

REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 JUNE 2023

REPORT ON: CORPORATE ASSET MANAGEMENT PLAN 2023-28

REPORT BY: EXECUTIVE DIRECTORS OF CORPORATE SERVICES AND CITY DEVELOPMENT

REPORT NO: 177-2023

1 PURPOSE OF REPORT

1.1 This report provides details of the governance arrangements for the management of corporate assets across the Council and sets out the timescales for next review of individual asset management plans that will come back to members for approval separately in due course.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- (a) notes the content of this report;
 - (b) approves the Corporate Asset Management Plan 2023-28 included as an appendix to this report;
 - (c) notes the arrangements and timescales for updating existing asset management plans set out in paragraph 4.4.

3 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report.

4 BACKGROUND

4.1 The Council’s Corporate Asset Management Strategy was approved in March 2011 (Report 148-2011 to Policy & Resources Committee 28 March 2011 refers). The asset management plan is intended as a framework used to identify assets, their value, their use and how they support the council’s overall aims and objectives and therefore plays a key role in the planning of capital and revenue expenditure.

4.2 In line with CIPFA guidance outlined in their ‘Guide to Asset Management and Capital Planning in Local Authorities’ the council’s assets are aligned into six key groups. Each individual asset categories are managed by an Asset Manager as follows:

Asset Category	Asset Manager
Buildings and Property	Head of Design & Property
Roads and Infrastructure	Head of Sustainable Transportation & Roads
Housing	Head of Housing & Construction
Open Spaces	Head of Environment
Fleet	Head of Sustainable Transportation & Roads
Information and Communication Technology	Head of Customer Services and IT

4.3 Asset Managers are responsible for preparing and updating these plans that are submitted to the Capital Governance Group, chaired by the Chief Executive. This Group are responsible for the overseeing the preparation and development of the Corporate Asset Management

Plan and the associated Asset Plans and are also responsible for scrutinising any investment proposals associated with the Council's assets, and prioritising investment decisions.

- 4.4 The assets plan above are currently under review in accordance with CIPFA's asset management framework guidance. These updated plans covering the period above will be submitted to members for approval by the end of December 2023.

5 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6 CONSULTATIONS

- 6.1 The Council Leadership Team have been consulted on the content of this report.

7 BACKGROUND PAPERS

- 7.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

ROBIN PRESSWOOD
EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

11 JUNE 2023

Corporate Asset Management Plan 2023-28



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Contents

Section	Page
1. Background	3
2. Corporate Objectives	4
3. Policy Framework	4
4. Corporate Asset Strategy	5
5. Drivers for Change	5
6. Governance	5
6.1 Corporate Structure	6
7. Corporate Asset Management	6
8. Asset Class Management Plans	6
8.1 Property Asset Management Plan	7
8.1.1 Operational Property	7
8.1.2 Schools	8
8.1.3 Commercial and Investment Property	8
8.2 Housing Asset Management Plan	8
8.3 Roads Asset Management Plan	9
8.4 Fleet Asset Management Plan	10
8.5 Open Spaces Asset Management Plan	11
8.6 ICT Asset Management Plan	12
9. Climate Change	12
10. Capital Investment	13
11. Performance	14
12. Conclusion	14

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1. Background

Covering just 60 square kilometers Dundee City Council is, geographically, the smallest local authority area in Scotland. However, with a population of 148,820 in 2020, it is Scotland's fourth-largest city and the 13th largest council out of 32 in terms of population. It is bordered by Perth and Kinross Council to the west and Angus Council to the north and east and Dundee continues to serve as the regional centre not only for this area but for the wider area of North-East Fife, as a result Dundee has a potential catchment population of some 500,000 people.

The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate 'Best Value' in delivering their services and in managing any assets they hold. Effective management of the Council's assets is essential and has a positive impact on the services provided. The aim of the Corporate Asset Management Plan is to ensure the Council's assets support current and future service needs and provide the overarching framework for individual asset categories that will prioritise future investment and rationalisation decisions.

The Council's Capital and Revenue Budget for 2023/24 were £133m and £424m respectively which are utilised to deliver a range of services and functions such as Education, Community Learning, Housing, Adult & Children's Social Care and Safeguarding, Environmental Services, Planning, Arts, Leisure & Culture and Roads some services such as Sports Centres, Museums and Libraries of which are by Leisure & Culture Dundee on behalf of the council albeit the Council retain responsibility the management of the buildings these services operate within.

Asset management plans are essentially a policy, strategy and action framework used to identify assets, their value, their use and how they support the council's overall aims and objectives. Asset management plans are therefore valuable tools and play a key role in the planning of capital and revenue expenditure.

