



West Dunbartonshire Council

Asset Management Plan

2006

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CHAPTER 1

1.0 INTRODUCTION AND BACKGROUND

1.1.1 West Dunbartonshire Council recognises that property/assets are a key resource and require to be effectively managed. Asset Management is critical to achieving delivery of improvement to service provision and ensuring that assets are utilised in the most effective manner.

1.1.2 Our Statement of Purpose relating to asset management planning is as follows:

To manage all assets to ensure that they contribute fully to the efficient delivery of services.

1.2 Asset Management and Best Value

1.2.1 The Scottish Executive's Best Value Task Force have issued an advisory note entitled "Asset Management under Best Value". It states that there are five provisions in the Local Government in Scotland Act 2003 which are relevant to asset management and they are as follows:

- a) Arrangements should secure Best Value.
- b) Characteristics of an authority which secures Best Value.
- c) Determination of the amount allocated to capital expenditure - the Prudential Capital Regime.
- d) Power to enter into agreements for construction or maintenance of buildings and works.
- e) Powers to dispose of land for less than full value.

1.2.2 The guidance makes it clear that the duty of Best Value applies to everything Council's do, therefore sound management of resources has direct implications for asset management and in particular:

- management arrangements must secure continuous improvement
- the Council must balance quality and cost in relation to procurement and use of assets
- the Council are expected to achieve sustainable development as well as meeting economic criteria

1.2.3 Definition - Asset Management is commonly defined as the full life cycle management of such assets in order to maximise their advantage. It covers site acquisition and disposal, replacement and remodelling of buildings, roads and bridges to include extensions and improvements, plus the management and maintenance of such capital infrastructure assets. From a financial standpoint, regard must also be made to the opportunity cost of such assets, i.e. the cost of having capital tied up in the asset rather than available for investment.

With regard to the foregoing the term assets relates primarily to infrastructure, land and property (including operational and non operational), including farmland, industrial premises, vacant or derelict land, social housing, schools, offices, social work buildings, care homes, cultural and leisure facilities, depots, roads and bridges and in addition assets includes vehicles, and Information Communication and Technology (ICT) systems.

1.2.4 The advisory note states that efficient management will enable an authority to:

- assess the make up of the best portfolio required to deliver the given services
- minimise occupation costs, and maximise property efficiency
- maximise efficiency of service delivery
- facilitate long term planning in the context of corporate objectives
- develop corporate thinking
- develop valuable long term partnerships
- free up resources for reinvestment, should the financial policy of the authority allow it, and subject to the Prudential Code
- allocate resources effectively to areas of greatest need
- account to the public for its use of public assets

1.2.5 It also states that good asset management will normally meet the following criteria:

- the Council knows what is in its asset portfolio - where they are and who is responsible for their upkeep
- the Council has developed a means of relating the assets in its portfolio to its wider objectives - thus providing a basis for investment and disposal decisions
- the asset portfolio is reviewed regularly
- the Council has considered long term and shorter term objectives
- the Council links the use of assets to the use of other resources
- decisions about reviews, additions, disposals, maintenance programmes and collaboration with other parties are taken systematically and implementation is monitored by Members

1.3 Demographics

It is important to consider asset management in the West Dunbartonshire context. A plan of the area is shown at Appendix 1.

1.3.1 Population

In 2001 the census recorded the population of West Dunbartonshire at 93,378. The 2005 mid year estimated population was 91,183, a decrease of 2,195 people. Since 2001 there has been a reduction in both the number of people in the 0-14 age range and the 25-29 age range. At the same time there has been an increase in older populations in the age range 55-64, but especially in the 70-85 age range. This demonstrates that the age structure of West Dunbartonshire is very similar to the age structure for Scotland as a whole.

One effect of the recorded population change is that it acts as a drag on growth in employment and economic output and has the potential to act as a brake on economic growth.

1.3.2 Housing

In total there are 43,505 dwelling houses in West Dunbartonshire. Owner occupation accounts for 25,101 (58%) of the housing stock. Council housing accounts for 12,338 dwellings (28%) of the total stock and is a significant Council owned asset. Housing Association housing accounts for 6,000 dwellings (14%) of the stock and the remainder is taken up by the private rented sector. This is a significant change from the past when rented housing formed the largest part of the total housing stock.

1.3.3 Household Composition

Around 11,316 (26%) of households have children between the ages of 0-15 years. Lone parent households account for 11% of all households. The so called "average" family unit of two parents and two or three children now accounts for just 18.3% of all households in the WDC area. Pensioner households take up 23% of all households in West Dunbartonshire.

1.3.4 Welfare and Benefits

Scottish Executive statistics (2004) reveal that 21% of the working age population of West Dunbartonshire are in receipt of key income benefit and credits. This means that these households receive a combination of all or some of the following:- Job Seekers Allowance, Income Support, Incapacity Benefit, Severe Disablement Allowance, or Disability Living Allowance.

1.3.5 Economic Activity

The number of people employed in West Dunbartonshire has risen from c. 39,000 in 1999 to c. 41,000 in 2004, which gives an employment rate of 71%. The employment rate for Scotland is 75%. The gross average weekly earnings for full time employees in 2004 was £350.20 in West Dunbartonshire compared to a Scottish figure of £382.60, this means that wages in West Dunbartonshire are about 9% lower than in Scotland as a whole.

1.3.6 Unemployment

Unemployment in West Dunbartonshire has decreased by 4% since 1997 and this is a much faster fall than for Scotland as a whole. The claimant count unemployment figure for June 2005 was 2,290 a rate of 4.5% which is higher than the rate for Scotland which is 3.3%. In West Dunbartonshire 14% of wards have unemployment rates of more than twice the average for Scotland. Of those people who are unemployed 33.5% have been unemployed for six months or more and 17% for one year or more.

1.4 Organisational Arrangements for Asset Management Planning

1.4.1 In April 2002 the Council considered a minute of the Policy Development Working Group and agreed that a Corporate Asset Management Plan should be completed. In September 2003 the Corporate Management Team concluded that asset management software was required and the Council agreed a budget provision in December 2003. Also in December 2003 the Council agreed a report entitled "Building Our Futures - School Estate Asset Management Plan".

1.4.2 In September 2004, following corporate restructuring the Corporate Management Team agreed administrative delivery arrangements for asset management planning and in particular the formation of an Asset Management Group including representation from all departments. The role of the Asset Management Group is to operate corporately at strategic level to drive forward asset management issues and to produce an Asset Management Plan and update the Plan as necessary. The organisational arrangements in place for asset management planning are shown at Appendix 2.

