



ITEM 12 -  
APPENDIX 2

# PROPERTY ASSET PLAN 2023-28

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## 1. INTRODUCTION

The Council has a responsibility to ensure that assets are managed in a strategic manner so that they enhance and improve service delivery, that the asset base is aligned to the [Strategic Plan](#) and priorities and that they are managed in an active, effective and efficient manner.

West Dunbartonshire Council's Corporate Asset Framework supports the priorities and objectives of the Council's Strategic Plan.

This Asset Property Plan will consider:

- Strategy aims and objectives
- Property portfolio
- Action Plan

## 2. CURRENT PROPERTY ASSETS

West Dunbartonshire Council has a substantial property portfolio consisting of:

- operational properties which are used to support service delivery;
- non-operational properties which are used to stimulate economic development and provide the council with a stable revenue income stream and surplus assets for disposal;
- memorials which include statues, plaques etc.

The property portfolio is made up as follows:

<u>Type</u>	<u>Number</u>	<u>Value as at 31/03/2022</u>
Operational properties	287	£220m
Non-operational properties	590	£ 45m
Memorials	43	Unknown

Income from all non-operational properties is approximately £4.58 million annually. Total running costs for operational properties is approximately £18 million per year.

### 3. AIMS AND OBJECTIVES

The aim is for all operational properties to reach minimum Condition B. Many of the operational assets need investment to achieve Condition B status and all others to ensure they remain at minimum Condition B. The current Capital Plan if maintained at this level, be sufficient to achieve and maintain 90% of properties at Condition B status across the operational estate in 2028.

The non-operational property assets may need investment but do offer the potential to generate additional income for the Council. These will continue to be assessed in line with occupancy rates.

Office Accommodation across the Estate will be continually reviewed in terms of usage and service delivery and managed inline with operational plans and [Disposal Strategy](#).

The property asset objectives, from which is primarily funded by the Building Upgrades budget, have been set as follows and contained in Appendix 1:

- Condition - 90% of operational assets will be grade A or B by 2028.
- Suitability - 97% of operational assets will be grade A or B by 2028.
- Accessibility - 100% of properties from which the council delivers services to the public will be accessible to disabled people by 2028.
- Sufficiency - 7m2 per person based on Nett Internal Area by 2028.

Ensuring property assets operate efficiently is a priority. The Council currently spends £18 million per year on operational properties energy costs, under occupancy issues, closure and sale of redundant properties must be considered and prioritised as part of the property action plan as well as the disposal strategy.

**3.1** The Property Asset Plan is based on the following key principles:

**To manage property assets as a corporate resource by adopting a strategic approach through:**

- Managing property as a corporate resource, which supports the most efficient delivery of services
- Reviewing outcomes of business cases, in support of projects identified within strategies to secure capital investment inline with wider regeneration of the area.
- Maintain an accurate property asset register and database

- Recording key information centrally against assets within the property asset database
- Ongoing updating of property asset information as projects are completed, where changes occur to asset use, or as part of regular cycle reviews

**Minimise the impact on the environment from the construction and operation of properties by:**

- Considering sustainability within property asset refurbishment project business cases and option appraisals
- Managing and monitoring energy consumption and costs
- Ensuring building users understand and operate properties effectively to reduce energy consumption
- Utilising benchmarking information

**To maintain properties in appropriate condition and is suitable by:**

- Undertaking planned and reactive maintenance activities across the operational estate
- Regularly assessing and reporting the condition of the portfolio, prioritising investment in property assets in line with condition assessments and service delivery
- Utilising benchmarking information
- Ensuring that, when required, properties are sufficiently accessible for people with disabilities by complying with relevant standards and good practice

**Ensure the property portfolio is effectively utilised across all levels by:**

- Reviewing utilisation across the operational portfolio to map current and future demands
- Challenging asset use by utilising occupancy recording methodologies and where required identify proposals to either maximise asset use or to provide service by alternative means
- Implementing common office space standards to ensure efficient use of office accommodation in line with the Office Rationalisation project
- Continuing to deliver against the Disposal Strategy to ensure that assets that no longer satisfy service delivery or within strategic locations are arranged to be disposed of as soon as possible

**Report performance of the property portfolio by:**

- Reporting asset performance to the Strategic Asset Management Group relevant statutory bodies as necessary

**By adopting a strategic approach to capital prioritisation, project initiation and procurement by:**

- The development of capital projects through the Gateway process which requires a business case to be prepared to secure investment
- Ensuring option appraisals are conducted to support investment which considers whole life costs and sustainability
- Utilising a high level option appraisal/selection process to determine inclusion within the capital plan and best value whilst considering whole life costs and sustainability

**To manage the non-operational and investment portfolio by:**

- Managing the non-operational and investment portfolio to maximise revenue income to the council
- Maintaining the long-term performance of the non-operational portfolio
- Providing appropriate high quality premises which promote and encourage economic development within West Dunbartonshire
- Developing a process to collect, record and maintain key asset information concerning the non-operational and investment portfolio

**3.2 Property Drivers**

To deliver the Property Asset Plan it is vital that clear property objectives are set for both the operational and non-operational estate. There are six key drivers in relation to property asset management. These drivers will set the objectives for property and allow improvement to be measured.