Continuous improvement is at the core of our planning and development to ensure we continually strive for excellence to become a stronger, more effective organisation and as part of that process we need to ensure that all our physical assets contribute effectively to service delivery by being fit for purpose, suitable, sustainable, and efficient.

As we implement this transformation we will continue to evaluate and, wherever possible, maximise the benefits and opportunities from all our assets as we continue to transform our services and will continue to review our assets to help deliver our services and work with local communities in areas such as asset transfer and utilisation of schools as key community hubs.

Asset Management Plans also play a key role in contributing to the regeneration of the area and can assist in driving economic growth. Through the development of our approach to community wealth building and collaborative working with local communities and businesses the asset management plans will help deliver the Council's key priorities and help address the key challenges being experienced within the current economic climate through embracing opportunities.

2. Corporate Objectives

We aim to develop a clearer vision of asset management across the council, which allows us to support the challenges set by the Council Plan. This Corporate Asset Management Plan updates and revises previous Council wide strategies for managing corporate assets.

By developing individual Asset Management Plans for each asset class, we will:

- Ensure that all our assets are known and that the information we hold on them is accurate and held on appropriate systems which support the reporting of effective management information.
- That the Council's assets are used effectively, meet current service needs and support future service delivery.
- Drive improvement in the sharing of assets and the coordination of asset improvement activity, and we will encourage a culture of co-operation between services.

3. Policy Framework

The Council operates a policy planning framework which allows the aims and objectives identified in the major strategic plans to be identified and included in the asset management process. The key plans are:

- **The Council Plan 2022 – 2032**

The City Plan outlines the Council's main priorities and objectives aimed at delivering improved outcomes for all residents and provides details on the services the Council will provide over the five-year period 2022 – 2032.

The strategic priorities can be summarised as:

- reduce child poverty and inequalities in incomes, education and health
- deliver inclusive economic growth (including community wealth building)
- tackle climate change and reach Net Zero emissions by 2045
- build resilient and empowered communities
- design a modern Council

- **The Dundee Partnership – Community Planning**

The Dundee Partnership has implemented community planning in the city for over almost 20 years and has an even longer record of joint working to achieve economic development and regeneration. Our community planning arrangements have evolved in line with changing national expectations and through capturing the lessons of local experience.

- **Service Plans**

Each of the Council's Services has or is developing a specific service plan which sets out in detail, the aims and objectives for a three-year period and links to the Council Plan.

4. Corporate Asset Strategy

The Council has many assets comprising not only operational offices and buildings utilised for service delivery and support, but also social housing, open space, roads, vehicles, infrastructure, and equipment.

The council recognises that delivering quality services, meeting corporate objectives, and providing best value relies on the good management of all these assets. This includes:

- A property portfolio which is suitable for the Council's needs in terms of size, condition, location, and suitability and based on the premise that property should be in good condition, well maintained, well used and energy and cost efficient.
- A well-maintained roads network that meets the needs of both residents and visitors and promotes economic growth.
- An appropriate supply of good quality, energy efficient housing that is well managed and well maintained and meets the Scottish Housing Quality Standard.
- Provision and promoting of high quality and accessible parks and open space to encourage use and maximise the potential to enhance health and well-being.
- Good management of our fleet of vehicles to ensure services are well supported and the use of vehicles is cost effective and sustainable and contributes to our Carbon reduction targets.
- Efficient and effective Information Technology systems to support service delivery, new ways of working, enhanced customer interaction and ensure we are achieving value for money.

5. Drivers for Change

In preparing, reviewing, and updating the council's Corporate Asset Management Plan, consideration is given to a range of strategic factors. Examples include changes in council and national policies in respect of service delivery, changing demographics and new areas of legislation.

A key area for consideration at present is the current financial challenges that face the Council, its partners and local stakeholders. This has raised issues relating to the priorities for service delivery and has also provided a focus on driving increased efficiencies in all areas of asset management. Asset management has also been seen as a key area where savings can be identified to protect frontline services and meet Council objectives.

The Corporate Asset Management Plan assists in the management of these changes and to consider service requirements in the short, medium and long term and the likely implications for the council's assets.

