397	4,006	528	9,153
			CHORD - Helensburgh -Public Realm Imprv	2,949	3,450	931	0	0	7,330
			CHORD - Oban	251	642	3,550	2,117	0	6,560
			CHORD - Rothesay	0	550	400	1,000	1,170	4,290
			Helensburgh Waterfront Development	172	15	300	750	8,590	18,417
			NVA			0	250	0	250
			OBC for Dunoon Pier	16	189	2,275	350	0	2,830
			Pier Upgrades	0	30	260	10	0	300
		Strategic Change Total		**5,232**	**6,604**	**13,021**	**8,483**	**10,288**	**53,916**
	Economic Development Total			**5,730**	**6,811**	**13,161**	**8,483**	**10,688**	**55,161**

Department	Head of Service	Category	Project	Previous Years £000s	2014-15 £000s	2015-16 £000s	2016-17 £000s	Future Years £000s	Total £000s
	Roads and Amenity Services	Asset Sustainability	Block Allocation			0	0	9,935	9,935
			Bridge Strengthening	173	280	372	372	373	1,943
			Castle Lodge Building Works			130	0	0	130
			Cemetery Houses	7	25	18	0	0	50
			Environmental - Unallocated	0	0	246	500	0	746
			Fleet Management	2,641	150	200	200	0	3,191
			Flood Prevention	-4	60	136	136	135	598
			Lighting	39	507	350	300	0	1,196
			Public Convenience Upgrades	0	23	41	2	0	66
			Queens Hall Road Improvements			0	350	365	715
			Roads Reconstruction	912	6,697	4,366	3,750	0	15,725
			Traffic Management	-16	85	107	107	0	283
			Waste Management Sites	36	64	0	0	0	100
			Zero Waste Fund	269	34	0	0	0	303
		Asset Sustainability Total		4,057	7,925	5,966	5,717	10,808	34,981
		Service Development	A83 South of Muasdale	72	2	510	0	0	584
			A849 Pennyghael Bridge Mull	126	0	5	0	0	131
			Campbeltown Old Quay	161	1,213	50	0	0	1,424
			Cycleways - H&L (FSPT)	1,992	30	200	200	200	2,822
			Milton Burn	2,526	1	0	0	0	2,527
			Preliminary design for Regional Transport projects (tif)	248	0	0	29	0	277
		Service Development Total		5,125	1,246	765	229	200	7,765
		Strategic Change	Helensburgh Depot Rationalisation (F)	1,145	145	0	0	0	1,290
			Kintyre Renewables Hub (FGPB)	8,946	3,010	159	0	0	12,115
		Strategic Change Total		10,091	3,155	159	0	0	13,405
	Roads and Amenity Services Total			19,273	12,326	6,890	5,946	11,008	56,151
Development and Infrastructure Total				25,003	19,137	20,051	14,429	21,696	111,312
(blank)	Area Committee	(blank)	Area Committee	25	44	0	0	0	69
		(blank) Total		25	44	0	0	0	69
	Area Committee Total			25	44	0	0	0	69
(blank) Total				25	44	0	0	0	69
Overall Total				63,952	35,965	41,394	25,545	51,062	248,225

CORPORATE ASSET MANAGEMENT STRATEGY

1 INTRODUCTION

1.1 The Corporate Asset Management Strategy sets out the Council's overall approach to management of its asset base. It sets out
- A definition of what asset management means to the Council,
- The Council's approach and commitment to sound asset management,
- Aims and objectives of the Corporate Asset Management Strategy,
- Links between asset management and key corporate policies,
- Governance arrangements for asset management,
- An overview of the planning and performance management framework for asset management.

2 DEFINITION AND CORE VALUES OF ASSET MANAGEMENT

2.1 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.

2.2 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.

2.3 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.

2.4 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.

3 APPROACH AND COMMITMENT TO SOUND ASSET MANAGEMENT

3.1 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.

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.

3.2   Asset Management has potential to contribute to achievement of efficiency savings.

3.3   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.

3.4   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.

3.5   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 objectives.

4   AIMS AND OBJECTIVES OF THE CORPORATE ASSET MANAGEMENT STRATEGY

4.1   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. A primary objective of asset management is reducing the total cost of ownership while maximising the benefits from investment in these assets.

4.2   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.

4.3   The Council's short term strategic objective is to improve the asset management performance.

4.4   The following governing criteria underpin the Corporate Asset Management Strategy:

- The Council's fixed assets must support service delivery,
- 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 & Bute,

- The Corporate Asset Management Strategy informs and directs the Council's School Estate Strategy and Management Plan,
- 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.

4.5   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.

4.6   Specific Aims of the Asset Management Strategy are:
- 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 affects 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.

5   LINKS BETWEEN ASSET MANAGEMENT AND KEY CORPORATE POLICIES

5.1   The Corporate Plan sets out the Council's corporate objectives and outcomes. The key features of the Corporate Plan are incorporated within this strategy.

5.2   The Council's vision is Realising Our Potential Together and the 4 corporate objectives are:
- Working together to realise the potential of our people
- Working together to realise the potential of our communities
- Working together to realise the potential of our area
- Working together to realise the potential of our organisation

5.3   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.

5.4   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.

5.5   A Community Planning Partnership Sub Group on Asset Management has been established. Specific information on all assets has been shared amongst our partners and this will help support the identification of potential co-location opportunities and a possible future rationalisation of partnership assets. The continued development of this process is being monitored by the Strategic Asset Management Board.

6   GOVERNANCE ARRANGEMENTS FOR ASSET MANAGEMENT

6.1   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.

6.2   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.

6.3   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.

6.4   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.

6.5   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.

6.6   The Strategic Asset Management Board has responsibility for:-
* The implementation of the Capital Planning and Management Guide
* Presentation of the annual Asset Management Strategy to the Council

- In conjunction with the Head of Strategic Finance preparation and presentation of the Corporate Asset Management and Capital Plan to the Council
- Surplus Assets Policy
- Asset Disposal Policy, including arrangements for Third Sector transfers
- Non Operational Assets Policy
- Corporate Property Policy
- Involvement in the challenge process for Service Asset Management Plans
- Confirming acceptance of performance indicators to be applied to each asset classification and verification that Services can achieve timetable required to populate the Council Asset Register Database
- Reviewing Valuation Bases for assets and considering and recommending appropriate charging regimes for all asset types. This will require consideration of the management accounting issues involved in conjunction with Strategic Finance.
- Overseeing the acquisition and implementation of the proposed corporate property IT system.

7 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK FOR ASSET MANAGEMENT

7.1 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.

7.2 The table below summarises the asset base of the Council. The Council has an asset base at 31 March 2014, with a Net Book Value of £510.640m (2013 - £498.498m) that includes:

Description	Number	Description	Number
Administrative Buildings	43	Swimming Pools	4
Depots	32	Halls	7
Primary Schools	73	Roads (Km)	2,312
Secondary Schools	5	Bridges	903
3-18 Schools	3	Car Parks	100
Joint campuses	2		
Gaelic medium units	6		
Learning centre for pupils with additional support needs	1		
Libraries	9		

As Scotland's second largest local authority area, our road network extends some 1,400 miles and is the largest and most valuable asset in Argyll and Bute, with an estimated value of over £2.5billion. A detailed Annual Status and Options Report has been developed and presented to council. This document gives a detailed summary of the council's road assets (including structures such as bridges and walls, streetlights, street furniture and traffic lights) as of April 2014, and a range of future investment options. The document also reflects on the successful outcome from the capital investment since 2011/12.

7.3 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 at Section 9.0. (Appendices). In addition Services have been encouraged to develop policy statements in respect of each asset group.

7.4 Each year the Corporate Asset Management Plan will be prepared reflecting the contents of the Services Asset Management Plans (SAMPs) and the Group Asset Management Plan (GAMP) for IT. 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

7.5 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
- Asset decision making is consistent with Services requirements
- Identifying opportunities for innovation, asset investment or disposal
- Providing a context for capital project evaluation
- Helping to prioritise decisions on spending
- Changing the Council's Asset portfolio consistent with the Corporate Plan

7.6 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 & Capital Plan will be prepared.

7.7 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

7.8 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. 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.

7.9 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.

7.10 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.

7.11 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).

7.12 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.

8   SUMMARY

8.1 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.

9   APPENDIX
Appendix 1 Asset Management - Policies

Malcolm MacFadyen
Head of Facility Services

Steve Barrett
Interim Head of Strategic Finance

18 February 2015

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, and ICT

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 VOSA (Vehicle Operator Services 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, 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.

CORPORATE ASSET MANAGEMENT PLAN

1   INTRODUCTION

1.1   The Corporate Asset Management Plan reflects the Council's Strategic Capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2015-16 and beyond.

1.2   The Strategic Change programme identifies the Council's strategic planning priorities which include the CHORD programme, school replacement, office rationalisation and road and infrastructure projects.

1.3   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 2015-16.

1.4   The Corporate Asset Management Plan is funded from existing Block Allocations.

1.5   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.

2   CORPORATE ASSET MANAGEMENT PLANNING – KEY ISSUES

2.1   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.

2.2   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.

2.3   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.

2.4   As last year 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.

2.5   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 in relation to asset disposal.

