



**Glasgow City Council**

**Public Petitions and General Purposes Policy  
Development Committee**

**Report by Acting Executive Director of Corporate Services**

**Contact: Dr Kenneth Meechan Ext: 74517**

**Item 2**

**2nd December 2014**

## **CORPORATE ASSET MANAGEMENT PLAN - UPDATE**

### **Purpose of Report:**

To update Committee on the ongoing development of the Council's Asset Management Plan and on developments in the governance of the Council's seven asset classes.

### **Recommendations:**

1. Committee is asked to note the terms of the Council Asset Management Plan 2014-2017 for managing physical assets of the council;
2. Committee is asked to consider the formal delegation of powers to the Strategic Asset Management Planning Board; and
3. Committee is asked to refer to matter to the Executive Committee for formal approval of these delegated powers.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes  No  consulted: Yes  No

#### **PLEASE NOTE THE FOLLOWING:**

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## **1 Background**

- 1.1 The council's physical assets support a wide range of diverse services for the city. The quality of these assets has a direct relationship with the success of the services they support. Improving the council's assets through an effective asset management process is the fundamental activity of the Strategic Asset Management Planning Board and the asset-specific boards which have been (or are being) established to focus on management of specific asset classes. Asset management planning should provide a clear corporate framework for the improvement and development of each class of council asset.
- 1.2 To support the ongoing management of the Council's assets, a Corporate Asset Management Plan was brought to this committee on 18 June 2013. This document set out, for the first time, a high level strategic vision of how the Council would manage its assets moving forward and the governance arrangements for asset management. However it was never envisaged that this would be a static document and as work has continued to develop the governance arrangements for the seven asset classes described in the plan, it has become apparent that the plan itself requires constant updating. Appended to this report (Appendix 3) is the updated Corporate Asset Management Plan; to align with the council's strategic objectives this plan is intended to cover the period 2014-2017 although it will be subject to ongoing review and, if required, to annual updating. Any updates will be rough to this committee for approval. Committee is asked to approve the updated Plan covering the period 2014-2017.
- 1.3 Committee may also wish to note that progress against the "next steps" set out in the 2013 plan was reported to the Finance and Audit Scrutiny Committee on 20 August 2014. Progress against the next steps set out in the 2014-17 plan (if this is approved) will also be reported to that Committee.

## **2 Asset Management and Governance**

- 2.1 The plan assists the council family to deliver best value, ensure that the asset portfolio is maintained in order to meet the needs of the council, including statutory obligations, and ensure that the portfolio is managed in a way which demonstrates future service needs will also be met.
- 2.2 As committee will recall, physical assets within the Corporate Asset Management Plan are categorised into the seven areas defined by the Royal Institute of Chartered Surveyors. These are as follows:
  - Civic Collections
  - Fleet
  - Information and Communications Technology (ICT)
  - Information
  - Infrastructure
  - Open Spaces
  - Property

- 2.3 Progress to date has focussed primarily on the asset classes of ICT, Information and Property. Revised and strengthened governance structures have now been established for these asset classes. In summary, the governance structure consists of the Strategic Asset Management Planning Board as the highest level strategic board, with tactical and operational boards for these three asset classes reporting up to the Strategic Asset Management Planning Board. So, for example, for property there is the (operational) Property Asset Board, reporting up to the (tactical) Property Advisory Board, which itself then reports to the Strategic Asset Management Planning Board. This structure is described in more detail in Appendix 1 which also contains the terms of reference of the various boards.
- 2.4 While the efforts made over the past twelve months have focussed on these three asset classes (ICT, Information and Property), progress has also been made on the other four (fleet, infrastructure, open spaces and civic collections). The intention is to establish asset and advisory boards for each of these other asset classes by the end of the 2014-15 financial year.
- 2.5 Appendix 2 contains proposals for amendments to the Council's Scheme of Delegated Functions which are intended to give effect to the terms of reference of the various boards. Committee are asked to note the terms of reference, agree the proposed delegations and recommend to the Executive Committee that these be approved.