6. Governance

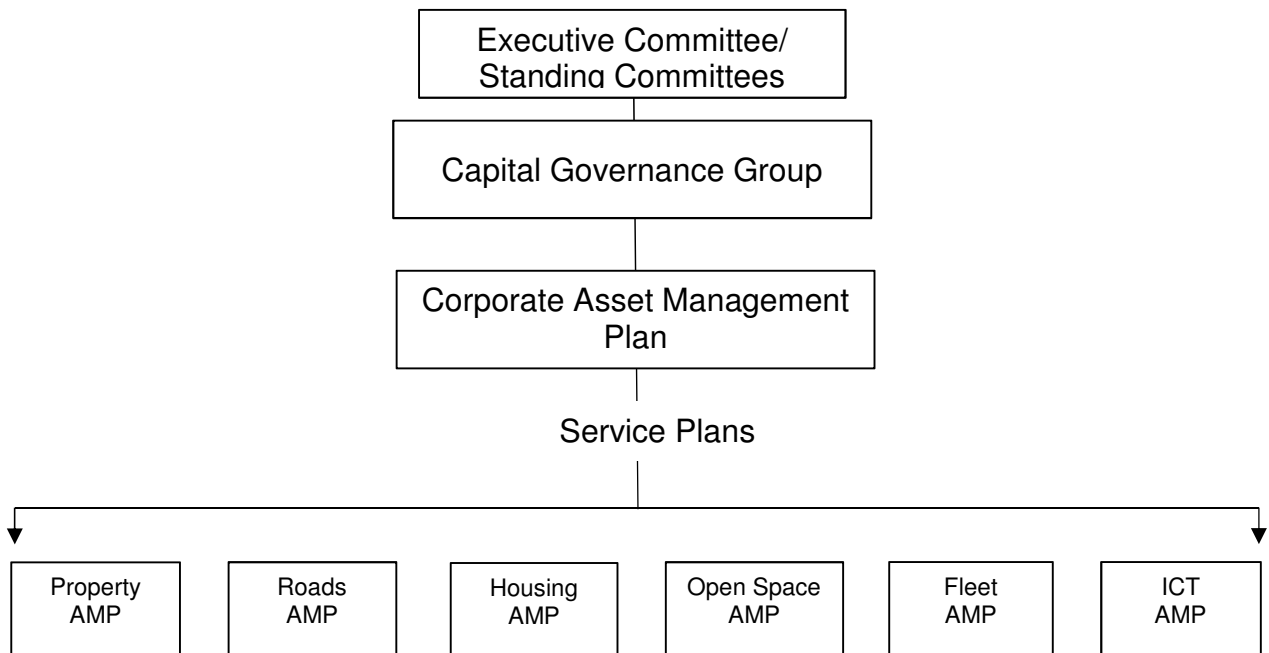
The Council conducts its business through a number of Standing Committees that comprise membership of all 29 elected members.

At officer level, the Corporate Leadership Team is headed by the Chief Executive supported by the Council's four Executive Directors together with the Chief Officer of the Dundee Health and Social Care Partnership and the Director of Dundee

Leisure and Culture. Collectively they hold responsibility for the delivery of Council services and are responsible for the corporate management of all Council assets

6.1 Corporate Structure

A clear and effective governance structure is in place to ensure responsibilities are clearly defined, allocated and understood and ensure a corporate approach to asset management. The diagram below shows the council's governance structure for corporate asset management.



7. Corporate Asset Management

This Corporate Asset Management Plan details the objectives that direct asset management and the structures that support it. The detail of the strategies and priorities for individual asset groups can be obtained from the detailed plans that either exist or are being prepared for each category, each of which is or will be linked to the Council's City Plan.

The Plan ensures a corporate scrutiny of, and approach to, asset management and will assist decision making to ensure resources are targeted at priority areas and are appropriate to support service delivery.

8. Asset Class Management Plans

In line with the CIPFA guidance outlined in their 'Guide to Asset Management and Capital Planning in Local Authorities' the Council has prepared, or is in the process of preparing, asset plans under six main sub-groups:

- Property
- Roads
- Housing
- Open Space
- Fleet
- ICT

8.1 Property Asset Management Plan

Within the Property Asset Management Plan, properties will be assessed on several Core Facts including Condition, Suitability and Sufficiency. Whilst Condition is assessed for the overall establishment, Suitability and Sufficiency will be assessed for each service use within the establishment.

The outcome from the Asset Management Plan will measure progress towards the Council's strategic objective of establishing a core estate through property rationalisation. Despite the current financial climate and reduced funding to Scottish local authorities, the figures show that, through programmes of Prioritised Capital Investment and Planned Preventative Maintenance, performance remains positive for most categories of property.

The Council's Property portfolio is divided into 3 primary areas:

- The Operational Property portfolio
- Schools
- A Commercial and Investment portfolio

8.1.1 Operational Property

The operational property portfolio comprises 217 establishments, occupying some 53,3807m² of floor space, with a capital value of £884m and annual revenue costs of £25.5m

51% of the operational estate is deemed to be in Good condition, 23% are deemed Average and 26% Poor. The total backlog maintenance i.e., the sum required to bring all properties to a Good condition, is estimated to be in the region of £80m.