2.6   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 an objective assessment of Condition, Suitability and Risk has been applied to asset groups.   The process continues to be improved with a target to provide supported objective evidence for individual assets in most groups over the next year.

2.7   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 Streetworks Act 1991
        • Flood Risk Management Act (Scotland) 2009
        • Health and Safety legislation
        • Environmental and other protective legislation

3   **CORPORATE ASSET MANAGEMENT PLAN DEVELOPMENT**

3.1   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 better inform corporate decision making.

3.2   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.

3.3 The gateway system for appraising and approving future capital expenditure has now been in operation for five years. The process has been utilised again for 2015-16 with consideration being given to addressing Highest Risks and improvements to the Condition and Suitability of assets. The programme for 2015-16 includes projects which have been previously approved by the Council as summarised in the following sections.

3.4 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 and is reviewed regularly, contains templates for each form of Business Case with the OBC incorporating Life Cycle Costing.

4   CAPITAL PROJECTS PREVIOUSLY APPROVED

4.1 The following significant strategic change projects have been previously approved by the Council:
- Progress and deliver the CHORD programme
- Construct the New Helensburgh Office
- Production of an OBC for the Dunoon Office Rationalisation Project
- Progress the procurement Oban High School
- Progress the procurement of Kirn 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 a new Swimming Pool in Helensburgh
- Production of an OBC for Helensburgh Pier Head Flood Defences
- Kilmory Biomass Project
- Kintyre Renewables HUB
- Campbeltown Office Rationalisation.

4.2 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)
- Applications Projects
- Ardrishaig Primary School – Pre Five Unit
- Salen Primary School – Gaelic Pre School Extension
- Tayvallich Primary School – Pre Five Unit
- Early Learning and Child Care
- Dunclutha
- Riverside Leisure Centre Refurbishment
- Campbeltown Old Quay
- Cycle ways Helensburgh and Lomond

4.3   The following section summarises the position with regard to asset sustainability projects previously approved by the Council:

- Development and Infrastructure
    - o 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 proposed spend on Road reconstruction averages £6m. per annum, the expenditure needed for standstill condition estimated by SCOTS is significantly more than this figure. The service will plan on the basis of £6 million pa as the minimum level to deliver a year on year improvement to the carriageway asset through the use of proportionate treatments and by following a strategy **of fixing the roads rather than just filling the pot holes.** Notwithstanding the noticeable improvement to the condition of the road network the maintenance backlog for Argyll and Bute identified by SCOTS has grown to over £209m (SCOTS Headline Backlog Figure Calculated 2013). It is worth stating that this is considered a theoretical value based on significant overlays being applied rather than structural patching, overlays and surface dressing which are the general treatments carried out in our existing strategy based on network recovery.

    - o Present budgets for revenue are in the region of 56% of what is required, using criteria set out in the Roads Maintenance Plan (RMP). The other Asset Sustainability programmes included in 2015-16 onward are Flood Prevention, Bridge Strengthening, Traffic Management, Street Lighting, Environmental, Fleet Management and Marine Assets.

- Community Services
    - o Community Services Asset Management Plan ensures the Council is making best logistical and economic use of its assets. The asset management plan for 2016/17 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 2014 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 on 1 April 2015. The SAMP for 2015/16 and 2016/17 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.

    - o The 2015/16 to 2016/17 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 to be undertaken include a replacement Dunclutha Children's 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 and, the new Helensburgh Swimming Pool.

- 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

  - Gaining PSN accreditation

  - 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.

5 NEW PROJECTS SEEKING COUNCIL APPROVAL TO PROCEED IN 2015-16 and 2016-17

5.1 The following projects require Council approval to proceed in 2015-16 and 2016-17. 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 2015-16.

5.2 The proposals for strategic change projects are noted below:
- Progress planning and the development of an Full Business Cases (FBC) for
  - The replacement of Campbeltown Grammar School
  - The replacement of Kirn Primary School
  - The replacement of Oban High School
  - The refurbishment of Dunoon Primary School
- Production of the Business Cases for the individual projects for the Lorn Arc Tax Incremental Funding (TIF) initiative.
- A key set of Strategic Change Projects relate to the CHORD Programme. The CHORD projects are not only vital for repositioning the economic fortunes of the five towns through the delivery of the specific projects noted in the CHORD Programme Plan but also for stimulating related public and private sector capital investment. The CHORD Programme is acting as a means for contextualising wider capital investment and regeneration in the five towns.
- Production of the OBC for the redevelopment of the Dunoon Timber Pier.

- The production of the Business Case for the procurement of a proposed new Leisure Facility & Swimming Pool associated with the development of the Helensburgh Pier Head and sea defences.
- An ambitious programme of potential carbon reduction projects that embrace both best practice energy efficiency and the implementation of renewable technologies is underway. Projects include the installation of photo voltaic panels and oil to biomass/gas heating conversions as identified within the Council's Carbon Management Plan. Further Business Cases will be brought to Council for approval as projects emerge for consideration arising from the second phase of the Council's Renewables Sourcing Strategy.
- The Council is working with Energy Efficient Scotland on a holistic street lighting project designed to reduce energy consumption. The project is founded on reinvesting energy savings to fund energy efficient lighting stock.
- The review and upgrading of the existing OBC for a new aligning structure at Gigha ferry slip in Ardminish Bay to a FBC. This will enable the hybrid ferry class to be deployed to this route in the future.

5.3 The proposals for service development projects are noted below:
- Ferry Services
  - The central priority for both the Council and indeed Scottish Government is to ensure and safeguard appropriate ferry services to our communities. The Scottish Ferries Plan provides the scope for the transfer of the operation of the Council's ferry services to the Scottish Government. Following agreement of the process and in partnership with Scottish Government officials, a Route Service Need Assessment has been undertaken for the following routes and it is anticipated that the council will transfer these services in 2015:
    - Port Appin to Lismore Point
    - Ellenabeich to Easdale
    - Cuan to Luing:
    - Port Askaig to Feolin
  - Road Equivalent Tariff (RET) will have an impact on piers and harbours with the need to invest in infrastructure to meet the demands of additional ferries, increased foot and vehicular traffic and the increase in ferry size. In line with the Scottish Ferries Plan and the proposed deployment of 2 ferries on the Oban to Craignure route. Transport Scotland have intimated that the Isle of Lewis will be deployed and this requires extensive investment to ensure that the pier remains fit for purpose. Works will include the potential lengthening of the pier, new fendering, a new passenger access gangway and marshalling facilities.

5.4 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.

6 HIGH RISK ASSETS NOT ADDRESSED WITHIN CAPITAL PLAN PROPOSALS FOR 2015-16

6.1 The Capital Programme for 2015-16 has been structured to address the majority of the Council's High Risk assets. In 2015-16, 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 2015-16 and 2016-17.

- 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 Works   £20k
    - Castle House, Dunoon – Equality Works   £10k
    - Dolphin Hall, Dunoon – Heating/Fire Alarm   £74k
    - Ellis Lodge, Dunoon - Equality Works   £25k
    - High Street Office, Rothesay – Equality Works   £15k
    - Hill Street Office, Dunoon – Equality Works   £20k
    - Hill Street Office, Dunoon – Rewire/Fire Alarm   £50k
    - Hill Street Office, Dunoon – Heating Upgrade   £30k
    - Kilarrow House - Equality Works   £50k
    - Kilmory Castle - Fire Ceilings   £160k
    - Kilmory Castle – Equality Works   £25k
    - Lorn House, Oban - Fire Alarm   £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
    - 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

- ICT
  - The likely 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 of over £22M since 2011 has seen an overall improvement in the Road Condition Index (RCI)
  - 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 costal 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.
- Ferry Vessels
  - The requirement to address Red Risk ferry assets has been identified as new Service Development projects as set out within Section 5.3.
- 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 2 bridges are fit for purpose the approach geometry and construction type makes them vulnerable to strikes form vehicles.
- Piers
  - Dunoon pier is a Red Risk Asset which has been identified as a new

Strategic Change Project as set out at Section 5.2.

- o Investment at Piers and Harbours to accommodate increases through the introduction of RET
- o Further improvements to Campbeltown Old Quay inner wall – approx. 100m of 1940s piling to replace.

- Fleet Workshops
  - o Campbeltown and Lochgilphead workshops are Red Risks due to their very poor material condition. Both the Campbeltown and Lochgilphead workshops will be subject to Options Appraisal and the development of OBC in 2015/16.
- Fleet Vehicles
  - o 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 2015-16.
- Amenity
  - o 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
  - o Various rip rap stabilisation works to sections of public road including the A8148 south east of Dumfin Bridge
  - o Various flooding locations including Campbeltown.
- Waste Management
  - o 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.

7   ANTICIPATED DEVELOPMENTS WITHIN NEXT FIVE YEARS

7.1   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
- Strategic Waste Management Review – future capital & revenue investment as required to achieve National Zero Waste requirements and the Council's Waste Management Strategy which was approved in 2012 and will be refreshed over the next year.
- 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'.
- Investment at Piers and Harbours to accommodate increases through the introduction of RET.

7.2 As a priority, Services must develop asset management planning, Options Appraisal and Business Case development to address all High Risk assets.

7.3 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.