These six keys drivers continue to form the basis of the Councils Performance Indicators both for operational and non-operational properties. Performance is reported to the Accounts Commission as well as appropriate Committees in line with delivery planning arrangements as follows:

- Condition - % of properties in a satisfactory condition
- Suitability - % of properties suitable for its current use

- Accessible - % of properties from which the council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to disabled people
- Location - is the property in the right location to deliver services
- Sufficiency - Average floor space per staff member
- Revenue - The running costs per m2 of the estate will decrease annually

Using the suitability criteria, currently almost 90% of operational properties are at minimum grade B for suitability. The target for 2028 is to achieve 90% subject to maintaining current levels of capital funding.

### **3.3 Property Objectives**

The Property Objectives, where cost is primarily funded by the Building Upgrades budget, have been set as follows and contained in Appendix 1:

- Condition - 90% of operational assets will be grade A or B by 2028.
- Suitability - 97% of operational assets will be grade A or B by 2028.
- Accessibility - 100% of properties from which the council delivers services to the public will be accessible to disabled people by 2028.
- Sufficiency - 7m2 per person based on Nett Internal Area by 2028.

### **3.4 Disposals**

Continuation to deliver the objective of the [Property and Land Disposal Strategy 2021 - 2026](#) which will be reviewed and reported annually to Committee.

## 4. APPENDIX 1 ACTION PLAN 2023- 2028

The following tables illustrate the performance indicators to 2028 and the budget lines, which influence the performance delivery.

PERFORMANCE INDICATOR	2023/24	2024/25	2025/26	2026/27	2027/28
	Target	Target	Target	Target	Target
CM8aiii: Proportion of operational accommodation that is in a satisfactory condition	92%	93%	95%	97%	100%
<p>The following work streams have an impact in delivering improvement on the Performance Indicator:</p> <ul style="list-style-type: none"><li>○ Major Capital Projects</li><li>○ Depot Rationalisation Projects</li><li>○ Office Accommodation Projects</li><li>○ Building Upgrades Operational Plan</li><li>○ Maintenance and Repair Operational Plan</li></ul>					

PERFORMANCE INDICATOR	2023/24	2024/25	2025/26	2026/27	2027/28
	Target	Target	Target	Target	Target
CM8bii: Proportion of operational accommodation that is suitable for its current use	93%	94%	96%	98%	100%
<p>The following work streams have an impact in delivering improvement on the Performance Indicator:</p> <ul style="list-style-type: none"> <li>○ Major Capital Projects</li> <li>○ Depot Rationalisation Projects</li> <li>○ Office Accommodation Projects</li> <li>○ Building Upgrades Operational Plan</li> <li>○ Maintenance and Repair Operational Plan</li> </ul>					

Performance Indicator	2023/24	2024/25	2025/26	2026/27	2027/28
	Target	Target	Target	Target	Target
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	100%	100%	100%	100%	100%
<p>The following work streams have an impact in delivering improvement on the Performance Indicator:</p> <ul style="list-style-type: none"> <li>○ Major Capital Projects</li> <li>○ Depot Rationalisation Projects</li> <li>○ Office Accommodation Projects</li> <li>○ Building Upgrades Operational Plan</li> <li>○ Maintenance and Repair Operational Plan</li> </ul>					

## 5. APPENDIX 2 BREAKDOWN OF PROPERTY TYPES

Type	No.	% at C/D Current cond.	Comments	Target date for Condition B
Schools	64	0%	Based on previous investment the current Schools Estate condition A & B is 100%.	Maintain 100% by 2028
Pavilions	25		Part of Building Upgrades Programme will be Condition B by 2028	80% by 2028
Offices	12	0%	Based on previous investment the current office condition A & B is 100%.	Maintain 100% by 2028
Depot/Workshops	12		Currently being maintained whilst DRP and shared services are reviewed. Those buildings remaining will then become part of Building Upgrades Programme.	To be assessed
Stores	12		Currently being maintained whilst DRP and shared services are reviewed. Those buildings remaining will then become part of Building Upgrades Programme.	To be assessed
Comm. Ed & Resource Centres	12	60%	Part of Building Upgrades Programme will be Condition B by 2028	80% by 2028
Lodge and School Houses	16	N/A	Maintained by respective services or will form part of Disposal strategy	N/A
Care Homes etc.	9	100%	Part of Care Home Rationalisation Projects. Surplus properties will form part of the Disposal Strategy	100% by 2028
Library	8	50%	Part of Building Upgrades Programme will be Condition B by 2028	80% by 2028
Toilets	8	25%	Part of Building Upgrades Programme will be Condition B by 2028.	80% by 2028
Sports/Leisure Centres	3	N/A	Maintained by West Dunbartonshire Leisure.	2028
Sports Halls & Halls	6	100% (SH)	Part of Building Upgrades Programme will be Condition B by 2028.	2028
Training Facility	2	N/A	Part of Building Upgrades Programme will be Condition B by 2028	2028
Theatre	1	100%	Maintained by West Dunbartonshire Leisure	2028
Others	6		Part of Building Upgrades Programme will be Condition B by 2028	2028
<b>TOTAL</b>	<b>196</b>			