1.4.3 In October 2005 the Council considered the matter of the role of Elected Members in asset management planning and appointed Councillor Maceira as the Lead Member to ensure asset management considerations are taken into account in policy and operational discussions at a political level.

CHAPTER 2

2.0 STATEMENT OF EXISTING ASSETS

2.1 While West Dunbartonshire Council is a relatively small Authority in geographical and population terms it has a substantial property portfolio particularly of non operational (investment) property. An extract from the Council's accounts is detailed in the table below and shows the value of the Council's major assets as at 31st March 2005.

Assets	Value as at 31/03/ 2005
	£
Council House Dwellings	216,613,000
Operational Property	170,059,000
Infrastructure	23,004,000
Vehicle and Plant	7,250,000
Non Operational Property	48,685,000
TOTAL	465,611,000

2.2 The Council owns and/or occupies 902 premises which are valued in accordance with the guidelines set by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Royal Institution of Chartered Surveyors (RICS). Within this portfolio 290 premises are used for direct service delivery for which the Council has a statutory or discretionary responsibility. The number of each of the property types is detailed in the table below. A more detailed list of the properties within each category can be seen in Appendix 3.

PREMISES USED FOR SERVICE DELIVERY

<u>TYPE</u>	<u>NUMBER</u>
Cemetery	10
Centre - Elderly, Youth, Family, Outdoor	4
Community Education Centre	11
Crematorium	1
Depot/Workshop	10
Golf Course	1
Hall	8
Home - Children	5
Home - Elderly	7
Home - Learning Disabilities	2
House - Lodge	9
Library	11
Monument / Listed Building	2
Office	22
Park - Leisure	13
Park - Sport	27
Pavilion - Bowling	9

Pavilion - Sports	17
Public Toilets	2
Recycling Centre	3
Resource Centre for Adults with Learning Disabilities	3
School - Nursery (EECC)	23
School - Primary	34
School - Secondary	7
School - Special Needs	3
School House	15
Sports / Leisure Centre	3
Sports Hall	2
Store	21
Theatre	1
Training Facility	4
	290

2.3 Within the Council each Department holds its own portfolio of operational property assets and the process for making property related decisions is primarily based on service delivery factors. At a strategic level the Council has an Accommodation Working Group (chaired by the Chief Executive) and a Land Disposal Working Group (chaired by the Head of Development and Environmental Services) which provides an overview of all property assets to ensure the use is maximised and services are provided efficiently from the most appropriate location. This forward planning is essential due to the illiquidity of property assets to reduce costs and to minimise the impact on service delivery when changes to property assets such as acquisitions or disposals are proposed as the lead-in times can be long.

2.4 The Council also owns 640 investment assets, 28 of which are currently used for service delivery. These assets primarily comprise of:

- Industrial units (153)
- Shops (105)
- Offices / business space (137)
- Ground leases (146)
- Development sites & miscellaneous (99)

2.5 Some of these assets (industrial units / business space / local shops) are used for indirect service delivery through business support and development to provide employment opportunities. Others address market failure in the provision of start up units for new business or retail units in housing estates. The remainder are held as investments by the Council to generate income and capital growth over the longer term to finance the direct delivery of other services by the Council.

- 2.6** The largest single asset within the non-operational portfolio in terms of value is the ground lease of Clydebank Shopping Centre. The Centre is operated by CIS Insurance and under the terms of the ground lease the Council receives an annual rental income of around £1.55 million. The other substantial retail asset within the portfolio is Alexandria Shopping Centre which is owned by the Council outright. This Centre comprises of 37 retail / commercial units which generate an annual rental income of around £675,000.
- 2.7** The non-operational property portfolio is managed by the Estates Section of the Development and Environmental Services Department of the Council and generates an annual revenue income in the region of £4.31 million. In addition to maximising the rental income generated from these assets the Estates Section also analyses the portfolio to select assets suitable for disposal at the correct time to maximise the financial benefit to the Council. In addition the non-operational assets of the Council are used to generate and promote redevelopment schemes either with partner agencies or with the private sector.
- 2.8** The Council owns 12,338 dwellinghouses, with a value of £216.61 million, that are let by the Housing and Technical Services Department. Further information on the location and house types is as follows:-

Housing Property Numbers as at 1 April 2005

	<u>Total</u>
<u>Dumbarton/Alexandria</u>	
House	2,118
High Rise	441
4 in a block	1,916
Maisonette	649
Tenement	973
<u>Clydebank</u>	
House	1,161
High Rise	1,340
4 in a block	1,622
Maisonette	1,219
Tenement	899
	<hr/> 12,338

2.9 The local road network is the largest and most visible community asset for which West Dunbartonshire Council is responsible. The main elements of this network are some 340kms of carriageways, 456kms of footways, 150 or so road-related structures and over 15,000 lighting columns. Using a methodology developed by the Society of Chief Officers of Transportation in Scotland (SCOTS) for use by all Scottish authorities, the current estimated value of the roads-related assets in West Dunbartonshire is in excess of £200m. As knowledge of the condition of our assets improves through detailed surveys over the next few years, a more accurate valuation will be possible, but in the meantime the nationally-accepted SCOTS methodology remains valid although it is recognised that this figure differs greatly from the infrastructure asset value listed at para 2.1.

Valuation of roads-related assets is not an end in itself, but is an important tool for linking asset management and financial planning. It provides an analysis of the condition of an asset over its life and an indication of the investment needed to keep the asset delivering the required service over its life-cycle. A Roads Asset Plan will be developed during 2006/07, and this will include appropriate local policies and procedures for asset valuation, including an annual asset valuation report.

2.10 Until December 2004, all vehicles and items of plant were procured through an operational lease. From then on vehicles have been purchased via Capital funding, and at 31 March 2006 this accounts for 57% of the current fleet of 370 units. It is envisaged that the value of the assets will increase over the coming years and stabilize around December 2009 when all leased vehicles have been replaced.

CHAPTER 3

3.0 DATA MANAGEMENT

3.1 Introduction

3.1.1 Compilation of property Information was previously a disaggregated function carried out by several departments, Housing and Technical Services, Development and Environmental Services and Finance. There was little cross departmental working as each department worked independently of each other, sometimes duplicating data.