8 ESTATES PROPERTY & LAND - ASSET DISPOSAL & ACQUISITIONS

8.1 In relation to disposals there are 12 properties on the surplus property account (November 2014). In addition there are 5 properties held for disposal which are ring fenced to Community Services. A more streamlined and aggressive approach to the disposal of property is being developed by the Strategic Asset Management Board that will also take cognisance of challenging market conditions and the potential opportunities of asset transfer to the Third Sector.

8.2 There are 6 acquisitions currently being progressed, 4 for Road & Amenity Services and 2 for CHORD. Progress towards the acquisition of the requisite parcels of land by way of voluntary sale or compulsory purchase will be continued during 2015-16.

8.3 The Council has 289 parcels of land and properties which are leased to external parties or are available for lease giving a rental income of £714,309 per annum. The Council leases 80 property and land assets from external landlords with an outgoing rental of £226,199 per annum.

9 ASSET REGISTER SYSTEMS AND SOFTWARE

9.1 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.

9.2 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.

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ARGYLL AND BUTE COUNCIL   **COUNCIL**

COMMUNITY SERVICES   **23 APRIL 2015**

COMMUNITY SERVICES ASSET MANAGEMENT PLAN 2015/16 and 2016/17

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 2016/17 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 2014 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 on 1 April 2015. The SAMP for 2015/16 and 2016/17 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 2015/16 to 2016/17 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 to be 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 requirmeents 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 and, the new Helensburgh Swimming Pool.

The recommendations in the report are that Council approves
    a) the updated Community Services Asset Management Plan for 2015/16
    b) the Community Services Asset Management Plan for 2016/17

COMMUNITY SERVICES ASSET MANAGEMENT PLAN 2015/16 and 2016/17

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 2015/16 at the Council budget meeting on 13 February 2014. This report provides members with an update of the 2015/16 capital budget and identifies the department's capital requirements for 2016/17.

2.2   Community Services Asset Management Plan ensures the Council is making best logistical and economic use of its assets. The asset management plan for 2016/17 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

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laid out in the Council's Corporate Asset Management Strategy. The SAMP has been compiled in September 2014 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 2015/16 and 2016/17 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   RECOMMENDATIONS

That Council approves:
c)   the updated Community Services Asset Management Plan for 2015/16
d)   the Community Services Asset Management Plan for 2016/17

4.0   DETAIL

4.1   The Community Services department currently comprises 4 services   Community and Culture, Education, Adult Care and Children and Families. The department's building assets provide the base from which both statutory education and social work functions are delivered and leisure, sport, community learning and library facilities are provided to serve their local communities. The detailed information for each of the four services is appended to this report.

4.2   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 2015. 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.

4.3   There are very close linkages between the 4 services within the department. 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.

4.4   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.

4.5   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.

4.6   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.

4.7   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.

4.8   Also, work to address suitability issues can only be properly addressed with due regard to the implementation of the various service reviews underway notably children and families and education, the service prioritisation agenda and in relation to legislative changes Health and Social Care Integration, the Older Person's Service

Review and the implementation of 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.

4.9   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.

4.10   In addition to building assets, Community Services has works of art which were last valued in 2004. The aggregate value of these is £1,226,005.
This total is made up of 3 collections of paintings:
- The Anderson Trust Collection - £85,610. (Last valued 2004)
- Library and Museum Collection - £491,650. (Last valued 2004)
- Education Collection - £648,745.

Associated with these works of Art are Museum Exhibits insured for £519,605.

5.0   STATUTORY REQUIREMENTS

5.1   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

5.2   The department anticipates some 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
  - Commissioning and procurement of alcohol and drugs services
  - Co-location of health and social care staff
- Children and Young Persons Act including:
  - Increased early years provision
  - Through care and after care
  - Free school meals for P1-3

5.3 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.

6.0 ANTICIPATED DEVELOPMENTS WITHIN THE NEXT FIVE YEARS

6.1 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.

6.2 The preparatory work is underway for the integration of health and social care services from 1 April 2015. 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. The timescales for the preparation of the plans is summer 2014 to summer 2015 and involves significant stakeholder engagement.

6.3 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 replacement of the Dunclutha childrens unit is expected for completion in 2016/17. The Council has allocated a capital budget of £750k for this project and costs are being reviewed. The total cost could be around £1M.

6.4 In respect of the legislation the Children and Young People's (Scotland) Act 2014 introduces 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 Act poses particular challenges to the department to modify the existing facilities to support these enhanced services. The Scottish Government has awarded capital funding for the agreed additional costs for the introduction of free school meals for primary 1 – 3 pupils and for the increase to 600 hours childcare for 3 and 4 year olds and vulnerable 2 year olds.

6.5 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. Formal approval for the New Project Request for the redevelopment of Oban High School and Campbeltown Grammar School has now been received and the New Project Request for Kirn Primary School is currently pending formal approval, due September 2014. The two secondary school projects will be funded through a revenue based Design, Build, Finance and Maintain (DBFM) model whereby the Scottish Government will provide up to two thirds of eligible costs in revenue support to be matched with a one third capital contribution by the Council. The Kirn Primary School project would attract revenue assistance of 50% if approved. Given the size of the Kirn Primary project it 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 3 to 4 years.

6.6 In addition, the Scottish Government has announced a further £100m of revenue based NPD investment in school infrastructure through Scotland's Schools for the Future (SFF) programme. The overarching aim of this additional investment is to continue to remove schools out of poor (category C) or bad (category D) condition to satisfactory (category B) or good (category A) condition, either through refurbishment or replacement. The funding is targeted towards local authorities that have existing projects in any of the first three rounds of the SSF programme and which have not reached financial close. Argyll and Bute Council has a project in each round of that programme, each of which are still in the process to reach financial close and the Council is currently investigating the potential for accessing this funding and the affordability implications in relation to council match funding.

6.7 The delivery of the CHORD programme continues and the Queens Hall in Dunoon is programmed for extensive refurbishment and upgrade as part of the CHORD initiative for Dunoon which currently focuses on that facility. Current estimated cost sits at £8.8M. The Pavilion in Rothesay has also been identified as a priority for improvement/refurbishment through the CHORD programme, but there is no Leisure capital funding in the project which is taking forward fundraising in partnership with the Heritage Lottery Fund and estimated costs for this programme of works is £8.2M.

6.8 Helensburgh Pool is scheduled for replacement with an anticipated opening date of spring 2019. The Council has allocated a capital budget of £9.6M for this project and external grant funding will be pursued. The total cost could be around £12M this will be confirmed by the Full Business Case.

6.9
The Council's Asset Management Plan with its challenging targets for reducing carbon emissions shall impact on the specification of many aspects of work to the department's properties. Similarly increased consideration nationally and through the development of Council policies for sustainability will have an impact on the specification of most building works.

7.0 FINANCIAL PLANNING FOR CAPITAL AND REVENUE NEEDS

7.1 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.

7.2   The current capital programme is based on the allocations for the period 2014-2015 and 2016 – 2017 agreed by Council in the February 2014 budget. The departmental budget for 2014-15 was broken down as follows:

Asset sustainability
Education: £2,870,000 Non-education: £1,885,000
Service development
Education: £1,932,000 Non-Education: £896,000
Strategic change
Education: £128,000

Circa 100 individual projects are forecast to be either underway or completed by 31 March 2015. The majority of these projects are asset sustainability projects for the education service addressing condition issues. There are also a number 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 Dunclutha replacement children's unit and Riverside Leisure Centre refurbishment.   Costs will be incurred in respect of the new schools project as design work begins on the projects.

7.3   For 2016/17 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. This deterioration may continue unless the number of properties is reduced or the capital and revenue budget is increased.

7.4   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 2016/17 and revenue maintenance painting programme continues to improve condition and reduce future capital costs.

7.5   In summary, the 2015/16 to 2016/17 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 to be 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 requirmeents 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 and, the new Helensburgh Swimming Pool.

8.0 RISKS

8.1 The 2015 to 2017 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 will be 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.

8.2 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 service prioritisation process and the impact this may have on building assets makes the prioritisation of investment difficult.

8.3 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.

8.4 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.

9.0 IMPLICATIONS

9.1 Policy: prepared in line with the Council's Corporate Asset Management Strategy and Policies

9.2 Financial: outlines the proposed capital budget for Community Services for 2015/16 and 2016/17

9.3 Legal: none

9.4 HR: none

9.5 Equalities: none

9.6 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.

9.7   Customer Services: improving the condition and suitability of our assets will lead to increased customer satisfaction.

Cleland Sneddon
Executive Director of Community Services
Argyll and Bute Council
September 2014

Cllr Aileen Morton
Policy Lead for Education and Lifelong Learning

Cllr Robin Currie
Policy Lead Community and Culture

Cllr Mary-Jean Devon
Policy Lead for Children and Families

Cllr Dougie Philand
Policy Lead for Adult Care

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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 primary and secondary education, including additional support needs, educational psychology, opportunities for all, 16+ learning centres and Gaelic education. There are 3 education offices, 72 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 and 21 school houses.

From 1 April 2015 pre 5 education, contracts for pre 5 education and the two school hostels will transfer from Children and Families to the Education Service. The Early Years Service has 2 nurseries and 53 pre-5 units attached to primary schools of which 3 are Gaelic pre-5 units.

