

CORPORATE ASSET MANAGEMENT PLAN

2021-2026



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Foreword

In North Lanarkshire we have a shared ambition.
We want to be the place to Live, Learn, Work, Invest and Visit.

This updated CAMP which covers the period of the existing 5 year capital plan, aligns with CIPFA best practice and with the Council's assets having the second highest cost to the authority in relation to revenue expenditure, it is important that they are well managed, maintained and fit for our current and future purposes.

Our updated CAMP covers assets over a breadth of functions including:

- Office;
- Culture;
- Leisure;
- Community Centres;
- Education Facilities (Town & Community Hubs);
- Support;
- Depots; and
- Commercial Properties.

Where appropriate, we also look to work with other public sector organisations to share the use of our facilities to enhance integrated service delivery.

As we move forward in developing our Town & Community Hub principles we would expect to see further service delivery improvements.

Our Digital NL programme along with our office/agile working model, including the development of a "One Shared Campus" approach continues to have a significant impact on how we deliver services now and in the future and it is important that our asset planning strategy aligns fully with these work programmes.

In managing our assets we have six overarching objectives:

1. Work towards the vision and ambitions of The Plan for North Lanarkshire;
2. Rationalise our asset base to better meet our current and future business needs;
3. Carry out tactical improvements to our retained assets;
4. Ensure that our retained assets are as carbon efficient as possible;
5. Continue to develop innovative methods of providing new facilities and only provide these where there is a compelling business need to do so; and
6. Demonstrate the requirements for any future capital investment to be directed towards meeting the above objectives.

As we continue to develop our service operational models our assets are kept under constant review.

As part of our CAMP we actively encourage Community Asset Transfer requests and this is an area we expect to grow further over the period of this plan.

Tom Fisher

Convener of Economy, Finance & Resources

Executive Summary

North Lanarkshire is the place to Live, Learn, Work, Invest and Visit. This is our vision.

This is the Council's third Corporate Asset Management Plan aligned to best practice as per "A Guide to Asset Management and Capital Planning," published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The plan also aims to address the principles set out in PAS 55:2008, the revised default standard for asset management which set outs the generic framework for effective asset management planning.

After staffing costs, the Council's assets are the second highest cost to the authority. They play a pivotal role in the support of a wide range of diverse services to our residents. The quality of our assets has a direct relationship with the success of the services they support. Asset & Procurement Solutions has strategic responsibility to ensure all assets remain fit for purpose, are continuously improved and increasingly innovative and modern ways are found to manage and maintain them. The investment we place in our assets is reflective of the value we place on delivering services to our residents.

North Lanarkshire is Scotland's fourth largest local authority and Scotland's largest social rented landlord with 36,000 council houses. The total resident population is 341,400 people and covers 47,648 hectares (181 sq miles) of land stretching from Kilsyth to Shotts. It is ideally situated in the heart of Scotland with first-rate connectivity to the rest of Scotland, the UK and the World. As the fifth most densely populated council area in Scotland, North Lanarkshire is divided into 21 wards which are represented by 77 elected members serving 9 community boards and has a property asset value exceeding £2.6billion.

At January 2022 there were around 1000 operational assets totalling approximately £1.2b including Town & Community Campuses, Care Homes, operational depots and offices; along with non-operational assets such as surplus land and property. Across the council area, the roads infrastructure includes 1575 km of carriageway, 199 traffic management systems/pedestrian crossings, 2902 km of footpaths/footways, 542 of bridge structures and

over 61,241 street lighting columns. The council's leisure, cultural and community facilities range from indoor and outdoor sports facilities, community centres, museums, libraries, and theatres. The council's technology infrastructure plays a significant role in the development of service delivery, and the technology assets include circa 28,000 laptops, 14,500 desktops, 600 servers, 7,800 mobile devices, 11,800 tablets and 1,320 desktop applications. Through effective governance, linked to the council's Plan for North Lanarkshire, Asset & Procurement Solutions lead on an integrated approach to Strategic Asset Management Planning. This supports the delivery of the council's ambitions and strengthen already established and effective working relationships across the council with our public sector partners.

Corporate Property Estate

This plan sets out the Council’s plans for the management, investment and disinvestment of our assets for the period 2021-2026.

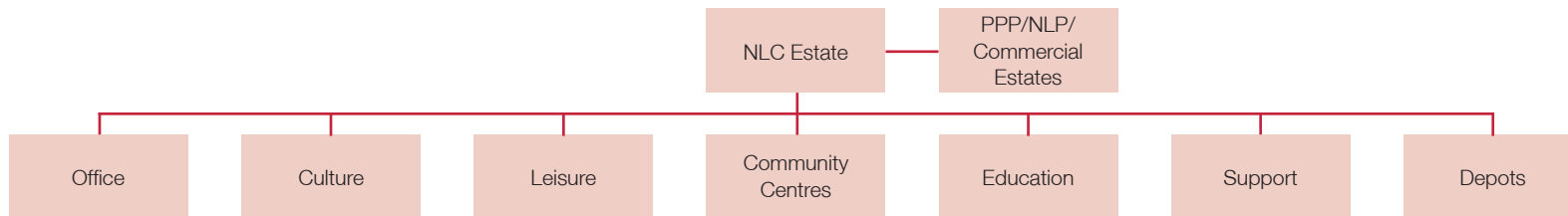
The management of our property assets involves a number of significant elements including the day to day operations of their use and maintenance, to significant renovation and the development of new buildings in line with the Council’s ambition for the ‘The Place, The Vision’ whilst developing disposal and regeneration strategies for surplus assets to tie in within the council’s overall Ambition Programme.