### 3 Policy and Resource Implications

#### Resource Implications:

*Financial:* The Plan itself has no direct financial implications but will help to inform investment decisions made in relation to the seven asset classes

*Legal:* No new legal issues

*Personnel:* No direct personnel issues

*Procurement:* No procurement issues

**Council Strategic Plan:** Economic Growth – a connected city infrastructure  
 World class city – effective use of cultural assets and heritage  
 Sustainable city – reduced carbon footprint, connected transport infrastructure  
 Making best use of our assets – physical assets

#### Equality Impacts:

*EQIA carried out:* No EQIA carried out as the report does not relate to a new service, policy, strategy plan or significant change to a/review of a service, policy strategy or plan. However individual activities undertaken in terms of the plan may themselves require EQIAs to be carried out.

*Outcome:* Not applicable

**Sustainability Impacts:**

*Environmental:* No direct impact but the plan will support measures in terms of the property, fleet, infrastructure and open space asset classes which will have environmental impacts.

*Social:* No direct impact

*Economic:* No direct impact

**4 Recommendations**

- 4.1 Committee is asked to note the terms of the Council Asset Management Plan 2014-2017 for managing physical assets of the council;
- 4.2 Committee is asked to consider the formal delegation of powers to the Strategic Asset Management Planning Board; and
- 4.3 Committee is asked to refer to matter to the Executive Committee for formal approval of these delegated powers.

## Appendix 1: terms of reference of asset and advisory boards

### 1. Overall Structure and Strategic Asset Management Planning Board:

- 1.1 The structure of the asset and advisory boards and the Strategic Asset Management Planning Board (SAMP Board) is as set out in Figure 1 below. The chairs of each Board (where already established) are also given.