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 poses particular challenges to modify existing facilities to support these enhanced services. The Scottish Government has provided capital funding for the introduction of free school meals for primary 1 – 3 pupils and for the increase to 600 hours childcare for 3 and 4 year olds and vulnerable 2 year olds.

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. Schools still receiving a "C" score (poor) for condition are Dunoon Primary,

Kirn Primary, and Campbeltown Grammar. New school projects are being developed for Kirn Primary and Campbeltown Grammar which would leave one school in C (poor) condition.

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 Lochgoilhead Primary, North Bute Primary, Campbeltown Grammar, Oban High School, Islay High School.

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 - Sketch design proposals for early learning facilities at various schools are also in progress following the successful completion of works at Bowmore, Bunessan and Tarbert Primary schools over the summer of 2014

School Houses - Education has 21 School Houses which required to be made compliant with the Scottish Housing Quality Standard by 2015, although the availability of funding may mean that work is unable to be fully completed by this time.   Council agreed in September 2013 to allocate £572,000 from the Strategic Housing Fund for these works. Works have been prioritised at Iona, Balemartine, Keills and Port Charlotte school houses.

All the school houses have now been surveyed by Council design staff and a detailed schedule of works has been set up prior to contract documents being developed to let the works in a series of geographically based contracts in 14/15 and 15/16. The works will be prioritised around the available budgets but 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 3 projects within the Scottish Schools for the Future Programme:-

Campbeltown Grammar – New Project Request has been accepted by the Board of hubNorth Scotland on 11August 2014 and Stage 1 is currently underway. The Council is working closely with the hubNorth design team to bring the Project to Stage 2.

Oban High – New Project Request has been accepted by the Board of hubNorth Scotland on 11 August 2014 and Stage 1 is currently underway. The Council is working closely with hubNorth design team to bring the Project to Stage 2.

Kirn Primary – At the April 2014 meeting of Council, agreement was reached to proceed with a new build of Kirn primary School on the existing site at Kirn Primary School. The New Project request has been submitted to hubNorth Scotland in August 2014 and has been accepted by the Board of hubNorth.

Council will continue to explore opportunities for investment in the school estate in order for all of our schools to achieve A (good) or B (satisfactory) scores for condition. Council is currently investigating opportunities under the recently announced funding through the Scotland's Schools for the Future (SFF) programme. The overarching aim of this additional investment from the Scottish Government is to continue to remove schools out of category C or category D condition to satisfactory (category B) or good (category A) condition, either through refurbishment or replacement.

In August 2014 Ardchattan Primary School was mothballed, there are currently 3 primary schools with rolls of 5 pupils or less and 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, 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, 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 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 it 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, 7 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.

The four main Centre Councils (excepting Rhu Hall) have completed business development projects that were funded by the Lottery, Argyll & Bute LEADER and the Robertson Trust. Business development consultants were recruited and have completed development plans focusing in income generation and sustainability. The Centre Councils are working towards delivering actions identified in the plans.

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.

Future Planning – Anticipated developments within next five years

The Queens Hall in Dunoon is programmed for extensive refurbishment and upgrade as part of the CHORD initiative for Dunoon which currently focuses on that facility. Current estimated cost sits at £8.8M.

The Pavilion in Rothesay has also been identified as a priority for improvement/refurbishment through the CHORD programme, but there is no Leisure capital funding in the project which is taking forward fundraising in partnership with the Heritage Lottery Fund and estimated costs for this programme of works is £8.2M.

Riverside Leisure Centre is programmed for a refurbishment through the Council's capital programme in 2015/17 within a budget of £650K

Helensburgh Pool is scheduled for replacement with an anticipated opening date of spring 2019. The Council has allocated a capital budget of £9.6M for this project and external grant funding will be pursued. The total cost could be around £12M.

The current estimated capital spend, either committed or identified as required, on Leisure Facilities and Halls in Argyll and Bute between 2014 and 2019 is in excess of £30M.

Libraries

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

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 a 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. The required budget identified for this work in 2014 is £770k.

In addition to the above 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 of £76k to carry out tenement condition surveys and £25k for Environmental grants. In total the budget for 14/15 is £1.3M

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. Slippage in the Queens Hall project has now increased the risk that both Riverside and the Queens Hall will be closed at the same time. Steps are being taken to mitigate this risk.

The annual attendance figures for Riverside are in excess of 95,000 customers per annum and the facility is overcrowded and showing severe signs of wear internally and externally. It is hoped to increase the size of the gym to meet the high level of customer demand and add an exercise/training room for dry activities although this may not be fully achievable with the budget allocation due to the high estimated cost for pool plant replacement.

Helensburgh Pool is scheduled for replacement in 2015 – 2019 and design work is ongoing. Until the proposed new pool in Helensburgh is delivered the current pool will require essential general repairs. The refurbishment of the current pool was carried out in 2010 and the building condition will have to be reviewed in 2015.

Rothesay Pool has recently undergone an upgrade in 2012 which should keep the pool operative for the medium term., with roof replacement likely to be required within 10 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.

CRA expenditure costs for this building over the past 5 years has been £387K , so the expectation is that similar costs will be incurred over the next 5 years – an additional £400k is estimated. 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.

With the exception of the biomass boilers, no budget has been identified for the essential repair, maintenance and replacement costs although Property Services are exploring, with Legal Services if there is any recourse for recovery in terms of the wet ducts design, which has been confirmed as defective.

Halls
Queens Hall, Dunoon is a part of the CHORD project in Dunoon, has been delayed due to contractual issues with the owner of one part of building which has resulted in a CPO being pursued. The building is expected to close in May 2014 and reopen within 18 months.

Rothesay Pavilion is part of the CHORD Project and fund raising is ongoing with grant applications in process to HLF etc. the significant funding shortfall may be addressed by the planned application to be submitted in October 2014, decision expected in January 2015. Current estimated costs for the project are £8.2M
A provisional date for closure has been set for September 2015. In the meantime this building is in poor physical condition and continues to deteriorate, the Council expects to invest £350K in essential works prior to closure to preserve the building and enable continued operations to the closure date.

Victoria Halls, Helensburgh is undergoing programmed rewiring in 2014/15 and is scheduled for painting in 2015/16

Corran Halls, Oban has had new windows, air handling and external painting completed and the building is warmer and much more attractive. Rewiring is scheduled for 2015/16 with a capital budget identified of £150K.

Victoria Hall, Campbeltown - the tender costs for work are over the budgeted amount of £485K and either the programme of work will have to be reduced or additional funding transferred from elsewhere. Discussions are ongoing

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 2015/16.

Leisure Management Information System
A procurement exercise was undertaken which has resulted in the award for the contract to replace the Leisure Management information system by Syx Automations.
The extremely robust process followed has secured a high quality system which will

support and efficient service delivery going forward and ensure a greatly improved customer experience for Sport, Leisure and Active Schools.

The Project Team are working hard on implementation and focussing on modernising business processes in tandem with new Leisure Management Information System. The "go-live" date is programmed for 9th February 2015.

Community Centres
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

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.

From 1 April 2015 pre 5 education, pre 5 contracts and school hostels will transfer from Children and Families to the Education Service as neither service is in the agreed scope of the integration of health and social care. Family support will remain within the Children and Families Service.

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. The timescales for the preparation of the plans is summer 2014 to summer 2015 and involves significant stakeholder engagement.

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: Jim Robb

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.

From 1 April 2015 the Adult Care Social Work service will transfer to the new integrated Health and Social Care Partnership. Preparatory work for the integration is well underway.

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. The timescales for the preparation of the plans is summer 2014 to summer 2015 and involves significant stakeholder engagement.

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 Tiree 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, expected to report in the late autumn of 2014. 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 concluster 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 2015/16

1   GENERAL INFORMATION

This Service Asset Management Plan (SAMP) excludes information relating to the performance and future planning for Information Technology Infrastructure assets as this is covered by a separate Group Asset Management Plan (GAMP).

1.1   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.

1.1.1   This Service Asset Management Plan has direct links to the Council's Corporate Plan Objectives as follows:
- Objective 2 – Working together to realise the potential of our communities and in particular "The places where we live, work and visit are well planned, safer and successful";
- Objective - 3 Working together to realise the potential of our area and in particular "We contribute to a sustainable environment"; and
- Objective 4 – Working together to realise the potential of our organisation and in particular "Our services are continually improving".

The Corporate Improvement Plan has direct relevance to this Plan in that it relates to asset management to ensure the Council is making 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 delivering an acceptable use for the Clyde Community Education Centre in Helensburgh as well as requiring action to remove or minimise risk to the Council's assets. There may also be an impact on asset management resulting from the area of uncertainty identified in the Assurance and Improvement Plan associated with the review of the School Estate Management Plan.

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

1.1.3   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.

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

1.1.5   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.

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

1.2.1 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.

1.2.2 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.

1.2.3 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. Provision of IT Services to ACHA under an SLA.
- 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.

1.2.4 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.

1.2.5 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.

1.2.6   More detailed service information is available in the appendices.

1.3   Service Legislative Requirements: Statutory implications affecting Services assets include:-

1.3.1   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; andProvision 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.