The Plan for North Lanarkshire, which is kept under review, sets out clear ambition for future inclusive growth and development through investment in Towns and Communities. It outlines the changes that are required in order to deliver better services, address challenges and manage the reduction in public spending. It also recognises the importance of close partnership working with other agencies, communities and local people.

Our property asset base is very diverse and occupied by various services and external agencies with individual service identities. As Hub operating models mobilise across the estate, this will strengthen an already strong and effective working relationship across the council and with our public sector partners form an operational estate accessible by our communities, our agile workforce and partners.

During 2021, culture, leisure and the community estate was reintegrated to the Council with the strategic responsibility for North Lanarkshire Properties also being incorporated within Asset & Procurement Solutions thus providing the authority with the required strategic overview to ensure the asset base is aligned to The Plan for North Lanarkshire and create the one asset base to form a new and developing North Lanarkshire Estate.

At present, the estate consists of 10 historical identities, however the future ambition is to make our properties one estate with plans to introduce a corporate landlord model to provide consistency in the operations of our building management and ensure the strategic direction and operations align with the wider strategic objectives of the authority in relation to our asset base and future operating models.



Investment Strategy

Investment 2021-2026

The Council recognises the requirement for ongoing investment across its property estate and has identified investment of £327,576m in its property estate over the 2021 - 2026 period.

This is an increase from the previous capital allocation recognising the requirement to invest not only in the future but the current estate. It has been identified through the capital bidding process that whilst new provision is a necessity, elements of the ageing estate requires to continue to be maintained and invested in as the delivery of the ambition of The Place, The Vision is progressed in-line with the long-term strategy of the council.

Short- and medium-term strategic Investment in the current estate requires to continue during the transitional period. Alignment of investment is required to meet the required low carbon agenda and the need for investment in elements of the estate that are in the latter stages of modernisation programmes.

Areas of investment are prioritised across the capital programme based on condition, utilisation and suitability.

Strategic Objectives

In managing our assets across the council, it is important that these align closely with the overall plan for North Lanarkshire which sets out 25 clear ambition statements with property assets bridging all priorities and having a direct association with all key ambition statements.

AMBITION STATEMENTS

25 high level ambition statements collectively support the shared ambition. These are aligned to the five priorities.

Improve economic opportunities and outcomes	Support all children and young people to realise their full potential	Improve the health and wellbeing of our communities	Enhance participation, capacity and empowerment across our communities	Improve North Lanarkshire's resource base
<ul style="list-style-type: none"> 1. Ensure a housing mix that supports social inclusion and economic growth. 2. Refocus our town centres and communities to be multi-functional connected places which maximise social, economic and environmental opportunities. 3. Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure. 4. Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit. 5. Grow and improve the sustainability and diversity of North Lanarkshire's economy. 	<ul style="list-style-type: none"> 6. Raise attainment and skills for learning, life, and work to enhance opportunities and choices. 7. Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe. 8. Engage children and families in early learning and childcare programmes and making positive transitions to school. 9. Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people. 10. Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential. 	<ul style="list-style-type: none"> 11. Increase economic opportunities for adults by understanding, identifying and addressing the causes of poverty and deprivation, and the barriers to financial inclusion. 12. Ensure our residents are able to achieve, maintain and recover their independence through appropriate supports at home and in their communities. 13. Improve preventative approaches including self-management and giving people information and choice over supports and services. 14. Ensure the highest standards of public protection. 15. Encourage the health and wellbeing of people through a range of social, cultural, and leisure activities. 	<ul style="list-style-type: none"> 16. Transform our natural environment to support wellbeing and inward investment and enhance it for current and future generations. 17. Ensure we keep our environment clean, safe and attractive. 18. Ensure our digital transformation is responsive to all people's needs and enables access to the services they need. 19. Improve engagement with communities and develop their capacity to help themselves. 20. Improve the involvement of communities in the decisions, and development of services and supports, that affect them. 	<ul style="list-style-type: none"> 21. Continue to identify and access opportunities to leverage additional resources to support our ambition. 22. Facilitate a North Lanarkshire-wide approach to asset rationalisation, including with communities and partners. 23. Build a workforce for the future capable of delivering on our priorities and shared ambition. 24. Review and design services around people, communities, and shared resources. 25. Ensure intelligent use of data and information to support fully evidence based decision making and future planning.

The Corporate Asset Management Plan for 2021-2026 contributes to the achievement of the Council's vision and ensures our property assets continue to play an active role in the delivery of services within facilities suitable to deliver current and future operating models.

The new landscape of the corporate estate will fully align to the DigitalNL transformation programme which has seen investment in new technologies to create a more collaborative way of working and delivery of services that meets the needs and expectations of our communities in an agile and responsive manner.

A new building operating model has been mobilised to maximise and fully utilise the office space available within our remaining estate. This will be further supported by provision created across our campuses to support agile working which will help prepare staff transition to the One Shared Campus aligned with the council's ambition to operate from a single civic base.



To deliver on the Council's ambition, our future asset management prioritises six overarching objectives:

1. Work towards the vision and ambitions of The Plan for North Lanarkshire;
2. Rationalise our asset base to better meet our current and future business needs;
3. Carry out tactical improvements to our retained assets;
4. Ensure that our retained assets are as carbon efficient as possible;
5. Continue to develop innovative methods of providing new facilities and only provide these where there is a compelling business need to do so; and
6. Demonstrate the requirements for any future capital investment to be directed towards meeting the above objectives.

Property Asset Management

Property assets are essential to the services delivered by North Lanarkshire Council. Managing these assets is a structured process that seeks to ensure best value; continuous improvement in performance; achievement of our corporate priorities; and service modernisation.

