

**Vacant and Derelict Assets Plan**  
**2019 – 2029**

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## **Foreword**

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We are committed to tackling the challenge of vacant and derelict assets facing the council and the city. Addressing this is essential if we are to realise our vision of a world class city with a thriving, inclusive, economy where everyone can flourish and benefit from the city's success.

To deliver a truly inclusive economy we need to harness the untapped resources in all parts of the city. We are determined to find ways to be more innovative and to work with partners across communities, public, private, and third sectors to realise the potential of these assets. Sometimes this may lead to regeneration in partnership with developers, sometimes to locally-led development opportunities, or to recreation spaces in partnership with communities.

As important as the boost we can gain from these assets is the need to address the barrier they currently represent. Too often, there is a link between areas of inequality and deprivation and the presence of long-term vacant and derelict properties. We will work to ensure problematic assets do not remain as an additional concern for communities already tackling disadvantage. Our commitment to a world class city must see us tackling poverty, tackling poor health and improving our neighbourhoods right across the city. We want all our citizens to be proud to live and work in Glasgow.

The focus of this plan is primarily on vacant and derelict assets in the council's control. With our own assets we can act more quickly and be more innovative than in situations where we must rely on others to bring about change. However, even with our own assets there are still challenges, whether from the need to reflect market values within regeneration schemes, or the overall financial constraints facing the council and potential development or funding partners.

While addressing all of our challenges can only be achieved over time, our starting point will be to map and analyse all our assets, and to develop and share this information with local communities. Community engagement – gaining insights into potential solutions and support in addressing the challenges and opportunities they provide - will be at the heart of how we reimagine and reuse our vacant and derelict assets.

Councillor Kenny McLean

City Convenor for Neighbourhoods, Housing and Public Realm May 2019

## 1. Background and Overview

- 1.1. A recurring theme of the Glasgow Economic Strategy (2016-2023) ([link](#)) is the need to *“invest to unlock potential vacant and derelict sites for employment and housing”*. Addressing this issue is critical not just to enable a thriving inclusive economy but also to allow everyone to flourish and benefit from the city’s success. We need to tackle *“the blighting impact of derelict land on local communities, most disproportionately affecting those suffering from multiple deprivation”* Report to the City Administration Committee August 2018 ([link](#)). |
- 1.2. The Scottish Government recognises Vacant and Derelict Land as harmful both for the negative impact it can have on surrounding communities and for the missed opportunity it represents. Through its regeneration activities it seeks to measure and address the levels of Vacant and Derelict Land. It defines Vacant land as; *land which is unused for the purposes for which it is held and is viewed as an appropriate site for development. This land must either have had prior development on it or preparatory work has taken place in anticipation of future development.* Derelict Land (and Buildings) is defined as; *land which has been so damaged by development, that it is incapable of development for beneficial use without rehabilitation. In addition the land must currently not be used for the purpose for which it is held or a use acceptable in the local plan. Land also qualifies as derelict if it has an un-remedied previous use which could constrain future development.* A Vacant and Derelict Land Register is maintained by the Council who in turn provide information for Scottish Government, however this only records sites meeting these criteria which are 0.1 hectares or larger.
- 1.3. The council has made significant progress in recent years to reduce the level of vacant and derelict land across the city. Over a two year period we achieved a 10.4% reduction in the hectare-age of vacant and derelict land representing a reduction of 40 sites. This compared with reductions of 3% and 3.9% in the two preceding years
- 1.4. The distribution of vacant and derelict land continues to be concentrated in the east and the north of the City, with smaller concentrations in other inner city and peripheral areas. Given the geographic correlation between levels of V&DL and deprivation addressing this concern can play a valuable role in community resilience where it is most needed.
- 1.5. Despite recent success in addressing this issue, more than 1000 hectares of unused land remains across the city of which half is in Council family ownership. This represents both a challenge and a significant opportunity for the Council to take a pro-active approach in reuse of land for development or other beneficial uses such as temporary greening, whilst acknowledging funding and other challenges.
- 1.6. Some of the challenges relate to our industrial past. The nature of this prior usage can leave a complex and costly legacy with issues ranging from fragmented

ownership through to land contamination making sites less attractive to developers. Assessment of ground condition and planned remediation must be an integral aspect of any plan to address vacant and derelict assets. This may also partially determine the nature of any repurposing with some site being less suitable for new development.