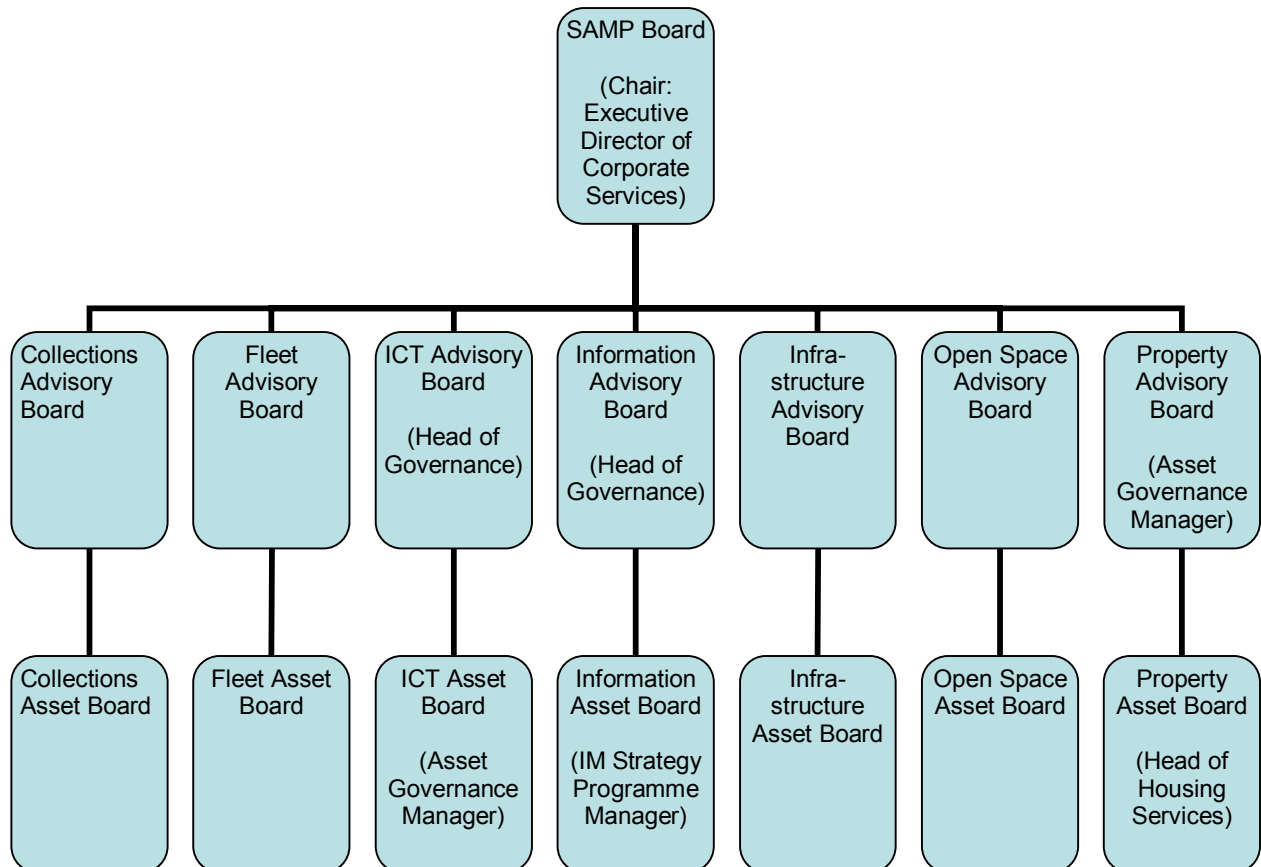


Figure 1: structure of governance arrangements for assets

- 1.2 The SAMP Board is the body which takes the high level strategic overview of asset management, particularly in relation to projects and proposals which impact on multiple asset classes or on more than one service or ALEO. It also acts as an approval body for capital programmes and projects which impact on asset classes in terms of the compatibility of the project or programme with the Corporate Asset Management Plan (CAMP) and the individual asset management and asset improvement plans which sit under the CAMP. Financial approval (at officer level) is however within the remit of the Capital Planning Board chaired by the Executive Director of Financial Services, and capital projects continue to require Executive Committee approval (for larger projects) or else be capable of being managed within the capital funding envelope agreed by the Executive Committee (for smaller

projects). The SAMP Board is also responsible for approving the recommendations coming up from the asset and advisory boards and may remit specific matters to those boards for their consideration. It may also issue directions to all asset and advisory boards on the reporting mechanisms and templates to be used by those boards to report progress on issues to the SAMP Board. The remit includes the following:

- To deliver a corporate asset management plan.
- To scrutinise and monitor delivery of individual asset management plans.
- To develop a prioritised framework within which asset investment proposals are approved.
- To review and reset asset management strategies.
- To receive reports on asset projects where appropriate.
- To provide and receive information to and from the Service Reform Programme.
- To provide the final approval point for proposals falling within the remit of any of the advisory boards where those proposals have been agreed at the relevant advisory board.

## **2 Civic Collections**

2.1 Collections Advisory Board: function is to provide a forum for the overall governance and management of the Council's civic collections at a strategic level. It should be noted that the scope of civic collections within CAMP is wider than the various collections managed on behalf of the Council by Glasgow Life (although these collections encompass the vast majority of this asset class). The remit of the Advisory Board is:

- To consider specific issues relating to civic collections which have potential implications for other asset classes
- To provide advice and guidance on the management of civic collections and all related issues
- Accountable to the SAMP Board, the advisory board will ensure that the strategies and plans are being implemented via the Collections Asset Board
- To be the point of escalation for the Collections Asset Board

2.2 Collections Asset Board: function is to provide an operational and tactical forum for consideration of issues relating to the management of collections across the council family, particularly in relation to issues going beyond Glasgow Life. Remit:

- Reporting to the Collections Advisory Board
- Implementation of the collections plan and other relevant plans and strategies
- To provide a forum for innovation in the management and use of civic collections within and across the Council family.