It is recognised that:

- Managing property assets effectively is a key element of supporting service delivery;
- Property assets are a key driver of service transformation and modernisation;
- The value of property assets both owned and leased by the council is significant; and
- Properties are at the centre of public perception of our local authority.

The property portfolio consists of two distinct types of property operations:

Operational properties

Those that are used to directly support Council service delivery such as schools, partnership centres and depots together with those operated by partner organisations.

Outsourced and non-operational properties

These properties include those used to enable the council to support local business space and economic development, indirectly support corporate or community planning objectives (i.e., third sector accommodation) via North Lanarkshire Properties providing a revenue and investment stream to assist further regeneration decisions. This category also includes surplus assets for disposal to support capital programmes and strategic land development.

Influencing factors

The management of our Asset Management objectives is influenced by a variety of factors, summarised as follows:

- The Covid-19 pandemic and the restrictions this has placed on the use of buildings;
- Regulatory and statutory changes at both UK and Scottish Government level occurring throughout the life of this plan. These will be responded to and may affect how we manage and improve our property assets;

- Best practice guidance issued by professional organisations or other relevant bodies;
- Costs for energy, construction materials and professional advice will vary during the plan period with generally upward inflation pressures and therefore need to be considered on an ongoing basis;
- Community Empowerment and in particular asset transfer is encouraged particularly where communities take responsibility for the management of local assets;
- Services modernise in line with The One Plan to deliver the Town & Community Hubs ambition;
- Services evolve to new ways of working to align with Hub modelling;
- Services support the delivery of the office rationalisation programme;
- Efficiencies in resource usage will require to be achieved to reduce long term operating costs; and
- The council is committed to reducing carbon and improving the energy efficiency of our buildings. This will influence planned improvement and construction of new assets with renewable energy sources.

Property Asset Valuations

There is a statutory requirement to value all property assets annually with properties surveyed on a 5-year rolling programme in line with RICS good practice.

Non-domestic properties have seen the asset value of the portfolio increase from £1b to £1.2b over the last 3 years.

Domestic properties have also seen an asset valuation increase from £900m to over £1b over the last 5 years with housing stock increasing slightly due in part to the cessation of the right to buy scheme in 2016, the introduction of council buy-back scheme and the new supply programme. The new supply programme and the Scottish Government Incentive schemes to purchase properties in the open market has seen the housing stock increased to nearly 37,000 with an ambition to achieve 5000 new houses by 2035.

Data Management

Assets have historically been aligned to a primary service area however the Organisation has undergone various re-structures with a number of property assets being aligned to new service identities.

Our estate identity has evolved in recent years and it is now the case that all our property assets are held on a corporate basis to promote shared utilisation, economy and effectiveness. This coupled with the recent integration of the Culture and Leisure estate provides a more One Council approach to Asset Management.

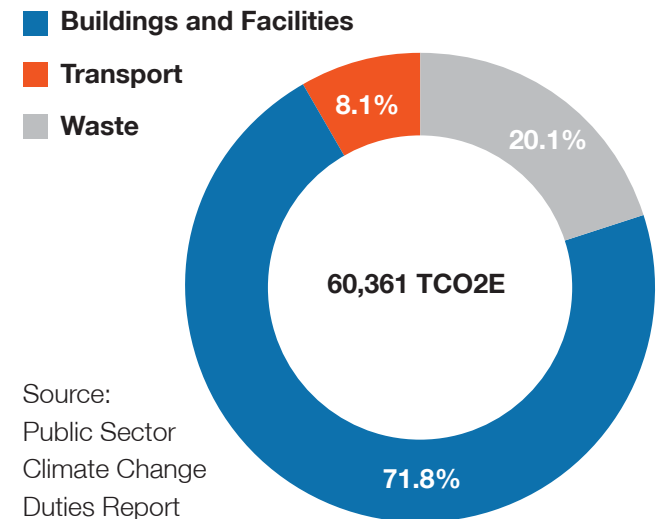
Low Carbon Agenda

Since 2015/16 the council has developed a well-focussed approach to reducing its carbon emissions, building on previous years. This has seen improvements in areas such as governance, leadership and performance.

A separate Climate Action Plan oversees this work and the work contained within the council's capital programme with buildings being our largest carbon emitter. The Corporate Asset Management Plan provides significant input to reductions in the carbon emissions which the council makes.

A Scottish target of net zero emissions of all greenhouse gas has been set for 2045. However, in recognition of the importance of climate change, the council declared a climate emergency in 2019, committing it to reduce council carbon emissions to zero by 2030. New legislation across a number of sectors including transportation and housing will inform the way we design new buildings and the refurbishment of our existing stock towards zero carbon through legislative and policy requirement.

The council has made good progress in its climate journey and this is supported in the 56,714 carbon tonnes equivalent (tco2e) reduction of its reported footprint (Figure 1) which is nearly half of emissions reported in its baseline year of 2015/16. There has been steady project delivery via the Non-Domestic Energy Efficiency Framework as well as the street light conversion programme. Internal policies have impacted on the annual footprint such as the 'bin amnesty' in 2017/18 and the increase in miles to be reported due to changes to business mileage in 2021. The council has benefited from the Clyde Valley Residual Waste Project in that Municipal Waste to Landfill emissions has been reduced by 77.24%. There are other influences which enhance our progress such as the decarbonisation of the electricity grid that has resulted in a 49.4% reduction in the emissions generated by 1 kilowatt. This combined with a 24.88% reduction in electricity consumption has resulted in an overall reduction of 61.99% in electricity related emissions. The two examples highlighted account for 44.71% reductions in the emissions from the baseline.