- 1.7.** This Vacant and Derelict Asset Plan is focused on the assets in Glasgow that are within council ownership. In addition as part of the Property and Land Strategy the aspects covered by this plan will include areas of less than 0.1 hectares. As a visual reference 0.1 hectares is roughly the size of a seven-a-side football pitch so to a local community can seem quite a big area if it is not managed.
- 1.8.** This plan will also include empty buildings if under council ownership where prolonged void period may create contribute to community blight or may inhibit other potential development opportunities.
- 1.9.** Finally while not as high a priority consideration will be given to a range of amenity green spaces under council ownership and management but not forming part of the parks estate. In some cases there may be greater benefit in local community stewardship of these spaces. For thou council this might represent a reduction in maintenance costs and for the communities it could enhance the wellbeing secured through the amenity.
- 1.10.** However while the Vacant and Derelict Asset Plan carries a slightly wider definition of the terms vacant and derelict, it is aligned to the key Scottish Government objectives;
  - to stimulate economic growth
  - promote environmental justice and improved quality of life
  - to support communities to flourish and tackle inequalities
- 1.11.** The Council is a major owner of vacant and derelict assets, therefore, it is important the Council itself has a Plan for the management of these assets. Doing so is integral to realising the Glasgow vision
  - to tackling poor health in the city
  - to improve our neighbourhoods
  - to create jobs and investment
- 1.12.** In the face of increasing financial constraints there is a need for the council to ensure it has accurate and timely information on all its assets to allow informed decision making about spend prioritisation and the possible impact where limited resources mean that identified spend requirements need to be deferred.
- 1.13.** This vacant and derelict asset plan is intended to identify the broad challenges and opportunities facing the council in relation to its vacant and derelict assets and set a broad direction for the management and coordination of actions and resources to address this issue. More specifically the plan is designed to:-
  - Raise awareness of council owned vacant and derelict assets

- Definitively identify the Council's vacant and derelict assets
- Identify assets owned by the Council that are causing concern to local communities
- Define the main challenges and opportunities facing these assets
- Inform a 'framework for action' for the management of vacant and derelict assets
- Clarify good practice that could be used by other organisations which own vacant and derelict assets in the city

## 2. Vacant and Derelict Asset Plan - Alignment

- 2.1. The council has an overall Property and Land Strategy which has identified three key thematic drivers which are intended to focus strategic and operational decision making within Property and Land Services. These are;

Community Assets

Heritage Assets and

Vacant and Derelict land and buildings

- 2.2. Each of these must be considered in both the overall development of holistic property and land thinking and to assess the potential impacts of individual decision approaches. While it is anticipated that the Vacant and Derelict Asset Plan will be a living document that will evolve and develop over time, it is important that it continues to reflect and reinforce the overall strategy for which it is a key driver.

- 2.3. In developing proposals for Vacant and Derelict Assets, consideration should also be given to the range of strategies and policies covering Economic Contribution.

GCC Strategic Plan 2017 – 2022 ([link](#))

GCC City Development Plan (adopted 2017) ([link](#))

- 2.4. It is also important that the actions taken by the council in relation to its own vacant and derelict assets should be aligned to and informed by the wider strategic approach led by the council in addressing this issue across the city. Informed by engagement with Scottish Government has focused upon;

- Projects assisting delivery of sites and infrastructure to support existing area-based multi-faceted regeneration initiatives such as Clyde Gateway, Glasgow Canal Regeneration Partnership, peripheral estates, and the City's eight Transformational Regeneration Areas (TRAs);
- Projects assisting delivery of sites and infrastructure to support job creation in some of Scotland's most deprived communities;
- Where sites do not have potential for development in the short to medium term, but are a blight on communities, tackling these through temporary and permanent greening solutions.

- 2.5.** The council is continuing to develop the approaches above. It is anticipated that this will result in a report being published after the summer of 2019. This will help ensure that action taken across the city in relation to vacant and derelict land is undertaken in a strategic and structured fashion and linked to wider regeneration approaches.
- 2.6.** The report will also cover the existing and anticipated deployment of the Vacant and Derelict Land Fund (VDLF). This is a ring fenced Scottish Government fund available to Local Authorities such as Glasgow with a high concentration of vacant and derelict land for the purpose of bringing vacant land into beneficial use in accordance with Council and Government objectives.
- 2.7.** Requirements for support from the fund include that a site must have been on the Vacant and Derelict Land Register for more than 15 years. This would mean that a number of council sites in scope under this plan would not be eligible for VDLF support. However the plan has been developed with support from council officers responsible for the administration of the VDLF. Once their report is brought forward this plan will be reviewed to ensure it reflects best practice and is aligned to the strategic focus of the council in this regard. As a major owner of vacant and derelict assets in the city, following our principles and policies will be important both as an exemplar to others and in their own right in ensuring the greatest benefit to the city from these assets.