1.3.2   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
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 power of well-being – new legislative basis for this service expected late 2014

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

1.3.3   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

2   FUTURE PLANNING

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

2.1.1   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 2015/16 there will be continued development in populating/cleansing/updating Concerto to provide consistent and robust property asset information and performance data.

2.1.2   The Council's vehicle fleet is managed via the Tranman Fleet Management System.

2.1.3   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.

2.1.4   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.

2.2   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.

2.2.1   Process for Change and the resulting workforce deployment and office rationalisation programmes will continue to be developed by Property Services over the next two years and will be carried out in conjunction with carbon and energy management programmes. The main objective is to reduce the number of buildings that the Council occupy in line with the staff numbers and service needs. In addition the Council's overall land and property asset base will be kept constantly under review and Customer Services will apply corporate challenge to services to enable robust investigation of opportunities for rationalisation/cost reduction and alignment with Single Outcome Agreement and Corporate/Service objectives. This will help to ensure appropriate targeting of future investment on the assets that require to be sustained on an on-going basis. As far as possible these opportunities will be investigated jointly with our Community Planning Partners.

2.2.2   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.

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

2.3.1 Property Services will conclude the office rationalisation in Helensburgh which will include both the start of operation of the new facility and the related disposal of the offices that become surplus. In addition Property Services will continue with further office rationalisation in Campbeltown and much smaller office rationalisations in Rothesay and Tiree and manage the business case development and any resulting contracts. They will also actively promote the sale of properties surplus to the requirements of the other Council departments. In addition, a review of the investment portfolio will be undertaken with a view to maximising the benefit that can be achieved from the sale, redeployment or other rationalisation of existing land and buildings. Property Services will continue to support the development of new property assets in tandem with the sponsoring service e.g. the proposed Kirn Primary School, the proposed Oban High School and the proposed Campbeltown Grammar 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 outwith the capital plan programme cycle.

2.3.2 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.

2.3.4 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).

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

2.4.1 The Plan assumes that capital resources will be reduced in the coming years. 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 of £500k 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.

2.4.2 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.

2.5 Service Provision Risks

2.5.1 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.

Appendices – Detailed Service Information

Appendix 1   Facility Services

Appendix 2   Customer and Support Services

Appendix 3   Governance and Law

Appendix 4   Improvement & HR

<u>APPENDIX 1 Detailed Service Information **Facility Services**</u>

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 IT Services to ACHA under an SLA.

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 BID levies for Bid4Oban and PA23, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP. Council-wide cash collection processing and control.

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 assignations 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 and Date Protection legislation
- 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) has been updated with revised split of the capital allocation for 2016-17 across the various Asset Sustainability and Service Development projects. The plan has received contributions from all services and has been approved by all DMTs. 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 new 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". These reflect the key Council business development priorities which depend in turn on underpinning ICT technologies and services. These are described in section 5 of the GAMP and some may be expected to play crucial roles in service transformation programmes. The Council's Capital programme is expected to decrease significantly over the coming years and this is reflected in the significantly decreased level of investment available for the ICT Capital Programme in 2016-17. The ICT Steering Board will determine the priorities for investment for the Application projects line in the capital programme with reference to the ICT Development Framework subject to ratification by the Strategic Asset Management Board.

It is clear however, that the funding levels available will not be able to meet all the aspirations for improved systems and technologies. 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 detrimental consequences on their 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. At their meeting in July 2014 the SAMB agreed ICT would 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   The review of the existing Asset Management process by the Special Projects Team involved an examination of the current SAMPs and the underlying asset management systems that informed them. The review found some areas where the current process could be improved particularly in the areas of:

- Ensuring the process covers all of the Council's services;

- Ensuring sufficient information in respect of asset condition, suitability, etc is provided to support service asset requirements;

- Ensuring that there is service input into the plans for assets other than property;

- Linking proposed works to specific corporate outcomes in the SAMP; and

- Identifying other projects resulting from the SAMPs beyond preparation of the capital programme.

1.3   As a result of these findings, the Special Projects Team made eight high level recommendations for adjusting the system to better meet the objectives of the Corporate Asset Management Strategy. The recommendations are summarised as follows:

- SAMPs should be reported by class of asset and the Board may wish to consider retitling them as Asset Group Plans (AGPs);

- Asset management and preparation of the AGPs should be facilitated by the Services who have expertise in that asset and who host the system recording asset information;

- All Services must proactively contribute to the preparation of the AGPs;

- The Strategic Asset Management Board should set the minimum information requirement for all AGPs to enable these to produce clear outcomes;

- The Strategic Asset Management Board should act as gatekeeper and assess the themed AGPs to ensure they meet the minimum information requirement for all AGPs;

- Outcomes from AGPs should continue to be advanced on the basis of the Council's established business case process

- Identify projects to be included in the capital programme; and

- Identify other projects related to the management of assets and how these may be implemented.

- The Capital Programme should be generated by the outcomes of the AGPs; and

- That the Strategic Asset Management Board review the information systems for managing each asset class

1.4 A new format for the GAMP was presented and accepted by the SAMB in October 2013 and an initial draft of this ICT GAMP was presented and accepted by the SAMB in April 2014. This document is an update of the ICT GAMP for 2014/15 and 2015/16.

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. For the first time 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 new ICT Strategy and ICT service priorities as agreed by the new 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   In an extremely challenging financial climate, the levels of Capital investment are expected to decrease significantly over the coming years and this is expected to have 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 us 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. With the recent introduction of new technologies such as Microsoft Lync, the ICT Service has 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. Innovation inherently carries risk but appropriate risk management practices will continue to be applied when considering all innovative opportunities.

2.4   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. 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
Our employees have the skills and attitudes to deliver efficient and effective services.	The Workforce Deployment programme has relied on a radically different infrastructure architecture which has helped to transform the potential to attract the best employees.
Our young people have the skills, attitudes and achievements to succeed throughout their lives.	Schools continue to benefit from the Education Domain Expansion, access to GLOW2, centralised ICT Support and the corporate PC replacement programme.
We create opportunities for our partners and communities to fully engage in the way our services are delivered.	The Council's highly rated website continues to engage fully with our communities and our partners. We have developed new policies to support our adoption of social media.
The places where we live, work and visit are well planned, safer and successful.	Planning Services are now delivered online and the Local Development Plan consultation is very much facilitated by all these materials being available online.
We contribute to a sustainable environment.	Energy efficient and virtualised data centres, collaborative unified communication tools, environmentally friendly disposal policies all contributing to a lower carbon footprint. Target to reduce spend on postage and bulk reprographics across the council.
Our services are continually improving.	New Client Liaison Team working within our customer community, New approach to procurement delivering better value from our suppliers and partners. Regular customer satisfaction surveys informing

ICT related Corporate Outcome	Comment/ Current Status
	future service delivery priorities and areas for improvement.
We provide good customer service	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.

2.7　The new 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 conducted a Customer Satisfaction survey in the latter part of 2013 and accepts some services see the use of PSN related controls as an unnecessary burden but the service is concerned this may unduly contribute to an individual services assessment of the suitability of the IT assets and systems they use. To try to counter this a programme of roadshow events are planned for the coming year where the service will explain the need for the controls while providing some further guidance on how to get the best from major IT Assets and systems such as Microsoft Lync.

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 recent 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 therefore approved a new ICT Development Framework in 2013 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 initial ICT Development Plan will form the basis of the ICT Capital Plan for 2015/16 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 new PC & Laptop Asset Management system was introduced in November 2012. 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 has been included as **Appendix 1**. It includes the initial performance assessment of those systems previously funded from ICT Capital and included in the previous Customer Services SAMP but has been expanded to provide an initial performance assessment of those departmental systems not originally included.

4.5 **Appendix 2** includes details of the core and standard build desktop software in use across both the corporate and education networks. It does not include additional bespoke or adhoc installations but a revised desktop software inventory will be created following an audit of the entire PC estate later this year.

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 but the programme has incorporated a limited capacity to deal with exceptional requests from those who require non-standard equipment (e.g. CAD workstations and laptops). The recent Customer Satisfaction survey also returned several comments from customers who suggest the standard equipment is not suitable for day to day use. Several comments suggested we should be transitioning to tablets or iPads and the ICT service and Client Liaison team are keen to work with those with special ICT needs and who need help with their preparation of a business case in support of their new requirements. The Council must be prepared to take advantage of the opportunities available via the introduction of new regional IT infrastructure such as 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 must therefore 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. 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.