3.2 Housing and Technical Services

- 3.2.1 The Property Information Control System (PICS) was carried over from Strathclyde Regional Council in 1996. This system was limited in content and was not particularly user friendly and as a result, no new property data had been added. A Microsoft Access database was set up to improve availability and range of information, but again this system was limited in operational use. Of the modules contained within PICS only the work ordering module Regional Architects Committed Expenditure was taken on at the commencement of West Dunbartonshire Council and used continuously since. This module is a commitment and expenditure work ordering system having interfaces with Property Maintenance DLO "SERVITOR" and the corporate finance system GL Millennium. The report writer in RACE is not user friendly, the system is character-based rather than windows-based and requires a major update. Nevertheless, RACE still operates and holds valuable property expenditure and management information for work issued to both the Property Maintenance DLO and private contractors.
- 3.2.2 The RACE system will, in the meantime, continue to operate in conjunction with the recently procured IPF AssetManager to provide historical property maintenance costs and to enable completion of national and local performance indicators.
- 3.2.3 All works planned and carried out on Roads infrastructure is managed through the Roads Costing system which provides detailed information on works costs, and provides direct input into national and local PI's. The Street Gazetteer and Register of Adopted Roads provide database information on the roads asset.

3.3 Development and Environmental Services

- 3.3.1 Prior to Local Government reorganisation in 1996 the predecessor authorities of Strathclyde Regional Council, Dumbarton District Council and Clydebank District Council each had their own non operational property portfolio primarily consisting of shops, industrial units, offices and ground leases.
- 3.3.2 Following the inception of West Dunbartonshire Council these portfolios were brought together and managed by the Estates Section utilising a single Estates database in an Excel format. This system allows for basic property information on all the premises to be stored including tenant's details, rental, areas and lease information. The main limits of the system are that it is not available on line and therefore the most up to date information cannot be accessed by all users. The system is also difficult to manipulate which limits its effectiveness as a management tool and it acts primarily as an information storage device.

3.3.3 In addition to the management of the non operational portfolio the Estates Section provides input for the Asset Register which includes operational properties (schools, halls, libraries, sports centres, homes, depots etc). The Asset Register is also held on a database in an Excel format and is in three parts – General, De-Minimis and Common Good. The same issues regarding updating, managing and accessing the information exist as with the Estates database. However it is anticipated that the new IPF Asset Manager system which has been acquired by the Council will provide an integrated property management solution for both the Asset Register and for the Estates database.

3.4 Finance

3.4.1 It is anticipated that the Asset Register spreadsheet, currently used to calculate capital accounting entries for the annual accounts, will be replaced by the capital accounting module within the new AssetManager system.

3.4.2 Currently the Asset Register spreadsheet is updated annually after circulating departments for additions, disposals etc. With the new integrated system it is expected that the asset register within the new system will be updated continuously and the capital accounting calculations required for the annual accounts will be available automatically from the new system.

3.5 Corporate Property Software

3.5.1 During the process of the Best Value Review of Operational Property, the Corporate Best Value Property Group, identified the problem of disaggregated property information and concluded that a more integrated and seamless transfer of property data from a corporate perspective was urgently required. The Asset Manager computerised system produced by the Institute of Public Finance was closely scrutinised and was considered to be a satisfactory system which would meet the requirements of the Best Value Group.

3.5.2 This system was purchased and became operational in September 2005 when training was carried out. The Asset Manager.Net system is internet based which means all Council personnel with an approved password can gain access to property information. Only the department that inputs information can amend or delete that data and any sensitive information such as tenants personal details, rental etc can be restricted to appropriate users only. Access rights are being controlled by Information Services to safeguard the systems integrity.

3.5.3 The system holds all relevant:

- Estate function information e.g. Asset Valuation, Rents, Lease Information
- Capital accounting;
- Plant, vehicle and equipment information;
- Housing
- Other property information, surveys, photographs, drawings etc

3.5.4 Property information is being entered into this system and existing data where appropriate is also updated. Once significant data is entered, it is proposed to increase access rights to all property managers in a phased programme. Property information that each Property Manager will be allowed to view will be at the discretion of departmental managers and the Asset Management Group.

3.5.5 Property information will include the following:

- Room sizes
- Condition Surveys
- Disability Access Surveys
- Asbestos Records
- Suitability
- Sufficiency
- Photographs
- AutoCad drawings

Capital Accounting and Estates information would not be made accessible to Property Managers.

3.5.6 For the first time, information for West Dunbartonshire Councils property assets can be collated and viewed at a single source increasing the efficiency and accuracy of the Asset Management process. This range of information is set out in more detail in Chapter 4.

CHAPTER 4

4.0 PROPERTY CONDITION

4.1 Surveys

4.1.1 The effective maintenance of property assets is crucial to securing efficient use and maximisation of value. Conditions survey work is a vital element and the following Condition Surveys have been carried out with the data being entered and available in Asset Manager:

Property Type	Surveys Complete
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Complete - Fabric, Electrical and Mechanical Surveys

Education and Cultural Services:

Primary Schools	35
Secondary Schools	7
Special Schools	3
Pre-5 Education	14
Community Education Centres	12
Leisure Centres	3
Libraries	11
<i>Social Work:</i>	
Homes for the Elderly	7

Ongoing - Fabric Surveys Only

Pavilions	21
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4.1.2 The conditions survey programme is ongoing and information abstracted from completed surveys will assist and inform decisions on future investment needs.

4.2 Suitability and Sufficiency

4.2.1 Suitability will be a statutory performance indicator from April 2006 and the necessary data will be collected. Sufficiency is a local performance indicator which Local Authorities are encouraged to collect and which will be adopted by this Council. Information will be gathered as part of the conditions survey programme with specific service input from departmental operational managers who have responsibility for the individual premises. The data will be entered into the Asset Manager system.

4.3 Asbestos Management

4.3.1 One Hundred and Ninety type 2 Asbestos Surveys have already been undertaken of Operational Properties. IPF are currently converting this data and will upload to Asset Manager when complete. Hard copy reports are issued to Property Managers to act as the Asbestos Register in compliance with current legislation.

4.4 Legionella Hygiene Management

4.4.1 Legionella: Approximately 200 risk assessment surveys have been carried out in accordance with the Approved Code of Practice and are available in hard copy report format.

4.4.2 Each report contains the Risk Assessment and recommendations which have been used to instigate a programme of making good, annual maintenance and testing.