**Case Study 1 Use of site for community benefit**

*In the Canal ward, the council has invested £300k in an indoor skate-park, opening autumn 2109, in a building owned by Scottish Canals. On a council owned vacant site close to the skate-park the council is using VDLF funding for a parkour development and transferring this site to Scottish canals to provide a cohesive service offer.*

**Key outcomes**

- **Removal blight form derelict building and vacant land**
- **Creation of youth orientated recreational facility**

### **3. Vacant and Derelict Priorities**

- 3.1.** Vacant and derelict assets are of key significance in their ability to impact upon vibrancy of the city and the wellbeing of its inhabitants. If neglected they can act as a blight or break on progress, if way can be found to unlock these assets this can lead to a further unlocking of investment, community wellbeing and overall city potential. It is important that this significance flows through to our vacant and derelict asset management and the evaluation of different options support that asset management.
- 3.2.** While this impact is both synergistic and holistic there are nevertheless a number of key strands or themes that reflect this importance and which can be used as prioritisation metrics for evaluating options and understanding their relative importance and contribution. These priorities are:
- Forming part of a wider scheme to deliver benefits to the city
  - The removal of local blight
  - The realisation of asset value

- The unlocking of asset potential
- Securing community benefit
- Forming part of a wider scheme to deliver benefits to the city
- Early intervention

### 3.3. Forming part of a wider scheme to deliver benefits to the city

- 3.3.1 Significant and effective regeneration often requires direction and intervention on a wide scale. Individual point solutions to address a specific building or site may be sufficient on an ad hoc basis but generally a complex mix of poor ground conditions and inadequate infrastructure will apply to a range of sites within a space. This in turn acts an inhibitor on the availability of land for development and a potential brake on the economic potential of the City.
- 3.3.2 Any consideration of a vacant and derelict must happen in collaboration with colleagues in the relevant economic regeneration and city development teams. This should ensure that small sub-optimal solutions are not progressed to the potential jeopardy of a wider scale initiative

#### **Case Study 2 Large scale development/wider benefits to the city**

*Sighthill, in the north of the City, is the largest of eight Transformational Regeneration Areas (TRAs) in Glasgow. Progress so far includes 141 units of social rented housing for GHA, Extensive site wide remediation and the design of the community campus school with Youth Centre and community facilities.*

##### **Key outcomes**

- **826 new homes for sale and for mid-market rent,**
- **62 new jobs through modern apprenticeships, graduates**
- **new pedestrian bridge improving connectivity across the M8 motorway**



### 3.4. The removal of local blight

- 3.4.1 Not only can vacant and derelict assets provide an immediate visual blight, their pervasive negative impact spans a number of wellbeing indices. Including physical and mental health and economic success.
- 3.4.2 A 2017 study identified that over 60% of Glasgow inhabitants lived within 500 metres of vacant land identified within the Vacant and Derelict Land Register. When smaller sites are included this percentage would be higher. Depending on its condition that land may have been physically unsafe due to the presence of contaminant or because it represented an attractive but unsafe adventure play-ground for young Glaswegians.
- 3.4.3 In mental health terms the proximity to a location vacant, often abused as fly tipping site can be detrimental and corrosive. A study in 2016 identified a correlation between vacant land and its associated environmental stressors and the mental health of the local



community. It also identified the disproportionate presence of blight sites in areas already impacted by multiple deprivation.

- 3.4.4 In regeneration terms the presence of unsightly vacant or derelict sites may act as a brake on all investment within an area, with resultant knock on impacts on local employment prospects.

### **3.5. The realisation of asset value**

- 3.5.1 The council faces significant financial constraints. There is a compelling argument for the realisation of assets which have a realisable value where they are not directly contributing to the wellbeing of the city or the realisation of key city objectives.
- 3.5.3 While the need to address these concerns is urgent, it must happen through a process of community engagement and involvement.