## **3 Fleet**

3.1 Fleet Advisory Board: function is to provide a forum for the overall governance and management of the Council's vehicle fleet at a strategic level. It has a specific interest in exploring and developing options and opportunities for fleet management across different services and ALEOs. The remit of the Advisory Board is:

- To consider specific issues relating to fleet which have potential implications for other asset classes
- To provide advice and guidance on fleet management across the Council family and all related issues
- Accountable to the SAMP Board, the advisory board will ensure that any relevant strategies and plans are being implemented via the Fleet Asset Board
- To be the point of escalation for the Fleet Asset Board

3.2 Fleet Asset Board: function is to provide an operational and tactical forum for consideration of issues relating to the management of fleet across the council family. Remit:

- Reporting to the Fleet Advisory Board
- Development of proposals for cross-service fleet management plans and strategies
- Implementation of cross-service fleet management plans and other relevant plans and strategies
- To provide a forum for innovation in the procurement, management and use of fleet within and across the Council family.

#### **4 Information and Communications Technology (ICT)**

4.1 ICT Advisory Board: function is to provide a forum for the overall governance and management of the Council's ICT estate (comprising hardware, software, processes and people) at a strategic level. In some areas it has shared responsibilities with other boards such as the EUC Board established (following Executive Committee approval) to oversee the Council's current (2014-15) End-user Computing Refresh programme. The remit of the ICT Advisory Board is:

- To take ownership of the ICT strategy and ICT technology roadmaps
- To consider specific issues relating to ICT which have potential implications for other asset classes
- To provide advice and guidance on ICT across the Council family and all related issues
- Accountable to the SAMP Board, the advisory board will ensure that any relevant strategies and plans are being implemented via the ICT Asset Board
- To be the point of escalation for the ICT Asset Board and project- or programme-specific boards

4.2 ICT Asset Board: function is to provide an operational and tactical forum for consideration of issues relating to the ICT estate across the council family. Remit:

- Reporting to the ICT Advisory Board
- Implementation of the ICT strategy and other relevant plans and strategies
- Project oversight for ICT projects (particularly projects which are not proceeding to plan)
- Development of ICT technology roadmaps and strategies
- Monitoring and investigation of ICT performance
- To provide a forum for innovation in the management and use of ICT within and across the Council family
- To provide a forum for the escalation of ICT-related business enquiry forms and service requests where the service or ALEO raising the issue remains dissatisfied despite raising the matter with Corporate Governance for initial investigation and escalation.

## **5 Information**

- 5.1 Information Advisory Board: function is the provision of advice, guidance and scrutiny of the council's information strategies, practices and procedures. The remit of the Information Advisory Board has some overlaps and synergies with that of the Information Security Board and both Boards retain close operational linkages. As a general rule, the Information Security Board is concerned with securing the information within the council family (including ensuring it can safely be transferred elsewhere when required) whereas the Information Advisory Board's functions relate to the use of the information within the secure perimeter. Remit of the Information Advisory Board is:
- To provide advice and guidance on information management and all related issues
  - To ensure adherence to the Council's policy for information management and the approved Records Management Plan
  - Accountable to the SAMP Board, the advisory board will ensure that the strategies and plan are being implemented via the Information Asset Board
  - To be the point of escalation for the Information Asset Board
- 5.2 Information Asset Board: function is to provide an operational and tactical forum for consideration of information management issues across the council family, in the short term having a particular focus on the deployment of the Electronic Document and Records Management System (EDRMS). Remit:
- To implement council plans and strategies for information management
  - To oversee the implementation of the Records Management Plan improvement plan
  - To oversee the deployment of EDRMS
  - To provide a forum for innovation in records management and the use of information within and across the Council family.
  - To provide a forum for the escalation of information management-related business enquiry forms and service requests where the service or ALEO raising the issue remains dissatisfied despite raising the matter with Corporate Governance for initial investigation and escalation.

## **6 Infrastructure**

- 6.1 Infrastructure Advisory Board: function is to provide a forum for the overall governance and management of the Council's infrastructure at a strategic level. Infrastructure falls overwhelmingly within the remit of Land and Environmental Services. The Board does not seek to duplicate the internal governance processes within that Service but instead will focus on areas where infrastructure developments or proposals impact on other services or other asset classes, or to consider the implications of developments elsewhere on the infrastructure. The remit of the Advisory Board is:
- To consider specific issues relating to infrastructure which have potential implications for other asset classes or which have implications beyond the operational remit of Land and Environmental Services.
  - To provide advice and guidance on the management of infrastructure and all related issues
  - Accountable to the SAMP Board, the advisory board will ensure that the strategies and plans are being implemented via the Infrastructure Asset Board
  - To be the point of escalation for the Infrastructure Asset Board
- 6.2 Infrastructure Asset Board: function is to provide an operational and tactical forum for consideration of issues relating to infrastructure across the council family where such issues fall within the remit of the Infrastructure Advisory Board. Remit:
- Reporting to the Infrastructure Advisory Board
  - Development and implementation of infrastructure strategies and other relevant plans and strategies
  - To provide a forum for innovation in the management and use of infrastructure within and across the Council family