Future Service Operations

One Campus

The Council's ambition is to transfer its Civic operations to a new campus shared with other public sector agencies. The office rationalisation programme is progressing to deliver immediate efficiency savings and prepare for this transition.

The strategic ambition of a proposed Shared Campus is a partnering arrangement with other public service providers engaging and sharing knowledge and resources along with providing staff with an improved resource base to deliver public services.

The operations of council services within the One Campus will be supported by the ongoing development of Town and Community Hubs to ensure council services continue to be provided to the community, within the Communities.

It is anticipated that future proposals for a One Campus location will be presented to Council late 2022 / early 2023 following a completed option appraisal following engagement with the commercial marketplace.

Town & Community Hubs

As part of the Council's Ambition Programme there is a well-established Town & Community Hub programme with strong governance through a Project Board and reporting to committee.

This area of the programme of work is responsible for developing short, medium and long term strategies for improving and replacing pre-1996 assets.

Guiding Principles

Hubs represents the biggest investment in infrastructure across North Lanarkshire. They are also at the heart of towns and communities. Given the ambition to replace every school not replaced or remodelled since 1996, our vision is to make these places for the wider community to utilise rather than only the school community.

Town and Community Hubs will be co-located or combined and integrated with other community and partnership assets with all post construction 1996 assets being utilised to support the HUB programme and operating model.

The design model uses six guiding principles:

- Inclusive, universal provision;
- Sense of community ownership;
- Maximum availability usage;
- Designed with the community;

- Tailored, bespoke, representative; and
- Maximise services on offer.

Prioritisation Matrix

This work includes determining how each individual project can be scored, and therefore compared, to other potential projects.

This list was compiled with an initial focus on the highest weighing factor in the matrix – that of 'socio-economic and wellbeing'. Further work is carried out on the list of potential projects, to further refine the list, using five further prioritisation inputs. These assessments include:

1. Assessment on deliverability of projects;
2. Ability to consolidate older assets into the new hub;
3. Fit with other strategic programmes such as town centre visions, parks, or housebuilding programme;
4. Review of school core facts: Condition, Occupancy, Suitability; and
5. Potential external funding – i.e. through LEIP.

Details of the prioritisation matrix were reported to Committee in September 2021.

Delivery Programme

Policy and Strategy Committee approved the strategy, guiding principles, and prioritisation matrix linked to the Town and Community Hub Programme.

In line with programme of work, updates regarding this programme are progressed through two strands: activity related to the strategy is progressed via the Policy and Strategy Committee; and activity related to hub delivery projects is progressed via Education and Families Committee.

Integrated Hubs

A set of guiding principles was designed and early hub adopters were identified. These are now in operation and are used to further develop the design proposals for hubs to be integrated. 3 locations across the authority were initially identified for mobilisation:

- Calderhead High School, Shotts;
- St Andrews High School, Coatbridge; and
- Cumbernauld High School, Cumbernauld.

A further 3 early adopters are scheduled to be mobilised throughout 2022.

- Broadwood Sports Facility, Cumbernauld;
- Caldervale High School, Airdrie; and
- Clyde Valley High School, Wishaw.

Hub Delivery Programme

Phase 1

This phase of the programme is now complete with projects within phase 2 now at the delivery stage following the completion of the required statutory obligations and consultations.

Phase 2: Town & Community Hub Projects			
Project	Contract Stage	Contract Construction / Programme dates	Key Activities in period / planned next
Town & Community hub programme			
Newmains Community Hub – Procured via Hub South West	Construction stage	Target date for handover: Dec 22	Works started on site in July 2021.
Chryston Community Hub and Muirhead Health Clinic- Procured via Hub South West	Construction stage	Target date for handover: Aug 23	Works started on site in February 2022.
Riverbank Community Hub, Coatbridge - Procured via Hub South West	Construction stage	Target date for handover: Aug 23	Works started on site in January 2022.
Orbiston Community Hub, Bellshill – Procured via Hub	Pre- construction phase 1	Tier 1 contractor appointment – February 22	Hub Stage 1 complete
Abronhill Community Hub	Intelligent brief finalising	Design Team appointment: December 21	Due to the complex nature of the site, several workstreams will run in parallel to determine optimum solution for the new community hub. The intelligent brief process will therefore include: Engagement with community groups; site surveys; design option appraisals; and phasing considerations.
St Kevin's Community Hub: Incorporating St Kevin's PS (Coatbridge)	Intelligent briefing Pre- Construction phase 1	Hub stage 1 started:	Expected construction site start

Phase 3: Town & Community Hub Projects	
Project Description	Status
Gartcosh Community Hub: Incorporating Gartcosh PS (Northern Corridor)	ongoing site issues continue to be investigated.
Ravenscraig Community Hub: Incorporating two new primary schools within Ravenscraig (Motherwell)	Statutory Consultation completed and approved.
Town Hub sites	Public briefings carried out in each community board area across North Lanarkshire and reported to Committee.

Office Rationalisation

The Council decision to commence rationalisation of its estate in 2017 has seen a 15% reduction in its office base and increased utilisation of the remaining buildings by 40%.

The process has delivered over £2m in efficiency savings from this period with future savings of £800k included in the 2022/23 Financial year budget.

The office rationalisation programme has provided opportunity for sites to be redeveloped for social rented housing across a number of our former and future office sites assisting with the council's ambition to deliver on an additional 5000 social rented houses by 2035.

The impact of Covid-19 created opportunity and accelerated the council's reduction of its office footprint with the introduction of agile working reducing the overall office space requirement further. It is expected that as we embed the new Hub operating model across our post 1996 estate and the mobilisation of digitalised services, this will further reduce the need for front line services to be provided in its natural form with limited face to face interaction with service users and the hub operating model delivering council services across its communities.