### **3.6. The unlocking of asset potential**

- 3.6.1 There may be instances where an individual asset is of limited commercial or operational value but its demolition and/or, remediation may unlock the potential of other associated sites. This may be directly through the provision of access and/or infrastructure links or indirectly through the visible improvement of a locality.

### **3.7. Securing Community Benefit**

- 3.7.1 The key community priority is to remove negative and detrimental outcomes on the community caused by the presence of vacant and derelict sites. However there may be a range of positive potential outcomes that can be realised through co-design and co-delivery with the community in addressing such assets. (link to community asset plan)

### **3.8. Early Intervention**

- 3.8.1 As already identified, the council faces significant challenges – not least in resource – in tackling this issue. The origin of some of the problem sites can be tracked back over centuries to an industrial era. Implementing the solutions may take decades and we strive to assemble funding packages and put in place large scale regeneration programmes
- 3.8.2 However more effective and joined up working across the council should have a significant impact on limiting the potential future pipeline of vacant and derelict land under council ownership. As part of the implementation of the Property and Land Strategy, processes for under-utilised and surplus assets will be reviewed with a view to ensuring that the council does not end in occupation of a site without a clear plan and timetable for what will happen next.

- 3.8.3 Where the role the site has in forming part of a larger scheme inhibits immediate permanent resolution, interim or meanwhile uses will be considered.

## 4 Vacant and Derelict Options

- 4.1. The council will take a pragmatic, pro-active and entrepreneurial approach to managing the current vacant and derelict portfolio. This will require different and varied solutions to maximise positive outcomes that can be found to ensure these assets convert to a viable use. The need to consider a range of approaches is made more important because of the council's limited funds and competing needs for these scarce funds.
- 4.2. The scale of the challenge and the range of required solutions mean the council should not anticipate being the key driver of every solution. There are community organisations who are willing to act as partners on an equal or even 'leading' basis to manage and operate alternative usage such as greening or community growing upon some assets. In such situations the Council can provide support and direction and specialist advice to ensure assets are put to productive use. In some instances disposal to a private sector organisation will provide the best solution but the council may need to provide support in relation to preparation, remediation or infrastructure to facilitate the advancement of such solutions. The key driver must be to ensure the solution contributes to economic and social regeneration. Potential options for management of vacant and derelict assets will include;
- Redevelopment or remediation to form part of an operational council facility
  - Transfer to Community management/ownership
  - Disposal to a commercial enterprise/developer
  - Hold to facilitate a future wider regeneration scheme
  - Identify interim solutions
- 4.3. The preferred option should be selected on the basis of its alignment to overall council objectives, including community empowerment, and its long term sustainability. While the final option will generally arise through a failure to identify an alternative solution or an anticipated delay in the implementation of another solution.
- 4.4. Redevelopment or remediation to form part of an operational council facility**
- 4.4.1 Generally a site that is considered as vacant or derelict will be unlikely to be in the right place to support an emerging council need. At some previous stage the council has considered it and identified it as surplus.
- 4.4.2 However as the profile of council service delivery and the local needs of council service users evolve over time, it is possible for a former site to offer a potential future use.
- 4.4.3 Examples of this might include urban parks, skateboard parks or parkour facility which can provide effective ways to reimagine problem sites.

#### **4.5. Transfer to Community management/ownership**

- 4.5.1 The council's widely acclaimed Stalled Spaces scheme has demonstrated the potential benefits that can arise from community operation of vacant or derelict land. ([link](#))
- 4.5.2 At the heart such approaches sustain vital links between the people and the land they live on. The outcome in the locality tends to be uplifting and engaging raising the spirits of the whole neighbourhood. As importantly the participants get the additional benefit from being able to control/influence their environment. Green space and growing is a balm for the soul of those who view it but an even bigger boost for those who bring it to life
- 4.5.3 In considering our vacant and derelict land the opportunity may now be here to build on this success and look at permanent stewardship of sites and at local management of much smaller spaces where communities can be given the means to truly influence their environment.
- 4.5.4 The Community asset Transfer process informed by the Community Empowerment Act provides a road map for a range of activities in this space. However it can prove complex and distancing for communities and there will be benefits in evaluating a range of solutions (especially in relation to sub 0.1 hectare sites) to allow communities to become responsible and potentially bring the land into productive use.
- 4.5.5 There has been a growth of Social Enterprises and Community Interest Companies, such as Locavore, with a focus on local grown, improving sustainability and reducing food miles. While it would be naive to anticipate the city becoming self-sufficient in vegetables. It is worth considering that a 0.1 hectare site could accommodate 4 x 250 square meter allotments which would in turn allow four families of four to grow the vegetables required to feed them for 12 months.