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   In consultation with departments, ICT have planned for the introduction of at least 5 new systems per year over the next 5 years and in order to cope with the increased demand the server room in John Street, Helensburgh is in the process of being 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 will be available later in 2014. The network has also been successfully supporting significant new systems such as Lync 2010 Unified Communications but a major upgrade is underway to improve Lync resiliency through a move to Lync 2013. The upgrade is also expected to resolve wireless issues and provide greater opportunities to continue local communications during major emergencies. At the same time the department is hoping to introduce Lync to schools and is working in partnership with Highland Council to create a new shared Lync service for both authorities. The schools pilot is focused on Tarbert Academy and will inform a 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

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 (D&I)	**Improving and Streamlining the use of ICT Systems**	D&I are currently undergoing a review of key ICT Business Applications to ensure those core systems are: • Fit for purpose • Supportable/maintainable • Fit for future service requirements • Operating and maintenance costs are optimised • Appropriate resources and skills are available • Risks are identified and managed **It is likely that new priorities may emerge from this process.**
	WDM Optimisation & Integration	WDM is the main system used by Roads and Amenity Services for asset management and roads and street lighting maintenance. Full capabilities and benefits are not being realised. Through data cleansing, appropriate configuration and further utilisation of the available functionality, WDM could be a more cost effective and powerful business tool

Department	Emerging Service Priorities	Initial Outline
(Development & Infrastructure cont.)		within Development and Infrastructure Services and play a key role in the effective service delivery for all Road and Amenity Services,* as well as contribute to improvements for other services such as Strategic Transportation and Marine Operations. In order to understand service requirements a review should be undertaken to produce a revised requirements specification that can be assessed against WDM capability to allow identification and planning of the work that is required. Recent requirements to add photographic evidence to each roads job requires a review of the server storage capacity and other storage solutions to ensure sufficient processing and server capacity to support the future growth of WDM. Amenity Services is developing the Environmental Land Manager module of WDM as their asset management database and assessing the new scheduler module to enable scheduled works order management and performance reporting. Use of mobile technology is vital to its success in improving service delivery. An interface to Total Mobile costing system will contribute to more efficient financial management reporting and reduce manual handling of timesheets and works orders. In addition WDM may also hold potential for replacement of Countryside Access Management System offering the service a potential cost saving. Early investigations are underway. REMOVE THIS AS DEVELOPMENT POLICY TEAM NOW SEEKING MOBILE CAMS.
	Improved Data Management and Information Management	D & I Services is developing a SharePoint site to host an integrated quality management system fully integrated with The Hub. Comprising of structured departmental and service specific areas, this will include corporate and service specific policies, procedures, meetings and service documentation and provide a one stop reducing data duplication. This will also be part of the overall solution supporting Information Management initiatives for non case based documentation.

Department	Emerging Service Priorities	Initial Outline
(Development & Infrastructure cont.)	Mobile Working	Development and Infrastructure Services seek to adopt a more mobile approach for staff in the field delivering services, especially roads and lighting operations and Amenity Services. Mobile solutions can achieve increased productivity and efficiency by allowing services to be delivered in new and more cost efficient ways and freeing staff to work in new and more flexible ways. • A mobile solution involving the use of electronic forms to undertake inspections, via a mobile device on location, would be beneficial to the majority of Development and Infrastructure Services and is being piloted within Bridge maintenance and design team. • A mobile lighting working instruction function within WDM is expected to pilot within the next 6 month using mobile tablets. • The ELM implementation for amenity services grounds staff scheduled works will use mobile application and tablets. • PRS will further explore the recent developments in mobile working solutions within IDOX Uniform application. • Amenity wardens will extend the use of the Enforcement application used for decriminalised parking enforcement for GPS tracking, parking permits and environmental issue reporting and enforcement of same. • Countryside Access Management System has a new mobile core path survey module, implementation of which is estimated will save 4 man weeks per annum
	Projects Management	There is no clear, standard solution or approach within Development and Infrastructure Services for managing programmes of work or projects. This means the sharing, monitoring and reporting of such work is disjointed and inefficient. Investigation is already in progress to evaluate Concerto Projects as a possible replacement to the legacy, in-house developed Job Manager Access database, currently used by the roads design team. Such a solution may also be a viable option for Economic Development, to allow them to record, monitor and report on projects and programmes of work, e.g. CHORD.

Department	Emerging Service Priorities	Initial Outline
	TOTAL System Optimisation	Total is currently used by Roads Operations and Strategic Finance to monitor the costs of roads maintenance jobs. Interest has been expressed in increasing the effectiveness of this system by optimising its use to record and report in more detail to better understand performance and improve financial management. The use of Total is also being extended to Amenity Services to allow standard jobs to be measured in terms of time and costs. Options will be investigated to understand what benefits could be achieved and the work that is required in doing so. Other enhancements being considered are implementation of Labour Resource Manager, Cyclic Maintenance scheduling modules and potential Total Mobile Platform as alternative solution for Amenity Services
	BACAS Upgrade	The current Burials and Cremations System (BACAS) set up comprises of standalone PC installations across 8 sites. There is currently no approved standard configuration, so each is different and used by staff in a different way. A standard configuration is to be agreed that could better support the interment process, and a networked version with a centralised database, hosted in the data centres, be implemented in order to address • Inconsistent set up and usage • Difficulty in IT application support and maintenance arrangements. • Interruptions to service delivery due to application down time (Islay) • Inefficient use of staff time due to disaggregated approach to requests for system changes, report production, requests for change etc • Poor quality of management reports • Risk of data loss and security breaches
(Development & Infrastructure cont.)	Flight Data Management Solution	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. An internally developed MS Access database has been

Department	Emerging Service Priorities	Initial Outline
		developed by airport staff which records relevant data, some concerns arise over sustainability of this application. Potantially 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.
	Marine Data Management Solution	There is no formal 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. This data is needed to report against performance indicators and will also provide visibility of performance and finances to support service improvements.
	GIS Work Plan	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: • Core Path Planning • Route Optimisation and mapping e.g. refuse collection • Scotland HEAT map • Widening access to One Scotland gazeteer 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 2016 and the Council will be required to look at ARCGIS Online and other Software as a Service options in the next year.
	Planning and Regulatory Services- Uniform enhancements and optimisation	PRS has developed a prioritised ICT Workplan aligned with the ICT Strategy and Departmental ICT Strategy. Extension and development of IDOX Uniform modules is central to improved service delivery and maintenance of service standards. New modules will shortly be

Department	Emerging Service Priorities	Initial Outline
Development & Infrastructure cont.)		implemented for Trading Standards and Development Policy, and investigation of other modules such as planning enforcement and strategic monitoring.
		Integration with a 3rd party electronic document management solution (eDMS) from Civica 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, and server platform support strategies.
		The growth of use of Civica eDMS across other Council departments has resulted in cross service dependencies and the risk of service improvements linked to system upgrades being delayed due to 3rd party supplier system incompatibilities.A high level of intervention is required for co-ordination of upgrades from ICT applications and project management for this increasingly complex technical solution.
		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.
		Implementation of an online EBuilding standards feature is underway supporting the Government's Digital by Default strategy. A recent pilot informed the service of the technical and procedural changes necessary which will be applied and tested and support a full rollout over the next 3 months.
	Planning and Regulatory Services-ePlanning and eBuilding standards national portals	The Scottish Government's Information Systems Information Services (ISIS) department is to develop and launch replacement ePlanning and new eBuilding Standards portals between September 15 and March 16. Currently customers use the ePlanning portal developed by IDOX connecting to the Council's Uniform Planning system.
		No national eBuiilding Standards portal exists at this time and a specification is in development. The Council's eBuilding Standards application process will be replaced by the new portal in 2 years time but will have offered valuable experience and learning on dealing with online applications.
		Connectors from both new portals will be procured by the Scottish Government on our

Department	Emerging Service Priorities	Initial Outline
Development & Infrastructure cont.)		behalf developed externally as part of an Agency Agreement. This will require a high level of testing and have resource dependencies both within the service and ICT applications.
	Traffic Management and enforcement- -Permit Gateway -Environmental enforcement	Roads and Amenity services recently introduced 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 permits available from the Council Roads and Amenity services department including parking permits, scaffolding permits etc . The permit gateway will allow sales and renewals of permits integrated with the Council's website, and management of these using the same back end and mobile applications for parking. [Other Council licenses are supported by the Northgate Licencing application.] Many Amenity wardens also undertake environmental enforcement e.g. littering, dog fouling, graffiti. Introduction of civil environmental enforcement via the DPE system is being scoped for implementation.
	Customer Management/Interaction	Much reference is made in the service plans to improving the accessibility and quality of information provided to the wider public and business community via the council website. There is also a desire to increase the range of online services and ability to carry out surveys and questionnaires via social media in order to gather valuable feedback and continually seek the opportunities to improve service delivery.
	Customer Satisfaction: Improved handling of complaints	Currently within Development and Infrastructure Services further work is required to deliver surveys and accurately and efficiently capture and analyse this data. Staff have also reported that the complaints functionality within Lagan does not provide adequate detail or reporting, and so there is duplication in effort, time and resources to enter this data into a legacy, in-house developed access database, which has limited support, security and scalability. To address these areas, work should be considered via the Customer Service Board; to

Department	Emerging Service Priorities	Initial Outline
		design and deliver surveys and retrieve survey data using such means as the Council website, email, sms and social media and to improve the complaints functionality and reporting within Lagan or to procure a solution which can be integrated with Lagan.
Community Services		
Social Care	CareFirst - core Social Work information management system. Multi Agency Information Sharing (e.g. Multi Agency View (MAV), Getting it right For Every Child (GIRFEC)/ access to Childrens Plan)/CareDoc/CareMobile	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 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. 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.
	Integration Agenda	Integration of Health and Social Care services) by April 2015, is an important priority for Community Services. A joint ICT work plan is in place around initial integration requirements between Health and Social Care and longer tern strategies is being developed. The work plan covers a number of areas agreed with the joint project team 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.
	Information Management	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

Department	Emerging Service Priorities	Initial Outline
(..Social Care Continued)		and no formal digital system in place. Sharepoint is being used to help with some requirements in this area around sharing and management of non CareFirst documentation..
	HomeCare Scheduling and Monitoring System	A new HomeCare scheduling and Monitoring system was procured earlier in 2014 to meet the needs of the internal HomeCare service. The implementation project with supplier Advanced Health Care systems is underway and phase 1 is due to go live in the autumn of 2014. ICT have a considerable role in helping the service implement the new system and further phases during 2015 are likely.
	GIRFEC	Utilising the Multi Agency View (MAV) function of CareFirst, Rothesay Academy will commence as a pilot. Getting it Right for every child (GIRFEC) allows the school to view the childrens plan setup in CareFirst and allow the school to contribute data. Following the pilot the plan is to rollout across all schools.
	Fostering Services – CarePay/ Information Management	Data retention is an on-going requirement with some services such as Foster Care only just beginning to start to use the CareFirst system. There is a requirement for storing records in some cases up to 100 years. At present records are stored manually and in line with upcoming use of CareFirst this needs to be looked at. There is interest in wider information management aspects and the Head of Childrens services has offered Foster Care as an area to be looked at under any information management project. Further work is required around CarePay in relation to Foster Care provision and this could result in help form ICT with data integration work to finance systems once the work is progressed by the service.