Learning Estate

The education estate operates under the umbrella of 2 operating models, 155 campuses are managed fully by the council and 23 campuses are managed through a private public partnership arrangement.

Given the ambition to replace every school not replaced or remodelled since 1996, our vision is to develop all campuses for the whole community rather than only the school community.

On an annual basis all councils must produce core fact data about the condition, utilisation and suitability of schools.

Private Public Partnership

A modernising estate programme was carried out creating 23 campuses which have a contracted maintenance term alongside other contractual terms.

This area of the estate forms part of the foundation in supporting the ambition of The Vision, The Place as their design and infrastructure will also support the future operating models across the authority and will be early adopters of the hub operating model that is being mobilised across our estate as they are facilities designed and built for the future.

Physical adjustments will be undertaken to deliver on the operational requirements with, for example, current sports and leisure facilities supporting local community activity.

Culture Estate

The Culture estate supports creative arts across North Lanarkshire and has seen considerable investment including the Lantern House which opened in the new Cumbernauld Campus in 2021.

A community partnership was formed to manage the provision.

Over the period of this plan, in conjunction with all other assets, future operating models and an assessment of community need will require to be carried out. All facilities will require to be reviewed to ensure provision is both suitable and fit for purpose to serve community requirements.

The Civic Theatre is directly associated with Motherwell Civic Centre and will require to be included in any option appraisal for future use/service delivery following the development of the One Campus should there be an outcome to relocate from this site.

Leisure Estate

The leisure estate operates across the localities and includes sports centres, leisure centres, pavilions, swimming pools and outdoor play areas.

As the new hub operating model develops these facilities may be integrated to hub projects whilst allowing access for community use

Community Estate

Community assets have differing operating models, utilisation levels and opening times.

Future operating models are under review to help ensure that all assets can be fully and strategically utilised by the community.

Health & Social Care

This element of the estate primarily supports the wider social work activities including integrated day centres, residential care and adult services.

Whilst there is an aspiration to integrate an element of this service area within the community hub operating model, there are a number of specialisms within this field of work that require to be isolated to ensure the appropriate care and support is provided. However, this does not restrict a future review of the asset base and current utilisation of the facilities.

Similar to all other service areas, service redesign and reconfiguration of operations continue during the period of this plan to deliver efficiency savings identified within the operational asset base.

Depot Estate

The depot estate has reduced its asset base by over 50% in the last 5 years through the depot rationalisation programme with integration opportunities identified ensuring the remaining site location meets the geographical requirements of operations.

Investment within the 2021 -2026 capital programme has been identified to rationalise and modernise the depot estate further to fulfil the future operational needs.

Moving forward, the estate will require to be aligned to create a centralised depot provision to meet the future operational needs of an electric fleet and the operations of both labour workforces within waste management and land services.

Commercial Estate - North Lanarkshire Properties (NLP)

This area of the estate is managed by an Arm's Length External Organisation (ALEO) of the Council with an asset valuation of £65m. Whilst North Lanarkshire Properties are within sole ownership of the council, they operate independently and are governed by a board which has elected member representation.

The estate is predominantly associated with industrial units, retail and business centres generating over £6.3m of rental income per year with an asset value of £65m and a debt provision of £36m as at April 2021.

Whilst there has been regular investment within the estate over the last 5 years, 12% of its stock is not in operational use due to capital investment requirements.

Partnership working with NLC continues to develop similar ambition and strategic direction to deliver on both organisations ambition to make North Lanarkshire the place to Live, Work, Invest and Visit.

Over the last 3 years, the partnership has delivered additional industrial premises to support new business start-ups with further developments scheduled for 2023. The rationalisation of the estate has further supported town centre regeneration with the disposal of properties prominently sited within town centres.

The commercial activity across this section of the estate has been challenging during the Covid 19 pandemic due to its diverse client base. Whilst the industry has seen growth within the industrial sector, the hospitality and retail sector have presented numerous challenges across the business area to sustain their tenancies. However, through successful negotiations and support from NLPs primary lender, NLP has successfully fulfilled its financial obligations to its current lenders.

The ALEO enters its 10th year anniversary and requires to re-finance its loan arrangement in October 2023. A Project Team has been formed to ensure appropriate governance is in place and obtain the required funds to manage its current loan requirement.

Commercial Estate - North Lanarkshire Council (NLC)

The council has retained an element of the commercial estate that is mixed with legacy issues from former authorities. Lease arrangements with various external agencies and community groups require to be aligned with current market conditions.

A review on the status of this section of the estate will be carried out to ensure the appropriate support is in place to sustain these historical lease arrangements where peppercorn rents were previously agreed.

The estate has seen limited investment by its current tenant base and whilst it historically supports community activity, the sustainability of these groups requires to be realigned with the council's ambitions within our future operating estate and whether other assets would be better placed to support the group.

Community Asset Transfer

As the Council continues to rationalise its estate and modernise service delivery through the digitisation agenda and deliver on efficiency savings, the increasing need for third sector groups, legislation allows for community formed groups to adopt and manage any government building to deliver services.

Whilst the rationalisation process of our estate is not necessarily cessation of service delivery, it is evident that many groups prefer single use facilities however this is not within the council future operating model. The majority of the school estate is under-utilised due to historical operating models. The hub operating model will create increasing opportunity for groups, to make better use of these facilities to support community activity.