#### **4.6. Disposal to a commercial enterprise/developer**

- 4.6.1 One of the key objectives of dealing with vacant and derelict sites is to bring them back to life including economically productive life. Many of these sites are the final legacies from industries through which the city gained substantial growth. There is a symmetry if the future use can echo the past use and the sites can once again bring employment economic vibrancy to their neighbourhoods
- 4.6.2 However in some cases the condition of the site may limit is commercial viability. In certain circumstances the Vacant and Derelict Land Fund may provide some finance for site clearance/remedial work to help rebalance the commercial challenge of using a previously used site.

#### **4.7. Hold to facilitate a future wider regeneration scheme.**

- 4.7.1 The City Development Plan provides the holistic context for how Glasgow will continue to flourish. Operating under its umbrella are a number of area-based multi-faceted

regeneration initiatives such as; City Deal, Clyde Gateway, Glasgow Canal Regeneration Partnership, and Transformational Regeneration Areas (TRAs)

- 4.7.2 One of the challenges for the extensive and complex initiatives is that the area concern often consist of a patchwork of pockets of land typically involve fragmented and/or unknown ownership, resulting in complex and prolonged site assembly.
- 4.7.3 Some parts may already be in council ownership, other parts may transfer in as the plan is advanced. This may take place over a prolonged time period but is a necessary process. However on some occasions interim solutions to mitigate the impact of vacant and derelict land can be deployed to reduce the short term negative impacts on local communities.

#### **Case Study 3 Interim Use - Stalled Space**

*Test Unit is a canal-based professional summer school which was developed in 2016 by a local creative agency (Agile City), closely involved in the establishment of the Glasgow Canal Cooperative and Glasgow Canal Regeneration Partnership. It is located on a Stalled Space in Speirs Lock The purpose of the school is to explore cross-disciplinary approaches to city development, by temporary activation.*

#### **Key outcomes**

- **Strong local engagement and participation/ generation of innovative research and thinking**
- **Hands-on learning environment to explore a theme and engage with ideas, materials, people and place**



#### **4.8. Identify interim solutions.**

- 4.8.1 There may be occasions when it is not possible to bring forward permanent solution. This may be due to financial challenges in funding required remediation, delays in identifying a suitable partner, community group or developer to progress a scheme or the complex process of assembling all the constituents of a larger regeneration scheme.
- 4.8.2 In such circumstance we should explore the potential for an interim use. Although this will not be the permanent solution to can significantly alleviate the risk of local blight and may also produce significant additional local benefits.
- 4.8.3 Stalled Spaces is a programme introduced by Glasgow City Council in 2011 to support community groups and local organisations across the city develop temporary projects on stalled sites or underutilised open spaces. The programme has achieved significant success with over 100 projects in its first five years and indeed is now being emulated across Scotland.
- 4.8.4 Projects supported by the programme deliver a range of initiatives based on the needs of the community. These may include:
  - growing spaces,
  - pop-up gardens,
  - wildlife areas,

- urban gyms or natural play spaces,
- temporary art in the form of pop up sculptures,
- spaces for events or exhibitions

4.8.5 Within the asset portfolio managed for the council by City Property there is a “meanwhile use” programme designed to address periods of voids in retail parades. Empty units may be given temporary life as pop up galleries for artists. This supports local cultural activity and also assists by encouraging footfall in the other adjacent shops



#### **Case Study 4 Interim solution - Meanwhile Space**

*Meanwhile Space has been adopted by City Property as an approach across the Saltmarket and High Street area. Eleven empty shops have been identified as long term vacant units and have been renovated ready for public use. A number of creative groups have been selected to utilise the space and are programming events over their 12 month occupation.*

#### **Key outcomes**

- **enhance and underpin the viability and revitalisation of the area**
- **increasing footfall for the existing commercial tenants,**
- **occupiers obtain a low cost space without , long term commitment allowing access to public locations they could not otherwise afford**

## **5 Actions to Facilitate Option Appraisal**

5.1. To ensure that the most appropriate option is progressed for each individual property, there are a number of actions to that now need to be undertaken. There will be a focus on the following:

- Ensuring accurate ownership information
- Identifying the condition of the land (remediation concerns)
- Ensuring digital technology is effectively deployed.
- Sharing information with Communities and Partners
- Targeting communities for smaller land areas.