Department	Emerging Service Priorities	Initial Outline
Community and Culture	Leisure Management System (LMS)	Following last years review of Leisure Management Systems, a replacement LMS has been procured during July 2014 form SYX Automations and implementation phase of the project is underway. ICT are helping the service through project management, infrastructure and application support services. Go live is expected Feb 2015.
	Increase community learning opportunity and training currently delivered form 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.
	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	New School Builds Project : • Oban High; • Campbeltown Grammar; • Dunoon Primary Refurbishments	Initial ICT contribution to requirements specification works for new builds has been completed. Ongoing negotiations with Scottish Government/Hub Co are progressing and it is expected during autumn 2014 the stage of actual drawings and floor plans will be reached. ICT involvement will be required form this stage.

Department	Emerging Service Priorities	Initial Outline
(…Education continued)	Microsoft LYNC for Education	Education Lync pilot at Tarbert Academy has been running since April 2014 and is expected to complete during September. Outcome report and business case will be reviewed with possibility of a wider education project following the pilot and adoption of business case.
	Bring Your Own Device (BYOD)	On completion of the BYOD pilot at Oban High School, the Education Services will work with ICT to develop a plan for the application of BYOD in schools once benefits are better understood.
	Domain Extension	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.
	Tablet Devices	Education have deployed 1200 iPad devices as of August 2014 and along with ICT, education Support are reviewing benefits and deployment/support for iPads. Mobile Devce 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.
	Small Application Developments	A number of small developments are ongoing and in the pipeline across community services.

Department	Emerging Service Priorities	Initial Outline
Chief Exec		
Strategic Finance	- 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	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. The new Property management System supports a generic Project Management module for capital projects. Upgrade for Windows 7 compliance.
Customer Services		
Human Resources	- Resourcelink Development - Cognos Reporting Review - Learning & Development - Health and Safety System - Expansion of HUB availability to staff - Expansion of E-Learning capability.	Improve efficiencies including extension of Interfaces. Increase efficiencies including extension of Interfaces. Cognos Reporting – The Business are finding this a very technically complex Reporting tool to work with in respect of Report creation, this is despite additional training being provided by the supplier. A review is required. Expansion of PDR process and employee self-service for training & development ts. Acquisition and implementation of software to support Health and Safety functions.

Department	Emerging Service Priorities	Initial Outline
Customer and Support Services	• Extension of Customer Service Delivery Channels • Extension of services available 24/7	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.
Procurement	• Oracle EBS R12 Upgrade • Oracle EBS P2P Module Implementation	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 includes Purchasing Module integrated with Purchasing Systems is key
Revs & Bens	• Landlords Portal and Integration • Electronic Council Tax	As a result of the recent Revenue & Benefits Service Review, opportunities have been identified to reduce costs incurred in relation to interaction with Private and Registered Social Landlords in respect of Housing Benefit. It is proposed that a web portal is developed that will allow Landlords access to information currently only available by direct contact with the Revenue & Benefits department or via postage of Housing Benefit payment information. In addition, there is a requirement to implement functionality to allow annual & adhoc electronic billing of Council Tax in order to reduce current postal costs. The selected solution should also allow access for registered Citizens to their Council Tax Payment information via the Council Website.
Governance & Law	• Members Portal . • Possible Upgrade of Licensing Software / Software Roadmaps are created and kept up to date	There is a target to increase the transactions dealt with via the portal by 50 each quarter. Member usage uptake is increasing and positive feedback has been received. The Licensing software used by G&L is stable and satisfies requirements although the upgrade path should be checked by ICT to ensure continued service.
Facility Services	• Mobile Capability for Property staff • Concerto Embedding – Project Management Module for Capital	Improved IT tools and mobile working along with corresponding staff training to fulfil duties, integrated with the Property management System; The new Property management System supports a generic Project Management

Department	Emerging Service Priorities	Initial Outline
(…Facility Services Continued)	Monitoring (decommissioning of CAMIS)	module for capital projects.
	• Expansion of technology into School Kitchens	Expoliting newer technology (equipment .system function and smartcards)
	• Expansion of time logging to Janitorial & Cleaning staff	This removes the need for manual time recording and multiple entry of data.
	• Bulk Back Scanning as an enabler for Office Rationalisation.	Removing a significant storage requirement within offices.
ICT	• HEAT Replacement	HEAT is the Council's Service Desk System which is unlikely to support fully the ICT Service in its adoption of the ITIL Service Management framework.
	• Scotland Wide Area Network (SWAN)	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.
	• Public Sector Network (PSN)	Acquiring and maintaining PSN accreditation

6.0 INVESTMENT NEED & FUNDING

6.1 The Council's Capital programme is expected to decrease significantly over the coming years and the level of investment available for the ICT Capital Programme will be cut accordingly. 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 anticipated funding levels available from 2015 onwards.

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 220 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 and any change to the PC/Laptop replacement lifecycle or any decisions to include additional equipment (such as iPads, tablets) or to standardise on the device ratios per pupil in schools will also introduce additional risks and is likely to require even more funding than currently available.

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. The group met in June 2014 and while no business case has yet been developed sine discussion commenced during 2013,

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 form 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 aim to try this with a new Education iPad pilot at Hermitage Academy to help manage a deployment of up to 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 2014 the Capital funding expected to be available for IT investment for 2015/16 onwards as reported to the Strategic Asset Management Board is as follows:

Draft Capital Allocations for 2015-17

		Proposed Allocations	Plus 10%	Minus 10%
	%	£	£	£
IT 2015-16	9	2,175,000	2,392,500	1,957,500
IT 2016-17 and Future Years	9	900,000	981,000	819,000

Figure 1 – Draft Allocations 2015-17

6.6   The current agreed plan for 2014-16 is as contained in Figure 2 below with an allocation figure at this time of 900k for 2016-17 and future years, the implications/ allocation of which has yet to be fully discussed within ICT:

	14-15	15_16	16_17	Future Years
Asset Sustainability	Budget £000s	Budget £000s	Budget £000s	Budget £000s
Server Capacity Growth	80	80	50	
PC Replacement	866	854		550
Telecomms Network	48	54	25	
Computer Network Security	70	72	25	
MS Exchange & Doc Sharing	69	25	20	
Internet / Online Access	125	123	0	
Unified Communications and Video Conferencing	228	44	20	
Corporate GIS Portal Rollout	49	83	0	
IT Education	389	390	10	
Total	**1,924**	**1,725**	**150**	**550**

Service Development				
GWITC - Prudential Borrowing	3			
Property Management System	14			
Education Domain Extension	-9			
Consolidated Server Replacement	43			
IT Enablement Process for Change	156	184		
Applications Projects	450	233	100	100
Flexi System HRS Integration	37			
Council Chamber Video Conferencing CFCR	-1			
Total	**693**	**417**	**100**	**100**
Budget TOTAL	**2,617**	**2,175**	**250**	**650**

Figure 2 – ICT Capital 2014-17

6.7 Figures 1 and 2 above illustrate how the ICT Capital Programme for 2015/16 and beyond could already be facing a considerable shortfall when compared with current funding and this would therefore put considerable pressure on the use of the Application Projects and IT Education budgets to deal with the projects emerging from the Departmental Priorities summarised in section 5.4. It is therefore inevitable that the programme in its present state will require a radical overhaul and a significant change to the way the Council funds the Asset Sustainability projects if we want to deal with the emerging priorities. It is likely that only the highest scoring business cases will be taken forward as projects. Alternatively the Council will need to agree to a considerable increase in the capital allocation for ICT related projects from 2015/16 onwards.

6.8 Appendix 3 includes the ICT Development Plan Summary and the work scheduled 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.

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ARGYLL AND BUTE COUNCIL	COUNCIL
DEVELOPMENT & INFRASTRUCTURE	23 APRIL 2015

SERVICE ASSET MANAGEMENT PLANS

DEVELOPMENT AND INFRASTRUCTURE ASSET MANAGEMENT PLAN

1 GENERAL INFORMATION

1.1 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.

