



**Glasgow City Council**

**Finance and Audit Scrutiny Committee**

**Report by Director of Governance and Solicitor to the Council**

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**Item 5**

10th April 2019

## **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 current position with regard to the development of the Council's Corporate Asset Management Plan and the timescales for the updating of this document and the position relating to the current asset governance arrangements.

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 Maintaining and improving our assets through an effective asset management process is a fundamental activity for the Council. Coordination of such activity, directing and advising Services and ALEOs of the core elements of asset management planning and ensuring asset management planning provides a clear corporate framework for individual asset improvement and development is essential to success. The Council's physical (and virtual) assets support a wide range of diverse services for the city. The quality of these assets, therefore, has a direct relationship with the success of the services they support.
- 1.2 To support the ongoing management of the Council's assets, a Corporate Asset Management Plan ("CAMP") was brought to this committee on 19 June 2013. That 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. Updates were provided on 20 August 2014, 21 October 2015, 12 October 2016 and 14 March 2018. This report provides a further update on how these arrangements have been developed over the past 12 months.

## **2 Asset Management and Governance**

- 2.1 The CAMP 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 CAMP 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 Since the last report to Committee in March 2018, a number of changes have taken place in the Council Family regarding the structure of how these assets are managed and the governance arrangements that support these. The most significant of these changes are set out in the rest of this section.
  - 2.3.1 Establishment of Property and Land Services - The property teams from ACCESS, Corporate Governance and Education transferred to Property and Land Services in DRS in February 2018 and a number of operational staff transferred from Cordia in September 2018. The majority of service delivery

was transferred on a “lift and lay” basis to minimise service risk. This centralisation of property expertise will facilitate the development of a co-ordinated approach which will be able to take a much more holistic and strategic approach to the management of land and property.

The Property and Land Strategy 2019 – 2029 was approved by the City Administration Committee on 7 February 2019. The report noted that as part of the key activities is the establishment of the officer and member governance arrangements. Interim governance arrangements were established in April 2018 and can be accessed from the following weblink.

<http://connect.glasgow.gov.uk/Corporate-Governance>

These arrangements are currently under review to align with the new Property and Land Strategy.

- 2.3.2 ICT – in November 2017 the Council signed an ICT services contract with CGI and established a Strategic Innovation and Technology (SIT) team to oversee the management of ICT. The rationale for the SIT team is to provide a more centralised and strategic approach to the management of ICT developments. One of the early tasks was to establish the governance arrangements for the relationship between the Council and CGI, these arrangements can be accessed at the following weblink.

<http://connect.glasgow.gov.uk/Corporate-Governance>

In November 2018, the City Administration Committee approved the Digital Glasgow Strategy 2018 – 2023 - this covers the city and not just the Council. In order to deliver under the commitments in the Digital Glasgow Strategy the SIT team are developing a number of strategies and action plans under the three key headings of Business Intelligence, ICT Delivery and Innovation. These strategies will impact on our ICT assets and how we most appropriately use them.

- 2.3.3 Reform of data protection law – the implementation in May 2018 of the EU’s General Data Protection Regulation (GDPR) and associated Data Protection Bill (presently progressing through the UK Parliament) saw major changes in how we deal with the management of information across the Council Family. A major programme of activity mapping and analysing data flows into an out of the Council and ALEOs, updating policies and procedures, drafting privacy statements for hundreds of different areas of activity and training staff was all undertaken in time for the legislative change. Work continues to ensure data protection reforms are embedded and work has commenced on a new Records Management Plan for the Council, in line with our obligations under the Public Records (Scotland) Act 2011.

- 2.3.4 Civic collections - in line with maintaining its museums accreditation, Glasgow Life (managing the collection on behalf of the Council) require to have a collections development policy and scheme of delegations. These have been developed in draft by Glasgow Life and are currently being reviewed by Council officers to ensure that they provide the level of transparency and accountability which Elected Members will expect.

### **3 Impact on the development of the CAMP**

3.1 The developments set out in section 2.3 above have a significant impact on the way we coordinate the management of our individual asset categories. In this respect it is proposed that we further develop the strategies set out above in order that the CAMP fully reflects the changing landscape. It is proposed that a revised CAMP is brought to Committee later this year, which will set out the best way to co-ordinate these strategies with the seven cross cutting themes set out in the Council's strategic plan.

3.2 As part of this, the opportunity will also be taken to review the role of the Strategic Asset Management Planning Board, and how we can better co-ordinate asset planning with investment planning.

3.3 In order to give continuity for Elected Members, in the development of the CAMP a number of steps were identified which Members agreed to be updated on. These steps are set out below and are key to developing a meaningful and robust CAMP:

- We will ensure our assets are known, that the information we hold on our assets is accurate and that this information is held on appropriate systems which support the reporting of effective management information.
- We will ensure that the Council's assets are used effectively, that they meet current service needs and support future service delivery.
- We will drive improvement in the sharing of assets and the co-ordination of asset improvement activity, and we will encourage a culture of co-operation between services.
- We will develop the individual asset plans for each of the asset classes in support of the above.

Appendix 1 sets out current progress for each of these areas of activity across each of the seven asset classes in question, along with a summary of where the governance framework has reached and areas identified as the highest priority.

3.4 Committee was previously advised of the intention to place information regarding the current state of the Council's assets on the Council website, to assist with our Public Performance Reporting obligations. This page has now been created and can be seen at <https://www.glasgow.gov.uk/index.aspx?articleid=21276> . This page will be updated to reflect the current position with respect to the development of the revised CAMP.

### **4 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:** The Corporate Asset Management Plan priorities align to the 7 cross cutting themes in the Council Strategic Plan 2017 to 2022, particularly in relation to a low carbon and sustainable city, a well governed city and a vibrant city.

**Equality and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2017-22* This report has no direct impact on equalities outcomes.

*What are the potential equality impacts as a result of this report?* No significant impact

*Please highlight if the policy/proposal will help address socio economic disadvantage.* The CAMP itself will have no direct impact but the underlying asset strategies such as the Property and Land Strategy are designed to support inclusive economic activity

**Sustainability Impacts:**

*Environmental:* There are no environmental impacts arising from this report. Ongoing asset management activity will continue to pay particular respect to possible environmental impacts of changes in assets.

*Social, including Article 19 opportunities:* The report contains no actions which directly impact on the citizens of Glasgow

*Economic:* The report contains no actions which directly impact on the local economy or businesses.

**Privacy and Data  
Protection impacts:**

There are no privacy or data protection impacts as a result of this report. No personal data is involved in this proposal. Privacy and data protection impacts are however routinely taken into account in respect of information management and ICT activity.

**5 Recommendations**

- 5.1 Committee is asked to note the current position with regard to the development of the Council's Corporate Asset Management Plan and the timescales for the updating of this document and the position relating to the current asset governance arrangements.