## **7 Open Space**

- 7.1 Open Space Advisory Board: function is to provide a forum for the overall governance and management of the Council's open spaces at a strategic level. Like infrastructure, management of open spaces falls overwhelmingly within the remit of Land and Environmental Services. The Board does not seek to duplicate the internal governance processes within that Service but instead will focus on areas where open space developments or proposals impact on other services or other asset classes, or to consider the implications of developments elsewhere on open spaces. The remit of the Advisory Board is:
- To consider specific issues relating to open spaces which have potential implications for other asset classes or which have implications beyond the operational remit of Land and Environmental Services.
  - To provide advice and guidance on the management of open spaces and all related issues

- Accountable to the SAMP Board, the advisory board will ensure that the strategies and plans are being implemented via the Open Space Asset Board
- To be the point of escalation for the Open Space Asset Board

7.2 Open Space Asset Board: function is to provide an operational and tactical forum for consideration of issues relating to open spaces across the council family where such issues fall within the remit of the Open Space Advisory Board. Remit:

- Reporting to the Open Space Advisory Board
- Development and implementation of open space strategies and other relevant plans and strategies
- To provide a forum for innovation in the management and use of open spaces within and across the Council family

## **8 Property**

8.1 Property Advisory Board: function is to provide overall governance and management of the property estate. The remit is:

- To create and own the Council's Property Strategy
- Accountable to the SAMP Board, the advisory board will ensure that the strategy is being implemented via the Property Asset Board
- To ensure the Property Strategy aims and objectives are being delivered and that it remains effective
- To be the point of escalation for the Property Asset Board
- Manage links to other strategies, in particular where these links generate possible Service Reform opportunities.

8.2 Property Asset Board: function is to ensure adherence and delivery of the Property Strategy across the council family and optimising the property portfolio maximising the benefits of owned properties and disposal of surpluses. The remit is:

- Reporting to the Property Advisory Board
- Administers the areas of strategic estate and property management
- Promote the corporate approach to the management of the property estate by encouraging co-operation in the use of assets
- Identification and promotion (to the advisory board) of emerging Service Reform opportunities
- Review and promotion of Property asset investment proposals
- Escalation point for Property projects that are not aligned to the Property Strategy
- Deliver and monitor progress of implementation of the Property Strategy
- Determine requests to transfer property from one operational portfolio to another
- Approve mechanisms for approval of small scale property use proposals, property consents and similar matters where the proposals are in accordance with all relevant council plans and policies
- To provide a forum for innovation in the use and management of property

- To provide a forum for the escalation of property-related business enquiry forms and service requests where the service or ALEO raising the issue remains dissatisfied despite raising the matter with Corporate Governance for initial investigation and escalation.

## **Appendix 2: proposed delegated authority for Strategic Asset Management Planning Board and asset and advisory boards**

### **1 Strategic Asset Management Planning Board:**

- 1.1 It is proposed to include the following addition to the Scheme of Delegated Functions:

Strategic Asset Management Planning Board:

#### **The Executive Director of Corporate Services is authorised:-**

1: To oversee the operation of a Strategic Asset Management Planning Board, this Board having delegated authority to deal with matters falling within the terms of reference of that Board or within the terms of reference of the asset and advisory boards reporting to it (these terms of reference having been approved by the Executive Committee). This delegated authority shall not remove the requirement for committee approval for any decision which, prior to the establishment of the Strategic Asset Management Planning Board, would have required approval by a committee or by the full Council.