Whilst numerous community groups reference community asset transfer as a preferred option to closure of community, leisure and culture facilities, the reality of groups having the financial ability and expertise for a property asset to transfer to a group has a low success rate. As such there is a need to review our focus in community engagement to work with community groups to develop better utilisation of our Town & Community Campuses.

Through our community partnership teams, our policies on lease and transfer arrangements of property assets to community groups continues to be reviewed alongside Community engagement policies to ensure close alignment with the Plan for North Lanarkshire.

Housing Assets

Guided by the Scottish Housing Regulator's 'recommended practice' on strategic asset management, the cross-service Housing Asset Management Working Group began to review its strategic housing asset management approach in late 2019.

This work culminated in the development of a high level plan reported to council committee which sets out the Council's ambitions and the key actions which will be delivered over the next five years.

Inspired by the recent centenary of Council housing in North Lanarkshire, the vision set out in the Housing Asset Management Plan, of 'homes fit for the future', articulates our ambitions to modern day challenges and embrace technological change.

This Housing Asset Management Plan is realised by delivering on five key priorities:

- We help deliver the homes North Lanarkshire needs to grow;
- We provide high-quality, well-maintained homes;
- We tackle climate change and fuel poverty;
- We improve our systems and our use of data; and
- We will deliver homes for the future.

The Housing Asset Management Plan contains 43 separate actions, delivering on 15 individual milestones. These are a mix of actions which have previously been

committed to, with the Housing Asset Management Plan providing a framework for strategic review and reporting, and new ones identified during the development of the Plan.

The Housing Asset Management Plan has been endorsed by the North Lanarkshire Federation of Tenants' and Residents' Association and is governed by Council Committee.

The plan for managing our housing assets over the five years between 2021 and 2026, aligns with both our Corporate Asset Management Plan and The Plan for North Lanarkshire and other key strategies, policies and plans. Together this strategic policy framework ensures that work is aligned with our priorities and enables the required resources and working practices needed to facilitate delivery of the shared ambition.

Since its inception more than a century ago, the primary role of Council housing has been to meet the needs of households and communities in housing need. Today, 36,000 homes – housing almost three in every ten (29.3%) households in North Lanarkshire - are owned and managed by the Council, with nearly 8,000 more

households on the waiting list for social rented housing in the area.

This changing demographic profile will have significant implications for housing and for care in the area - with increasing need and demand for smaller, accessible, and digitally connected homes. At the same time, analysis of the waiting list finds that demand for flatted accommodation, particularly in tower blocks, continues to decline. The Council is responding to these trends in a number of ways. This includes through our NL Homes Programme, which aims to deliver 5,000 new affordable homes by 2035. The Programme began in 2010, when 20 new homes were delivered at Main Street and Spruce Way in Holytown, the first new Council houses in a generation. The programme accelerated from 2016 with the Council making a significant contribution to national targets for new social and affordable homes. In total, we have built or bought around 1,200 homes and we will continue to deliver new homes at pace, at least 10% of which will be built to 'wheelchair standard'.

Plans for the next 5 years include for 132 new homes on the site of the former St Columba's school in Coatbridge, 100 homes to help regenerate the Gowkthrapple area in Wishaw and new developments in towns the length and breadth of North Lanarkshire - from Stepps in the west to Shotts in the east.

Performance

The Council provides high quality, well-maintained homes and has a legal duty to repair and maintain our homes, to meet obligations set out in tenancy agreements and statute, and our tenants rightly also expect timely maintenance and responsive repairs services. This is reflected in the importance given to maintenance and repair matters in the Annual Return on the Charter.

(ARC), a yearly exercise coordinated by the Scottish Housing Regulator to assess social landlords. Landlords must report on 32 separate performance indicators, many of which directly relate to the condition of homes and how they are managed. Key indicators include the:

Average length of time taken to complete non-emergency repairs;

Percentage of reactive repairs carried out during the last year which were completed right first time;

Number of failures to meet annual requirement to carry out a gas safety check, where required; and

Percentage of tenants satisfied with the repairs and maintenance service which they have received.

TABLE 1: ARC PERFORMANCE FOR SELECTED INDICATORS, 2019/20

Indicator	NLC	Average	Difference
SHQS compliance	98.8%	94.4%	+3.6%
Repairs right first time	98.3%	92.4%	+6.1%
Satisfaction with repairs and maintenance service	97%	91.3%	+5.7%

Investment

Investment work is delivered as part of the capital investment programme which directs millions of pounds each year into improving Council homes. Over the past five years this includes nearly £69m on new bathrooms, £56m on new windows and doors and more than £45m on new kitchens. We expect to deliver £295m investment over the next five year period, with a particular focus on replacement roofs and render, new heating systems and ensuring our homes are fire safe. During this period, we will also re-clad a number of our tower blocks and upgrade all of our sheltered plus complexes

With some limited exceptions (where properties are exempt or in 'abeyance'), all of our homes meet the Energy Efficiency Standard for Social Housing (ESSH).

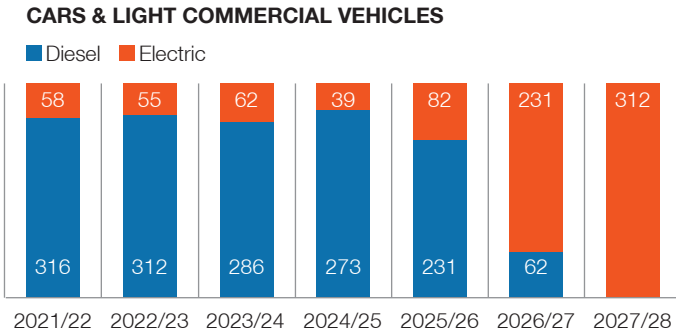
We will bring these properties up to as high an energy performance standard as we can and ensure that our remaining homes meet the standard. Initial estimates suggest that it will cost £225m to do so with measures ranging from the installation of low-energy lighting to maximise insulation levels in our homes and installing low carbon and renewables technologies.