Working with services and partners, we will continually review and challenge requirements for and undertake detailed asset reviews to deliver a range of outcomes, including the following:

- Continue to occupy and maintain the property as is, with repairs and maintenance being programmed and prioritised.
- A reduced amount of office space as an outcome of hybrid working
- Relocation/re-provision of services leading to better use of existing assets
- Releasing assets for alternative uses or sale
- Increased colocation with partner organisations
- Reducing the number of leased-in assets
- Community Asset Transfer
- Capital investment projects identified for future capital bids

Any reviews of the operational estate portfolio will also consider the Council's Economic Development, Regeneration and Housing objectives to ensure that they are aligned.

Through our approach to Asset Management Planning including a prioritised investment strategy we will continue to review our property requirements with a view to improving the condition, suitability, and effectiveness of the portfolio. This will be achieved by identifying opportunities to improve service delivery and create an efficient, fit-for-purpose and sustainable core estate that delivers best value in terms of investment, running costs, maintenance, and environmental impact.

8.1.2 Schools

The Council's currently has 43 schools with a total replacement cost value of £480m. £25m has been invested in the last 3 years and a further £107m is planned over the next 3 – 5 years to address the following key areas.

- Primary schools that are comprised of Edwardian and Victorian buildings where investment is required to ensure they continue to be suitable learning environment.
- Birth rates and numbers on roll projections highlight a requirement to increase Primary capacity, this potentially includes new Primary schools in both the East and West of the city.
- A requirement to bring Secondary schools such as Braeview Academy and Craigie High School up to a suitable condition either by upgrading the existing facilities or by replacement to ensure they can continue to deliver high quality learning experiences for the young people in a stimulating learning environment.
- Delivery of the East End Community Campus.
- Collaboration and partnership with neighbouring authorities to meet the schooling needs of pupils in and around the city boundaries as part of our long-term strategy.

For the longer term the Council will need to consistently review the impact of new residential development e.g., at Western Gateway, and the impact this will have for future roll numbers and Catchment areas.

8.1.3 Commercial and Investment Property

In addition to its operational portfolio the Council has a tenanted, non-residential, portfolio which consists of 508 properties, with a gross rental income of £6.8m and a capital value of £61.5m.

The role of this portfolio, which is comprised of a wide range of property interests, is two-fold:

1. to support the regeneration, economic and social objectives of the Council
2. to meet corporate revenue generating targets.

This commercial and investment portfolio will continue to be consistently reviewed to ensure that it meets performance targets and supports objectives.

8.2 Housing Asset Management Plan

The Council's Housing Asset Management Strategy is informed by several Council strategies and plans including:

Local Housing Strategy 2018-2023
Housing Investment Plan 2019-24
Strategic Housing Investment Plan (SHIP) 2022-2027

The SHIP is also embedded in Dundee's Community Partnership Planning Framework and reflects the affordable housing priorities within the city's eight Local Community Planning Partnership areas and multi member ward boundaries.

Of the total 74,552 properties in the city 17.2% (12,826) are Council tenants.

The council has delivered 82 new units over the last 2 years and is committed to providing a further 85 units over the next 3 years

All Council housing must be maintained to the Scottish Housing Quality Standard (SHQS) and comply with all legislative requirements regarding health and safety. The tolerable standard was amended on 16 January 2020 by the Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criterion) Order 2019 and now includes a new element covering smoke, heat and carbon monoxide alarms. These changes came into effect on 1 February 2022.

The Scottish Government published a Sustainable Housing Strategy in 2013 which set out a further target for improving the condition of social rented housing, the Energy Efficiency Standard for Social Housing (EESH). This set a minimum energy efficiency rating for all social rented homes to achieve by December 2020. Beyond December 2020 the EESH 2 target is for all social housing to achieve an EPC Band B by 2032. However, the Scottish Government's Climate Change Plan update and draft Heat in Buildings Strategy proposed more ambitious plans, bringing forward the target end date for energy efficiency standards by 5 years to 2035. Currently 90.7% of the housing stock complies with this standard. A longer-term strategy for investing in the housing stock is essential to ensure compliance with the new standard.

As part of the new national Heat in Buildings Strategy, the Scottish Government is proposing that all local authorities lead the development of a Local Heat and Energy Efficiency Strategy (LHEES) and have this in place by 2023. LHEES aims to be the link between long term targets, national policies and the local delivery of energy efficiency and heat decarbonisation activities. Planning is already underway within Dundee to assist in meeting this new requirement.