4.4.3 The IPF Legionella Module will be added to Asset Manager.

4.5 Fire Risk Management

4.5.1 The Fire Risk Module will be added to Asset Manager and will be used to augment and improve the present fire risk management arrangements.

4.6 Disability Access Audits:

4.6.1 Surveys have been carried out of all operational properties and the data collected is now available on Asset Manager. The Corporate Policy Officer - Access for the Disabled is using these reports to instigate phased projects to ensure that the Council complies with Disability Discrimination Act legislation and Chapter 5 of this Plan contains more detailed information.

4.7 Energy Management

4.7.1 The Council has adopted an energy strategy policy and is working towards implementing a number of measures designed to reduce energy consumption in all operational property.

4.8 Property Performance Indicators

4.8.1 Data input is ongoing and once significant information is entered into the system, Property Performance Indicator reports for each property type will be deliverable. Regular monitoring and analysis of property performance is an essential process to ensure continued effectiveness of both property and the services contained within. It is intended that the following property indicators will be assessed and reported annually.

4.8.2 1 A, B: Spend

1A Property Costs as a % of the Total Revenue Budget of the Council.

1B Property Costs per m2 GIA (Gross Internal Area) by CIPFA categories.

4.8.3 2 A, B, C & D: Stock (Condition & Required Maintenance)

2A Percentage of Gross Internal floor-space in condition categories A - D.

2B Required maintenance by cost expressed:

i) as total value

ii) as a % in priority levels 1-3

iii) value per square metre GIA

- 2C Annual percentage change to total required maintenance figure over previous year.
- 2D
 - i) total spend on required maintenance.
 - ii) spend on required maintenance per square metre GIA.
 - iii) percentage split of total spend on required maintenance between planned and responsive maintenance.

4.8.4 3 A, B, C: Sustainability

- 3A Energy (gas, electricity, oil) - reported by CIPFA categories by Kwh/m2 and £ spend/m2.
- 3B Water and Sewerage Costs reported by CIPFA category £ spend/m2 GIA.
- 3C CO2 Emissions - in tonnes of carbon dioxide / m2 GIA

4.8.5 4 A, B, C, D: Suitability

- 4A Percentage of properties for which a Suitability Survey has been carried out.
- 4B
 - i) Percentage of properties graded as good or satisfactory.
 - ii) Percentage of properties for which grading has improved since the base date of April 2006.
- 4C Percentage of properties for which an access audit has been carried out.
- 4D Percentage of properties for which an accessibility plan is in place.

4.8.6 5 A, B: Sufficiency

- 5A Operational property as a percentage of the total portfolio.
- 5B Average floor space per member of staff (offices).

4.8.7 Chapter 9 of this plan provides further information on how indicators will be used in a performance context.

CHAPTER 5

5.0 PROPERTY AIMS

5.1 Access for Disabled People

5.1.1 The Council Disability Equality Strategy includes measures to improve the access for disabled people to Council services. This objective has a statutory component and Part 3 of the Disability Discrimination Act 1995 requires that where access is impossible or unreasonably difficult for disabled people the service provider must:

- Remove it, or

- Alter it, or
- Provide means to avoid it, or
- Provide an alternative means to deliver service of an equal standard

5.1.2 In 2003 and 2004, the Council carried out a full access audit of all public areas in its properties. The audit used software which has allowed the data to be incorporated into the main asset management database and forms the basis of the Council's access improvement programme.

5.1.3 The access improvement programme has identified 15 of the most used Council buildings and a further 30 properties, such as libraries and halls which support local communities, as the priority for access improvement. In 2005/6, 25 buildings from these priority groups were identified for access improvement work, based on service priorities, user feedback and the link to other capital work. The West Dunbartonshire Access Panel has been consulted on the overall approach to access improvement and on the specific programme.

5.1.4 Access improvement to schools property is undertaken as part of the Access to Education Strategy and is an integral element of the Council's Public Private Partnership strategy for school regeneration.

5.1.5 The Statutory Performance Indicator of accessibility to buildings, considered in conjunction with access criteria identified by the Council itself, provides an appropriate basic measurement of accessibility, and can be used to measure improvement. In 2004/5, the Council reported that it had assessed 20.8% of its buildings as being reasonably accessible for disabled people, and has set a target of 28% (i.e. a 7.2% increase) for 2005/6.

5.1.6 The access improvement programme is co-ordinated by the Policy Unit of the Chief Executive's Section, in liaison with Property Management Services, Architectural Services and service management. For 2006/7 and beyond, the programme will be based on a three year allocation to facilitate a co-ordinated, priority-focused approach to access improvement.

5.2 Property Policies and Procedures

5.2.1 Since the inception of the Council policies and procedures relating to property and other assets have been determined by way of reports to Members. Such reports generally being considered at Committee with some issues being decided at Council. A summary of the decisions taken on asset management related matters is listed at Appendix 4. The Appendix does not contain information on decisions taken in relation to individual properties.

5.2.2 Whilst there is a significant level of power delegated to Directors to deal with property related matters, and in particular concerning management of the Commercial and Industrial (Non Operational) Property Portfolio, major property decisions are subject to Member approval and policies and procedures are also determined at Committee or Council level.

5.3 Service Requirements

5.3.1 The departments of the Council all have legislative obligations relating to properties and legislative requirements play a significant role in relation to property aims, objectives and strategies. The following paragraphs summarise the needs of the Council departments in relation to service delivery in a legislative context.

5.3.2 Social Work - The Social Work Department has responsibility for six care homes for older people; five care homes for children and young people; four day centres for older people; two day centres for people with learning difficulties; two community care offices; two children's services offices; one care home with people with learning disability; one criminal justice service office; one head quarters office; one learning disability services office and one social work services office. Of the above responsibility for the head quarters office and one of the children's services offices is shared with Corporate Services.

5.3.3 The Regulation of Care (Scotland) Act 2001 established the Scottish Commission for the regulation of care (the Care Commission). This independent body has established national standards which include physical standards in relation to room sizes for bedrooms, common areas, corridors and other space within care homes for adults and children. Similarly the Care Commissions Standards, for day care establishments including physical requirements for buildings used for provision of day care services.

5.3.4 Condition surveys have been carried out for the six Council owned care homes for older people. The programme of condition survey is proceeding in respect of care homes for children and young people and learning disabilities services. The conditions surveys and feasibility surveys are being used to determine which buildings meet national standards and which fall short. Of those failing to meet national standards, each building will be further assessed to determine whether it is viable to bring it up to standard by investment or whether other options, including discontinued use and disposal, must be considered. Future plans relating to care homes for older people and day care provision for people with learning disabilities have been addressed at Council Committees.