Appendix 1 – North Lanarkshire Council Composite Capital Plan 2021-2026

Fleet Assets

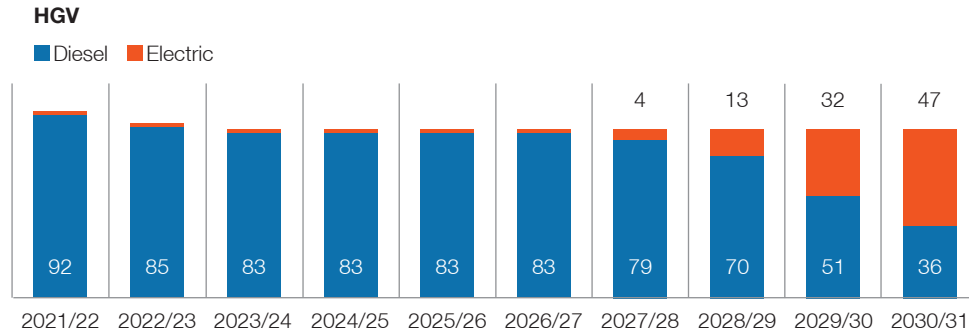
The Council has a vehicle replacement programme in place for all light commercial vehicles which will see a gradual move to an entire electric fleet by 2027/28.

The graph below provides an indication as to the way in which this will be achieved.



The move towards replacement of the heavy goods vehicles (HGV) in the Council fleet will be somewhat slower. There are several reasons for this, price, technology, along with the current debate between electric and hydrogen.

The graph below provides an indication as to where the HGV fleet will be positioned up until 2030/31.



The development of depots will also include future proofing the facilities to ensure they are able to accommodate the current and future plans of the Council to move towards an electric / low emission fleet in line with Government guidance and to assist in delivery of the Council’s ambition to achieve net zero emissions by 2030.

Road Assets

The Road Asset Management Plan (RAMP) records the Council's plans for the maintenance of the Road infrastructure.

The purpose of the RAMP is to formalise strategies for investment in road asset groups, define service standards and to improve how the road asset is managed, thereby enabling a better value for money road service to be delivered.

The public road network in North Lanarkshire is the largest and one of the most visible community assets for which the council is responsible with a gross replacement cost in excess of £2.6 billion. The Council's Road assets are:

Carriageways - 1575 Km

Footways - 2,282 Km

Footpaths - 620 Km

Structures - Bridges - 542

Street Lighting - 61,241

Traffic Management Systems - 56 Junctions and 143 Pedestrian Crossings.

The asset grows each year due to the adoption of new roads and construction of new Road links. Over the last 5 years the following additional assets have been adopted by the council:

Carriageways 35 km

Footways 60 km

Street Lighting 3,500

New assets create the need for maintenance, management and associated funding in future years as these additional assets age.

Carriageway Condition

The carriageway condition is measured by the road Condition Indicator. This is a machine survey carried out nationally through a collaborative Contract.

North Lanarkshire's Performance over the period is as detailed below:



The percentage of the road network that should be considered for maintenance treatment overall is the annual summation of the red and amber figures.

Tree Assets

North Lanarkshire Council has a significant tree resource, much of which is mature or over mature. Across the Council the full extent and condition of the asset is entirely unknown and not under any proactive management.

Tree failure has been identified as a risk in Environmental Assets Risk Register and undoubtedly exists as an issue across any tree asset owner, as significant tree assets also sit within other Council services such as Housing and Education. The establishment and implementation of a centralised co-ordinated and managed tree asset management strategy will address this and serve to minimise the liability to the Council.

The Council will use the QTRA system to deliver its strategy. QTRA is a commonly used industry standard tool which assists tree safety inspections and management and has been adopted by many local authorities in the UK. The system applies established and accepted risk management principles to tree safety management.

An initial desktop GIS analysis identified areas of Council tree assets. Following this a zoning exercise was carried out, with survey areas categorised into high, medium and low risk zones based on site usage and non-motorised access this contributes to a cost-effective approach to tree survey assessment.

Risk Categories			
Risk Category	Risk Criteria	Potential Target Zones	Frequency of Inspections
High	High volumes of vehicle traffic Areas of high public non motorised use Occupied buildings	A roads, dual carriage way Railway lines School grounds Town & Country Parks (roads and core paths, other paths with high footfall) Residential/Commercial buildings	Every 3 years
Medium	Moderate volumes of traffic Areas of moderate public use	B roads Cemeteries Local Nature Reserves & other greenspaces (paths) Car Parks	Every 5 years
Low	Low volumes of traffic Areas of low public use	Rural roads Rural Footpaths	Reactive

ICT Assets

All of the Council's hardware has asset tags applied at time of deployment with the exception of mobile phones.

A CMDB (Configuration Management Data Base) is held within the Council's IT Service Management tool which stores information on hardware used within the organisation. This includes information on end user devices (laptops and desktops), servers, network switches and firewalls.

Assets are added to the CMDB as part of the deployment process and are removed from CMDB as part of the disposal process. Further to this, the Mobile Device Management solutions used within the environment (Microsoft Intune for Corporate and MobileIron for Education) holds information for the mobile device estate (mobile phones, Samsung Tablets & iPads).

Conclusion

In developing the updated 5-year Corporate Asset Management Plan covering the areas of: Corporate Property; Housing Assets; Fleet Assets; Environmental Assets; and ICT it is important to recognise that although The Plan covers a 5-year period, this is an evolving document and it is important to review and monitor it on an ongoing basis.