### **5.2. Ensuring accurate ownership information**

This will involve:

- identifying not just the extent of all land and property in this category within council ownership but also any additional constraints or burdens upon these assets
- Ensure that as a minimum, data required to accurately define and map these assets is recorded

This will deliver:

- A prioritisation of those sites with a more urgent need for remediation/resolution.
- A potential for a 'performance scorecard' to track progress in our reduction of the vacant and derelict land portfolio.

### **5.3. Identifying the condition of the land**

This will involve:

- Recognition of the high costs of proper analysis and identification of contamination driving a process of prioritisation.
- Giving priority to identifying any health, safety and welfare concerns, with secondary prioritisation given to sites of aesthetic blight or where remediation would unlock significant wider benefits
- Identifying the potential costs of effective remediation to enable the land to be repurposed.

This will deliver:

- A more planned approach to identifying and addressing issues within the council asset base
- A clearer context for a more informed conversation with Scottish Government and other partners on actions required to provide a robust solution to this challenge.
- Greater transparency for communities in the condition and concerns of vacant and derelict sites in their area.
- In some cases the nature of contamination will limit some uses but could still allow others to progress. Low level contaminants may make soil unsuitable for widespread cultivation but could be suitable deployment of raised beds with imported soil.

### **5.4. Ensuring digital technology is effectively deployed.**

This will involve:

- Using information technology to record sites and using GIS to facilitate representation of sites.
- Consideration of other associated technologies that might provide innovative deployment of digital technology to support solutions.

This will deliver:

- Searchable online records of sites and where feasible additional information around anticipated solutions under consideration
- New ways of working to unlock potential derelict sites (case study box for Smart canal)

### **5.5. Sharing information with Communities and Partners**

This will involve;

- Continuously review our records to cleanse and confirm data

- Presenting available information online to allow stakeholders and potential interested parties to understand the extent of the challenge/opportunity

This will deliver:

- Better opportunities to find solutions of vacant and derelict sites through accessing a wider set of remediation and reuse partners
- Greater community confidence in the council process for addressing this issue and in the community potential to play a role in finding and implementing solutions.

### **5.6. Targeting communities for smaller land areas**

This will involve:

- Establishing a simple and low cost inclusive model for community stewardship of local amenity land. (Potential model might include Co-operatives, Social Enterprises or Community Interest Companies)
- Identify suitable local groups to pilot and co-develop approach.
- Consider potential for some council owned Stalled Spaces to move from “meanwhile usage” to “forever usage”.

This will deliver:

- Increased activity and success in local agency involvement in stewarding local amenity sites.
- Increased “ownership” of the city by its people through connecting with the land
- Potential localisation of land maintenance reduces council overhead and reduce carbon footprint of sending council staff across all parts of the city.

## **6 Governance and Evaluation**

**6.1.** This plan is designed to provide direction and guidance for the management of the council’s vacant and derelict assets. The overall responsibility for implementing the plan will lie with Property and Land Services reporting through the appropriate city council committees. However the impact these assets can have is widespread and as such this plan needs to be seen as a common concern and priority for a wide number of members and staff across the council.

**6.2.** While the duration of the plan mirrors the life of the Property and Land Strategy and reflects the extended duration of property projects it is anticipated that it will be formally reviewed and updated within a five year time frame. An initial earlier review will be undertaken once the report on the VDLF and wider strategy is published to ensure full alignment with council approaches

**6.3.** A key part of delivering the vacant and derelict plan will be in understanding and measuring its achievements. There is a need to develop a short ‘performance scorecard’ to assess concerns associated with the vacant and derelict asset portfolio as a sub set of reporting on the wider council property and land asset portfolio. Progress on the actions

identified in section 5 will be reviewed on a regular basis and reported annually. This will enable members to see progress against the identified actions. There is also a need to save costs overall for the Council and part of the success of this Plan will be to generate revenue, reduce costs and cost liability for this portfolio of assets from the Council's budgets.

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