- 5.3.5 Social Work requires replacement office accommodation in Dumbarton/ Vale of Leven for staff to deliver Community Care Services and as a public access point. Their current building is considered not fit for purpose. Future needs for Care Homes and Day Care facilities will be determined by Capacity Planning and Balance of Care strategies developed between the Council, Health Partners and Communities Scotland.
- 5.3.6 Development and Environmental Services (DES) - The Estates Section of DES manages the non-operational (Commercial and Industrial) Property Portfolio and other non-operational commercial premises on behalf of other departments. DES employees occupy the main Council Offices at Dumbarton and Clydebank and similarly Waste Services are delivered from the Dumbarton and Clydebank Depots and from recycling/waste centres. Lead responsibility for the Council Offices and Depots lie with Corporate Services and HaTS respectively. DES operational also include an Enterprise Centre, an Innovation Workshop, a Young Persons Training Workshop, a crematorium, Balloch Castle, Civic Theatre and other halls and facilities.
- 5.3.7 Education and Cultural Services - management of the buildings is the responsibility of the Schools Estate Team within Education and Cultural Services. The current portfolio comprises 34 Primary Schools, 3 Special Schools, 14 Early Education and Childcare Centres (EECCs), (14 of which are in separate premises and 9 of which are located within existing primaries) 7 Secondaries, 12 Community Education Centres, 11 Libraries and the Library Headquarters. The current "Building Our Future Schools Regeneration" PPP project comprises the delivery of 4 new Community Learning Centres (CLCs) thereby reducing the portfolio by 2 secondaries and 2 primaries. The new CLCs comprise:-
- (a) Vale of Leven CLC: replacement secondary school and EECC.
 - (b) Dumbarton CLC: replacement secondary school, amalgamation of 3 primaries and 1 new EECC.
 - (c) Clydebank non-denominational CLC: replacement secondary school.
 - (d) Clydebank denominational CLC: amalgamation of 2 secondary schools, 1 primary school and 1 EECC.
- 5.3.8 The Housing Division of Housing and Technical Services (HaTS) has consistently endeavoured to maintain and improve Council housing stock and there has been year on year investment in improvements including aspects such as roof and fabric renewal/repairs; insulation/warm homes and central heating; bathroom and kitchen replacements; and renewal of electrical installations. In order to comprehensively meet the Scottish Quality Housing Standard, proposals have been progressed concerning the Community Ownership Programme including a comprehensive Housing Business Plan involving partial stock transfer.

HaTS also act as agents for all council departments, and for others, with regard to the provision of property maintenance and associated services.

With regard to property needs, HaTS staff are primarily located at Garshake Road with employees operating from Depots, Workshops, Offices, and Sport and Leisure facilities located throughout the area.

- 5.3.9 The Department of Corporate Services, through Legal and Administrative Services, has responsibility for the two main Council office complexes at Rosebery Place and Garshake Road. The Department is also responsible for both of the main civic buildings being the Municipal Buildings, Dumbarton and the Town Hall, Clydebank and for the Registrar's office at Bank Street, Alexandria and the Bridge Street offices within the Town Centre at Dumbarton.

Corporate Services has carried out a number of works to the various office complexes in order to comply with its legal responsibilities. Wider entranceways have been installed together with ramp accesses. New lifts have been installed within the Town Hall and the Municipal Buildings and the lifts within Garshake Road and Rosebery Place have been refurbished.

Other works which have been carried out to our offices and buildings include the use of tactile surfaces, installation of loop circuits, new lowered Reception desks, installation of CCTV, the provision of evacu chairs and visible evacuation warnings within toilets.

An inspection regime exists for all Corporate Services premises and close liaison is maintained with the Department of Housing and Technical Services in order to ensure that buildings meet legislative requirements.

5.4 Consultation and Involvement

- 5.4.1 There are many examples of extensive consultation involving key stakeholders when consideration has previously been given to property related matters. It is recognised that consultation with key stakeholders in relation to asset management issues is essential, and in particular contributes to aligning asset management with customer needs; identifying potential problems; provides information in relation to prioritisation and use of resources; and demonstrates commitment to openness and accountability.

- 5.4.2 The Council are committed to continuing to undertake consultation and ensure the involvement of stakeholders in asset management decisions. The Council will utilise the Citizens Panel questionnaire and will invite the views of key representative groups such as the Disability Working Group and the Joint Consultation Forum in relation to asset management issues. Opinion meter and similar techniques will be used to measure responses with regard to issues relating to specific buildings.
- 5.4.3 The consultation database will be used to identify where consultation has addressed asset management issues or where planned consultation could include relevant questions.
- 5.4.4 The results of consultation exercises will be used to inform option appraisal and in respect of decisions concerning the use of resources. The results of consultation will be published by way of report; by using the media; and within the West Dunbartonshire News.

CHAPTER 6

6.0 OPTIONS FOR CHANGE

6.1 Operational Buildings

- 6.1.1 In April 2002 Members considered a Best Value report on the Operational Buildings Portfolio and one of the recommendations agreed was that a Corporate Asset Management Plan should be compiled.
- 6.1.2 Conditions survey work utilising the IPF Condition Survey Model and other related modules commenced in 2003, priority being given to schools.
- 6.1.3 In September 2003 the CMT identified the need for and agreed the purchase of Asset Management Software and budget provision was subsequently approved at Council on 17 December 2003.
- 6.1.4 The officer group that recommended compilation of a Corporate Asset Management Plan also progressed work including:
- i) compilation of a database of operational properties;
 - ii) GIS electronic mapping of the locations of operational properties to facilitate cluster studies;
 - iii) identification and reporting to Council of land and buildings suitable for disposal, including disposal procedures;

iv) consideration of best practice aspects of facilities management.

6.1.5 In January 2004 the CMT considered a report entitled “Corporate Asset Management Planning” and decided that an Asset Management Group should be established. In April 2004 a report on Council Structures was considered and approved by the Council and the report recognised a growing importance of Asset Management and highlighted the need for a coherent approach to strategic management of property and land.