The Council's Ambition Plan has a key impact on the use of our assets going forward with fundamental changes in service delivery required to be implemented.

As well as delivering on this Ambition, the Corporate Asset Management Plan provides a clear steer as to how we manage our assets both effectively and efficiently.

The Corporate Asset Management Plan will be reviewed on an annual basis with updates provided on key areas to Council committee on a regular basis.

Project / Theme	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Asset and Procurement Solutions						
Maintaining Existing Assets - windows, re-roofing, re-wiring and condition survey works for the Council's building assets	5,486	8,200	6,463	7,603	5,917	33,669
Carbon Management	240	1,600	500	2,686	2,686	7,712
Office Rationalisation	134	0	2,758	0	0	2,892
Shared Campus	0	0	0	9,000	0	9,000
Leisure Development	402	1,286	767	500	84	3,039
Health & wellbeing and digital classrooms	269	460	351	0	0	1,081
Rationalisation including ASN & Social Work	1,082	3,653	2,933	0	0	7,669
Curriculum Development	72	801	400	296	0	1,569
Sustainable Estate	1,080	1,333	1,510	1,205	600	5,728
Outdoor Education and Outdoor Spaces	585	267	390	135	0	1,377
Future Capital Receipts Investment	532	670	370	320	220	2,112
Design Fees	1,493	1,533	1,563	1,594	1,625	7,809
1140 Early Learning and Childcare Expansion	7,406	39	39	39	39	7,561
Demolitions	131	1,005	180	1,538	100	2,954
Sub-Total Asset and Procurement Solutions	18,912	20,847	18,225	24,916	11,271	94,171
Town and Community Hubs						
Town and Community Hubs - development of campus sites across North Lanarkshire in consultation with local communities	15,504	60,999	71,337	88,495	4,874	241,209
Total Town and Community Hubs	15,504	60,999	71,337	88,495	4,874	241,209

Project / Theme	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Environmental Assets						
Infrastructure and Transportation improvements, major maintenance and development including traffic signals, pedestrian crossings, active travel, bridge, drainage and flood risk management	8,551	4,215	3,489	2,427	2,491	21,174
Cemeteries Infrastructure	388	3,071	1,000	955	205	5,618
Road Asset Management including street lighting, road improvements and gateway signage	9,563	13,848	8,321	4,059	4,059	39,850
Drumbreak Marsh River Restoration Project (SEPA Funding)	3,425	0	0	0	0	3,425
Play area equipment and surface renewal	474	150	150	150	150	1,074
Bin rationalisation project and replacement	850	25	25	25	25	950
Environmental Assets replacement of plant and machinery	791	482	765	467	442	2,947
Parks Masterplan	1,008	1,094	1,663	1,873	1,445	7,084
Sub-Total Environmental Assets	25,050	22,885	15,413	9,956	8,817	82,122
Regulatory Services and Waste Solutions						
Contaminated land and pollution control	295	349	360	372	384	1,760
Vehicle replacement programme	1,988	1,369	3,842	5,861	1,774	14,834
Depot rationalisation and investment	226	3,727	3,399	0	0	7,352
HWRC equipment	786	177	25	25	25	1,038
Landfill Provision	52	0	0	0	0	52
Sub-Total Regulatory Services and Waste Solutions	3,346	5,622	7,626	6,258	2,183	25,036
Planning and Regeneration						
Economic Regeneration	8,791	17,673	4,865	2,460	1,360	35,148
City Deal Programme	10,504	24,176	22,039	43,171	65,334	165,224
City Deal - East Airdrie Link Road (NLC-funded increase)	0	1,500	0	0	7,500	9,000
City Deal - Ravenscraig Infrastructure Access (NLC-funded increase)	0	3,350	0	0	14,250	17,600
Antonine Wall Project	15	15	0	0	0	30
Sub-Total Planning and Regeneration	19,309	46,714	26,904	45,631	88,444	227,002
Communities						
Community Board Project Investment Fund	1,752	2,341	1,500	1,500	1,500	8,593
Sub-Total Communities	1,752	2,341	1,500	1,500	1,500	8,593

Project / Theme	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Housing Property and Projects (Non-HRA)						
Water Quality Management	100	100	100	100	100	500
Sub-Total Housing Property and Projects	100	100	100	100	100	500
Total Enterprise and Communities	83,974	159,508	141,105	176,856	117,190	678,633
Adult Social Care						
Equipment and Adaptations	2,020	2,600	2,400	2,420	2,200	11,640
Total Adult Social Care	2,020	2,600	2,400	2,420	2,200	11,640
Chief Executive's - Business Solutions						
Line of Business (LOB) System Portfolio	427	2,963	780	583	140	4,893
End User Device (EUD) Refresh	345	1,538	1,649	1,110	600	5,243
Digitisation & Innovation	4,852	10,509	4,791	1,276	736	22,163
Total Chief Executive's - Business Solutions	5,624	15,011	7,219	2,969	1,476	32,299
Corporate Contingency	0	0	2,363	0	418	2,781
TOTAL GENERAL SERVICES CAPITAL PROGRAMME	91,618	177,119	153,088	182,244	121,284	725,354
HRA Mainstream Investment Programme (indicative for Years 3 - 5)	54,585	60,745	66,453	66,453	66,454	314,690
HRA New Supply (based on 2020/21 investment levels)	40,633	40,633	40,633	40,633	40,633	203,165
TOTAL COMMUNITY INVESTMENT	186,836	278,497	260,174	289,330	228,371	1,243,209

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