1.1.1 This Service Asset Management Plan links directly to the Council's Draft Corporate Plan and in particular the Corporate Objectives of: (1) Working together to realise the potential of our people; and (3) Working together to realise the potential of our area. In addition, the key themes of the Risk Management and Asset Management are addressed.

1.1.2 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.

1.1.3 Key Corporate and Area objectives are addressed, for example:
- improved civic pride in our towns and communities
- improved access to town centres
- developing towns and communities which are centres of economic activity
- improved economic viability by ensuring we invest rpads reconstruction funding to maximise the benefits to the travelling public and open up and maintain economic opportunities
- effective flood prevention
- improved harbour and ferry berthing provision
- improved connectivity

1.1.4 The SAMP links to and supports the following corporate documents: Local Development Plan, Corporate Asset Management Strategy and the Economic Development Action Plan.

1.1.5 The projects being put forward for the 2014-2017 capital programme support the Council's Carbon Management Plan through reductions in fuel consumption.

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

1.2.1 The Service has responsibilities across all Council geographic Areas for the following functions:-
- Management , maintenance and improvement of the Roads Network,

- This is the Council's largest single asset group and arguably the most important as it underpins all aspects of economic activity and of people's lives. (Corporate Objectives 1 and 3). It consists of:
    - Roads
    - Bridges
    - Retaining Walls
    - Coastal Protection
    - Street Lighting
- Management, maintenance and improvement of other transportation infrastructure. This asset group complements the roads infrastructure in providing for travel. (Corporate Objectives 1 and 3). It consists of:
    - Car Parks
    - Piers & Harbours
    - Airports
- Management, maintenance and improvement of community infrastructure. This asset group is essential for sustainable communities (Corporate Objectives 1 and 3). It consists of:
    - Parks
    - Amenity Grass land
    - Cemeteries
    - War Memorials
    - Play Areas
    - Playing Fields
- Provision of Environmental and Regulatory Services. These services are essential for the functioning of our community.(Corporate Objectives 1 and 3). These services are :
    - Amenity Services
    - Environmental Protection
    - Flood alleviation
    - Waste Management
    - Fleet Management (heavy equipment)
    - Planning
    - Economic Development
    - Oil Spill Response

1.3   Service Functions: Service functions provided

1.3.1   Within each of the function headings set out in 2. above the following are the day to day responsibilities which have to be addressed:-
- Planned maintenance
- Emergency maintenance
- Winter and severe weather response/maintenance
- Asset Management
- Preparation and submission of capital project business cases;
- Capital project management
- Outsourcing of professional services and some commercial operations (air services)
- Traffic management
- Car parking

- Project design services
- Management of road space
- Road safety and accident reduction.
- Preparing and presenting Committee reports
- Refuse collection and disposal
- Landfill and recycling sites
- Transportation
- Planning Proposals
- Inward Investment

1.4   Service Legislative Requirements: Statutory implications affecting Services assets

1.4.1   There are a number of statutory requirements of which the service has to be aware. These include:-
- Flood Risk Management Scotland Act 2009
- Transport and Works Scotland Act 2007
- Environmental Assessment Scotland Act 2005
- Building Scotland Act 2003
- Scottish Local Authorities Tendering Act 2001
- Road Traffic Act 1991
- Docks Act
- Road Traffic Regulation Act 1984
- Environmental Protection Act 1990
- Refuse Disposal (Amenity) Act 1978
- Roads Scotland Act 1984
- Coast Protection Act 1949
- New Roads and Streetworks Act 1991

In addition there are many statutory instruments which affect the Service a few of which are listed below:-
- Traffic Signs Regulations and General Directions 2002
- Oil Spill Contingency Plan
- Harbour Revision Orders
- The Fleet Management Service holds the Council's Vehicle Operators Licence and is responsible for the operation of the Council's fleet in accordance with statutory and legal requirements.
- The Waste Management Service must operate landfill sites in accordance with statutory legal and licensing requirements as monitored by SEPA.
- Health and Safety at Work Act
- CDM Regulations
- Electricity at Work Regulations
- Control of Substances Hazardous to Health Regulations
- Town & Country planning Act

2   FUTURE PLANNING

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

2.1.1   Map based software supported by WDM manages infrastructure maintenance including works instructions, inspections, inventory capture and condition surveys. There are four main systems namely Routine Management; Lighting Management; Structures Management and Environmental Land Management. These cover respectively roads, and ancillary footways, gullies, bollards, signs etc.; street lighting columns, lamps and wiring etc.; bridges, retaining walls, parks, cemeteries, play areas, playing fields and other open areas. The parks, cemeteries and play areas etc. are currently held on an Access Database and work is underway to migrate this information to the WDM System that will ultimately allow a mobile working platform to be delivered across the service. Work is on-going to fully scope out linking WDM and the Corporate Financial System Total to provide 'live' financial and performance information and to produce true unit costs. In addition land and building based assets will be recorded on the Property Services management system CONCERTO as will piers and harbour walls. There will require to be a reconciliation of the two systems and a process developed to maintain a reconciled position.

2.1.2   To date there has been a manual record of the asset inventory and condition for both marine and airport assets.

2.1.3   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 contract has been awarded in the summer of 2013, new tracking will be installed to the Council fleet commencing in November 2013. Tracking devices will also be fitted to any hired vehicles and plant.

2.1.4   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.

2.1.5   The marine assets in respect of 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. As stated above Land and Building assets are recorded in CONCERTO the new Property Management System and the ongoing updating process requires to be established.

- 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. A detailed report and Business Case is due to the April ED&I Committee.

2.1.6   Vessels are subject to an annual refit and inspection/certification by the MCA.

2.2   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.

2.2.1
- Depot Rationalisation will be progressed to reduce operating costs
- Cemetery Extensions and woodland burial sites
- Road Reconstruction in accordance with the Council's Roads Asset management and Maintenance Strategy
- Roads reporting through the Annual Status and Options Report (ASOR)
- Infrastructure Improvements
- On going development of the Roads Asset Management Plan, in line with SCOTS and CIPFA
- Updating of the Road Maintenance Plan to allow the development of unit rates
- Heavy Vehicle & Plant replacement
- Scottish Roadworks Commissioner monitoring works progress and completion by Statutory Undertakers and Roads Authorities.
- Ongoing work to facilitate implementation of the Flood Risk Management Act
- Significant investment is in place 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 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
-

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

2.3.1   It is proposed that our limited capital resources be used to progress the necessary street lighting, 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 Campbletown. The Council will progress the Business Case for the upgrade of ferry berthing facilities between Gigha and Tayinloan and Craignure on the basis that the 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 included within the Capital Plan as it is envisaged that capital borrowing will be required to deliver these works.

2.3.2   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.

2.3.3   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.

2.4   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.

2.4.1   The Roads Asset Management and Maintenance Strategy sets out:

- **Strategic – Why and Where we invest capital**
  The Council's overall long-term strategic priorities for the roads network e.g. policy, goals, objectives, vision and outcomes.

- **Tactical – When and on What do we invest capital**
  At the tactical level the strategic goals and objectives are translated into specific plans and performance targets for individual asset types e.g. roads, structures and lighting.

- **Operational – How we ensure that we invest capital wisely**
  At the operational level the asset manager, engineer, technician and operative develops and implements detailed work plans and schedules that have a short-term outlook but take account of the work volume and programming arising from the Roads Asset Management Plan (RAMP). The focus is on choosing the right techniques and carrying out the work in the most efficient way in line with the Council's Roads Management and Maintenance Strategy.

The Councils ED&I Committee at its meeting held on 13th November considered 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.

The average spend on Road reconstruction over the last 4 years has averages over £6.5m. per annum, this is the investment level needed for slight year on year improvement as modelled in the Annual Status and Options Report The service will plan on the basis of £6 million pa as the minimum level to deliver a year on year improvement to the carriageway asset through the use of proportionate treatments and by following a strategy **of fixing the roads rather than just filling the pot holes.**. 1.   Notwithstanding the noticeable improvement to the condition of the road network the maintenance backlog for Argyll and Bute identified by SCOTS has grown to over £209m (SCOTS Headline Backlog Figure Calculated 2013). It is worth stating that this is considered a theoretical value based on significant overlays being applied rather than structural patching, overlays and surface dressing which are the general treatments carried out in our existing strategy based on network recovery.Present budgets for revenue are in the region of 56% of what is required using criteria set out in the Roads Maintenance Plan (RMP);

2.4.2 Current Grounds resources are considered sufficient to meet the basic maintenance plan but will be reviewed to release efficiency savings.

2.4.3 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 Great War approaches) to identify possible external funding sources.

2.5 Service Provision Risks

2.5.1 Current levels of revenue maintenance is insufficient to prevent further long term depreciation of the value of the roads asset and will risk the asset longevity of the current roads reconstruction capital investment programme. The recent increase capital investment has helped to negate negative impact through reduced revenue expenditure.

2.5.2 Road deterioration may result in increased weight restrictions on our roads with the resultant effects on trade and other inward investment.

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 costal location.

2.5.3 In the most recent official figures provided by the Scottish Road Management Condition Survey the roads of Argyll and Bute were the lowest ranked putting at risk the Corporate Planned objective to develop our economy through improved access.