6.1.6 Conclusions that have been arrived at as a result of the work of the Best Value Group and thereafter the Asset Management Group are as follows:

- i) West Dunbartonshire Council inherited a diverse range of operational properties from the three predecessor Councils and, at some locations, the Council own or occupy several properties in close proximity to one another, some of which are under utilised and are capable of being used more efficiently.
- ii) Reconfiguration of service delivery arrangements can contribute to improvements in service quality and efficiency and in particular co-location of services contributes to delivery of Best Value in terms of quality and cost.
- iii) Rationalisation of the operational buildings portfolio will deliver revenue savings in areas such as property maintenance; insurance; energy costs; building cleaning; caretaking/janitorial costs; grounds maintenance; security; rates; water and sewerage; telecommunications; furnishing/fittings and other costs.
- iv) Disposal of under utilised properties will generate significant capital receipts which in turn facilitate service improvement through the capital programme.
- v) Disposal of property, or delegation of property management, to a community or sports group can achieve community empowerment and service improvement through raised levels of public commitment and perhaps through access to sources of funding.
- vi) Building maintenance standards can be improved through utilising existing budget levels on fewer buildings.

- vii) Community and economic development may also be progressed through disposal of land or buildings that may in turn be developed thus providing residential or business accommodation and employment opportunities in the construction phase and thereafter. A disposal may also facilitate improvement in a community partners service delivery.
- viii) Services may be protected, retained or improved through co-location and/or better use of existing budget provision and co-location can contribute to building stronger communities through improved social intercourse. It is also recognised that service provision may be adversely affected if service users are relocated to a less convenient location.

6.1.7 More efficient use of buildings may be achieved through optimising occupancy. Some operational buildings are under occupied and optimising occupancy levels will result in more efficient utilisation of the floor space available.

6.1.8 Some building are underused in that they are only used a certain times of the day, or on certain days or may be not being used at all at certain periods throughout a year. Greater use of a proportion of operational buildings is possible and would result in delivery of more efficient services. Furthermore closer working, involving partners of the Council and community organisations, would result in greater efficiency in building use.

6.1.9 It is considered that there is significant opportunity for service improvement through a combination of the extended use of new technology and the adoption of new working arrangements. There is a need to increase and extend the use of information and computer technologies. The extended use of these technologies will facilitate a reduction in the need for operational accommodation and in particular (a) home working; (b) desk sharing/hot desking and (c) in the community/on site working, can contribute to greater efficiency.

6.2 Non Operational Buildings

6.2.1 The Council has recognised the importance of prudent management of the Commercial and Industrial Property Portfolio and in particular it has identified the need to maximise benefit from property assets.

6.2.2 The need to review and identify properties that are surplus to requirements or are burdensome in terms of cost has also been recognised and the Council have in place established policies relating to disposal of such properties.

- 6.2.3 The need to take prudent decisions in relation to management and investment in the property portfolio has been recognised with a view to ensuring revenue income and capital value are maintained and maximised.
- 6.2.4 Central government policies concerning financing of local government by central government require to be reviewed and in particular the elements relating to grant aided expenditure and capital finance should be, and are, reviewed on a regular basis.
- 6.2.5 Greater consideration requires to be given to the cost of having capital tied up in an asset rather than available for investment. This can be considered as the opportunity cost of assets. In this regard the regular review of asset values and the consideration of potential investment opportunities require to be addressed in a more intense and regular manner. Opportunities for the Council to prudently invest in land or buildings that would result, directly or indirectly, in service improvement should be considered both on a regular basis and also where specific opportunities arise that could result in major benefit to the local community.

6.3 Schools Estate

- 6.3.1 Since Local Government Reorganisation in 1996, 2 primaries have been refurbished and extended, and another 3 primaries have been rebuilt.
- 6.3.2 The recent Scottish Executive Schools Fund has allowed the proposed refurbishment and extension of a primary together with 2 new build primaries.
- 6.3.3 The current Schools Regeneration PPP Project is valued at approximately £450million over the next 30 years, having an estimated capital value of £100million. The project will be for 4 new Community Learning Centres comprising the replacement of 6 secondaries and 4 primaries with 4 new secondaries and 2 new primaries. The building works will take place from 2007 to 2010.
- 6.3.4 The Regeneration Programme will provide modern purpose-built facilities for 21st century education and out-of-hours community use.

6.4 Housing Stock

6.4.1 The Council wish to ensure all Council Housing stock is brought up to and maintained at the Scottish Housing Quality Standard. A stock condition survey was undertaken in early 2005 and options were subsequently considered. A Community Ownership Programme involving partial transfer of stock will present significant opportunities for regeneration and debt write-off and this option is currently being taken forward.

6.5 Infrastructure/Vehicles Plant

6.5.1 The Council has recognised the importance of its road infrastructure and additional funding is provided annually to try to address a historic maintenance backlog across these assets. This backlog is currently valued at some £10M (based on SCOTS work) with an indicative value of £1M per annum over 10 years stated to stabilise the condition of the network. Current funding falls well short of this figure and therefore the roads assets are currently in a reducing structural condition. As asset management planning develops and improves, greater efficiencies will be gained in service delivery without need for significant change in delivery mechanisms.

6.5.2 The transport fleet has an established medium term plan for change (ref. 2.10) and no further change is required at this time.

CHAPTER 7

7.0 CAPITAL STRATEGY

The Council's capital strategy within the Asset Management Plan encompasses the following areas:

- Definition of Capital Expenditure
- Funding of Capital Expenditure (including resource maximisation, prudential borrowing)
- Prudential Borrowing
- Prioritising Capital Expenditure
- Three Year Planning
- Current Spending Plans
- Investment Appraisal

7.1 Definition of Capital Expenditure

7.1.1 Members agreed a Capital Definition Guidance Note at the Corporate Services Committee on 24 February 2004 and further details are available from this Note.

7.1.2 There are two main types of expenditure on assets - namely revenue and capital. Depending on the type of expenditure, there are a variety of methods to pay for it. Capital Expenditure is defined by the Statement of Recommended Practice (SORP) as 'expenditure on the acquisition of a fixed asset or expenditure which adds to and not merely maintains the value of an existing fixed asset.'

7.1.3 There are a number of different types of assets and listed below are examples of what is an asset when considering capital expenditure within the remit of the Plan:

- Construction of new buildings.
- Purchase of existing buildings/land
- Enhancement of existing buildings/land (including extensions and upgrades to major components e.g. lifts, heating systems, etc.)
- New roads including infrastructure

7.1.4 A repair (chargeable to revenue) becomes an enhancement (chargeable to capital) if it meets *one* of the following objectives:

- Lengthens substantially the life of the asset
- Increases substantially the open market value
- Increases substantially the extent to which the asset can or will be used

7.2 Funding of Capital Expenditure

7.2.1 Capital is funded from a variety of sources, including Scottish Executive support (ring fenced grant funding and general 'Government Supported Borrowing'); receipts through sale of assets; grant funding from private sector contributions and through prudential borrowing.

7.2.2 The current capital programme 2006/07 to 2008/09 will seek to maximise available resources. However, planning is restricted to the medium term through lack of longer term information on available resources, such as external grant funding. The Council seeks to improve the position with regard to longer term planning by addressing the matters of funding and long term disposals.

7.3 Prudential Borrowing

7.3.1 Under the Prudential Code, local authorities determine their own programmes for capital investment in fixed assets that are essential to the delivery of quality public services. In setting or revising the level of their prudential borrowing, the authority is required to have regard to the following matters:

- Affordability, e.g. implications for Council Tax and Council housing rents

- Prudence and sustainability, e.g. implications for external borrowing
- Value for money, e.g. option appraisal
- Stewardship of assets, e.g. asset management planning
- Service objectives, e.g. strategic planning for the authority
- Practicality, e.g. achievability of the forward plan

7.3.2 The Council complies with the Prudential Code and remains within sustainable limits set by use of prudential indicators which have been agreed and updated at Council.

7.4 Prioritising Capital Expenditure

7.4.1 During the planning process, the capital plan is split into two areas, namely (a) committed and (b) non committed expenditure.

Committed expenditure includes slippage from bids already authorised by the Council in previous years and ring fenced projects that have received funding from external sources (e.g. Scottish Executive).

Uncommitted bids are bids submitted by council departments each year requesting approval. Normally bids far exceed available resources, thus departments are asked to prioritise their bids as follows:

7.4.2 Priority Allocation Category

Category Reference	Detail
1	Project must be implemented to comply with health and safety & other legislative requirements
2	Project is necessary to avoid service breakdown and/or failure
3	Project seeks to maintain/extend life of Council assets
4	Project necessary to meet specific documented Council commitments and/or priorities
5	Project which adds value to Council assets
6	Projects essential for reasons other than those already identified

Priority is normally given to bids that are Health and Safety related, business critical or are classed as spend to save.

The introduction of the IPF AssetManager system will help to verify and provide audit evidence of bid priority allocation categories. Using the system will also identify high priority projects, for future years.

7.4.3 Departments are also asked to identify which strategic Council/Service priority the bid falls under, as noted below:

Council Priority & Objective Category

Category Reference	Detail
1	Regenerate & develop the local economy
2	Promote health & well-being
3	Promote life-long learning
4	Create better environment
5	Develop our children and young people
6	Provide high quality, best value services

7.5 Three Year Planning

7.5.1 The Council adopts best practice by preparing a capital plan for the following three years. Current capital plans will cover the years 2006/07 (definitive), 2007/08 (indicative) and 2008/09 (indicative). Bids in line with service priorities have been submitted by departments for these years. This medium term plan seeks to link service priorities to the corporate plan and therefore strategic decision making.

7.5.2 There are a number of areas (e.g. Education, HRA) where longer term condition surveys have been completed. Following these surveys, appropriate bids are identified within appropriate years and other options for asset maintenance may be identified such as Public Private Partnerships, potential Housing Stock Transfers which have a major impact on both capital and revenue spend in the Council.

7.6 Current Spending Plans

7.6.1 Currently, a number of planned improvement and maintenance needs have been identified and detailed spending plans include:

- Regeneration of the educational environment by a programme of planned improvements to address outstanding work identified in condition surveys and through PPP initiatives.
- Economic regeneration throughout the council area, including the construction of a leisure/museum/heritage facility at Queens Quay Clydebank.
- Upgrading the council housing stock to meet required standards.
- Additional investment through prudential borrowing for recreation and sporting facilities in recognition that excellent sporting facilities improve opportunity for young people to develop essential life skills, improve health and well being.

- Private sector housing improvements including protection and enhancement projects.
- The upgrading of social work establishments.
- Safer lighting in housing estates.
- The vehicle replacement project (an example of a spend to save initiative).
- Replacement/reconstruction of key roads.

7.7 Investment Appraisal

7.7.1 The Prudential Code requires authorities to have explicit regard to option appraisal in making its investment decisions. An Option Appraisal Guidance Note has been prepared and an Option Appraisal Template will be available for use by all departments during 2006/07.

The Guidance Note includes:

- Background to the Prudential Code
- Why and when option appraisal is required
- What should be covered within option appraisal
- What techniques are available

7.7.2 In-house training of departmental staff and advice will be made available to departments during 2006/07.

CHAPTER 8

8.0 REVENUE STRATEGY

In general, a revenue strategy within asset maintenance would describe subjective 'property' costs as:

- Energy (gas, electricity and oil)
- Rates (Non Domestic and Water)
- Cleaning costs
- Janitorial costs
- Cyclical (and non-cyclical) repairs and maintenance
- Property Insurance
- Rents

The Council's revenue strategy within the Asset Management Plan encompasses revenue implications following on from:

- The efficient use of assets within the Council, in respect of minimising revenue property charges incurred

- The cost coding structure used by the Council ensuring easily identification of full costs per property
- The reporting of the budget ensuring easy comparison of actual costs against the budget set
- Identification and controlling of financial resources for spend to save initiatives and non-cyclical property costs.

8.1 Efficient use of assets

8.1.1 The Council has an Accommodation Working Group. The group's remit includes reviewing the buildings used in the provision of council services. It seeks to take into account the space available versus the space required; the location of offices involved in direct public services as well as the location of support offices; and the location of staff within these buildings.

8.1.2 The group's remit reviews the allocation of departmental and service staff to particular buildings and locations to ensure best use of those buildings. Recommendations may be drawn to relocate staff and/or vacate buildings, where appropriate.

- a) Appropriate use of buildings ensures that the Council minimises property costs where it can. For example two half filled buildings will create costs similar to the costs incurred on the full use of buildings - i.e. 100% NDR/Gas/Electricity. Re-location of staff and closure of one building is likely to save money - money which can be re-invested in front line services. Property assets identified as 'surplus to requirements' generate capital income on disposal, which can, indirectly, further reduce revenue expenditure through reducing loan charges.
- b) Appropriate location of staff ensures other costs such as staff travel and opportunity costs of travelling time are minimised - allowing maximum direct and indirect investment to front line services.

8.2 Identification of costs through coding structures

8.2.1 The 'general ledger' is a computerised database, which holds information on costs and income of the Council. The ledger allows budgets to be prepared, budgetary control to take place and final accounts to be completed. The ledger also allows for analysis for property information to aid the Council's Asset Management Planning.

8.2.2 The 'coding structure' within the ledger identifies particular types of expenditure (e.g. property costs) to particular assets/buildings used by the Council.

To ensure full and proper information is available for decision making, the Council are working towards a coding structure for expenditure which will allow:

- a) full costing information per property on an annual basis
- b) full costing information by type of property expenditure

This will allow abnormalities to be identified at an early stage, investigations to be carried out promptly and appropriate corrections to be made to ensure minimal financial impact to the Council.

8.2.3 The Council have a new ledger system, due to be implemented on 1 April 2006 which can also facilitate other information to be held and analysed (such as gas/electricity units used). This will also allow anomalies to be identified at an early stage and minimise financial impact to the Council.

8.3 Reporting of the Budget

8.3.1 Currently, the Council prepares its annual budget without full identification of costs on a property by property basis. Furthermore the Council do not allocate certain property costs until the year end (e.g. asset charges for use of assets, property insurance, central repairs, educational property general maintenance, etc).

8.3.2 With the introduction of the new ledger system, the intention is to consider the need for developing full-cost annual budgets and full-cost budgetary control reports by 1 April 2007.

This development will make it easier to identify problem areas more timeously, allowing for a quick correction, where appropriate and thus potentially minimising the financial impact to the Council.

8.4 Identification of Financial Resources

8.4.1 There are a number of potential sources of income, which allow for non-cyclical expenditure or spend to save initiatives to take place, which may positively influence the Asset Management Plan.

The Council hold resources within an 'Energy Efficiency Fund' (in partnership with the Scottish Executive). Services/departments can apply for loans from the Fund for spend-to-save initiatives. The fund allows spend in areas which would normally not take place - through lack of resources. The loans will allow energy efficiency measures to take place, thus reducing revenue spend in future years and increasing funding available for front-line services.

- 8.4.2 The Prudential Code has allowed borrowing to take place for additional capital expenditure over and above what would have been consented from the Scottish Executive. How this additional spend is funded is for the Council to decide. The Council can chose to fund spend-to-save initiatives which may decrease property revenue expenditure over a number of years.
- 8.4.3 Public Private Partnerships (which affect both revenue and capital) may have level playing field monies allocated to the project. Revenue costs are affected through both types of expenditure and potential affordability gaps identified within PPP projects.
- 8.4.4 Currently the Council do not hold a reserve for ad hoc non-cyclical property repairs. If an issue arose, the financing of the issue would be considered individually and on its own merit. There are no plans to change this practice. However, the Council have a Prudential Policy, within which it strives towards a level of revenue reserves held within the Balance Sheet. This reserve is held for use, when appropriate. This could include a scenario where ad hoc cyclical repairs on assets arise unexpectedly.

CHAPTER 9

9.0 MANAGING PERFORMANCE

- 9.1 Performance management is an essential element of sound governance and the Council's commitment is that - *we will monitor our progress and report our performance as part of our objective of improving service performance and standards.*
- 9.2 A performance management framework is in place, key elements of which are:
- i) An annual review of progress of the Corporate Plan
 - ii) Departmental Quarterly Performance Reviews
 - iii) Reporting to Members
 - iv) Public Performance Reporting.
- 9.3 The performance management framework was established by the Council's Corporate Management Team and is managed through the Best Value Strategy Group. Progress is reported to the Audit and Performance Review Committee. Reports are also submitted to the other Committee's of the Council and in particular there is regular reporting of financial information.

9.4 Chapter 4 of this Plan contains information on Property Performance Indicators, with particular relevance to operational properties of the Council, and they include the following:

- i) Spend - 1A and B
- ii) Stock condition and required maintenance - 2A, B, C and D
- iii) Sustainability - 3A, B and C
- iv) Suitability - 4A, B, C and D
- v) Sufficiency - 5A and B

These indicators will be developed, assessed and reported annually. Chapter 5 of the Plan makes reference to access and the Council will continue to assess and report in relation to accessibility to operational buildings.

9.5 Statutory Performance Indicators cover the following:

- i) Public Access (CM4); the number of Council buildings from which the Council delivers services to the public and the percentage of these in which public areas are suitable for and accessible to disabled people.
- ii) Asset Management (CM8); Condition and Suitability
 - a) The proportion of operational accommodation that is in a satisfactory condition;
 - b) The proportion of operational accommodation that is suitable for its current use.
- iii) Housing and Property
 - a) (HS1 a-c) target for housing repairs
 - b) (HS3 a-c) re-let and un-let times
 - c) (HS3 d-e) low demand indicators
 - d) (HS3 f) houses not re-let due to a disposal strategy
- iv) The condition of the road infrastructure is a key element of a number of SPI's, namely carriageway condition, street lighting age and condition, and structural integrity of bridges. These are the three main elements of the overall road asset and represent the core funding priority areas.

The SPI information that is required will be reported and is covered in the context of Chapters 4 and 5 of this Plan.

- 9.6** With regard to the Non-Operational Property Portfolio the Estates Section is currently assessing the most relevant Performance Indicators (PI's) which could be adopted. This issue is currently being progressed through the Association of Chief Estates Surveyors and Property Managers in Local Government (ACES) and possible indicators include:-
- i) Percentage of rental outstanding as a proportion of total rental income for both current and former tenants.
 - ii) Percentage of vacant and available properties as a proportion of the total portfolio in terms of number of properties, space occupied (sqm) and total income.
 - iii) Percentage of rent review notices issued on time.
 - iv) Percentage of customers who are satisfied with the service provided by the Estates Section.
- 9.7** The Council's Capital Programme is closely monitored to ensure that planned spending levels are consistent with estimates of allocated resources and reporting to Members by way of formal reports to Council and to Committees will continue
- 9.8** The generation of Capital Receipts is an important part of the Council's capital budget process. The Council has consistently set an annual target for the generation of capital receipts and the capital receipt target will be used as the local performance indicator.
- 9.9** The Council will consider and, where appropriate, introduce additional performance indicators relating to Asset Management and in particular improved collection of data will be used to develop indicators with a practical application.
- 9.10** Council officers are involved with professional organisations in regular exchange of data and information relating to Asset Management and this will be utilised to facilitate benchmarking.