Rising costs will have had an impact on the HRA capital programme although this has been partly mitigated through the reprioritisation of the current programme where it is possible.

Future Priorities: Increasing Housing Options in the City

The Council is accelerating the preparation of a long-term City Centre Strategic Investment Plan (CCSIP). This plan will identify opportunities for housing development within the City Centre. As such, we will prioritise development opportunities for the affordable housing in future years.

In addition, the Council will consider the purchase of suitable, open-market properties to meet the City's general social housing needs, which includes the housing requirements of extended families, and people with individual needs. This option will also be considered in the delivery of Dundee's Rapid Rehousing Transition Plan.

8.3 Roads Asset Management Plan

The roads infrastructure is vital to the city's economic and social wellbeing and represents a major asset owned by the Council and the Roads Asset Management

Plan outlines the priorities and strategies to manage the Council's roads infrastructure and associated assets.

The network is comprised of some 587km of maintained roads with 108 associated structures such as bridges and retaining walls and 25,070 street lighting columns. In addition, there ducts, cabling, control pillars, illuminated road signs and bollards, signalised junctions and pedestrian crossings, detection equipment and vehicle restraint systems to be maintained and managed.

In addition to the roads network the Council is also responsible for 1.4km of sea defense wall.

100% of the Lighting Columns are fitted with LED energy efficient fittings, a project which was completed in 2021. This has not only reduced revenue costs but also contributes to the Council ambitions for carbon reduction.

There are also over 300 public electric charge points within the city of which 80% are Council owned.

Roads Maintenance (including Winter activities such as snow ploughing and gritting) are undertaken by Tayside Contracts which is a commercial trading arm of the Councils of Angus, Dundee City and Perth and Kinross.

The annual capital budget for highway maintenance is £2.5m with an additional £560k for footpath maintenance.

The overall percentage of roads that require maintenance treatment is 28%, and while road conditions are declining they remain above the national average of 32%.

Rising costs will unfortunately place additional pressure on planned repairs and maintenance.

8.4 Fleet Asset Management Plan

The Fleet Asset Management Plan contains information and data pertaining to the Council's fleet of vehicles together with items of plant and machinery which are utilised across the Council.

The Council currently operates a fleet of 812 vehicles ranging from heavy goods vehicles such as the RCV fleet (Refuse Collection) to Mini-buses, work vans, small delivery vehicles and cars of which 185 are electric e.g., the RCV fleet consists of 31 of which 8 are electric.

The Annual Revenue Cost of maintaining and operating this Fleet (fuel, insurance, tax, maintenance etc.) is £6.1m

Our strategy of electrification to date has seen Dundee have the highest proportion of zero emission vehicles of any Scottish local authority and become one of Europe's leading cities in terms of deploying Electric Vehicles.

The introduction of post-pandemic hybrid working arrangements has seen the Council reduce the pool car fleet by 9 vehicles achieving a £30k reoccurring saving on pre-pandemic costs. As hybrid working arrangements stabilise, we will undertake further review of the Councils car assets to realise any further rationalisation savings attainable.

The Council has already reduced its annual diesel fuel bill by £75k through fleet electrification, and conversion of the Council's remaining diesel fleet to electric would potentially reduce revenue operating costs by £500k per annum based on the current price differential between diesel and electricity.

We will continue to work with fleet users such as Neighbourhood Services to explore opportunities for rationalisation savings derived from either policy change resulting in requirement for less plant and vehicles, or a process change in service delivery.

8.5 Open Spaces Asset Management Plan

The Open Spaces Asset Management Plan will be supported by the following strategies and plans:

Open Space Asset Management Strategy 2022
Pitch Strategy Implementation Plan
Local Biodiversity Action Plan
Core Path Plan

Green Space includes areas such as Parks, Allotments, Cemeteries and Graveyards as well as areas of public open space within housing estates and developments.

The Council are currently responsible for the management and maintenance of 47 Parks, 14 Cemeteries and 14 Allotment sites which form part of the total 25 sq km of total open space with the city – some 41% of the total city area.

There is strong evidence for the health and wellbeing benefits that can be gained from having access to good quality and useable green space- a term which encompasses ways of using the outdoor and contact with nature to foster better health. This covers activities including walking, cycling, gardening, volunteering outdoor learning and play as well as just enjoying being in the green environment and nature.

There are a number of key areas which we will aim to deliver:

- Improve the quality of parks and open space through design to encourage use and maximise the potential to enhance health and well-being. Specific projects to include Park Masterplan Development programme for major city parks
- Link into the school estate in terms of maximising play opportunities and open space management
- Develop a Green Health Partnership with key stakeholders including NHG Tayside, Scottish National Heritage and Forestry Commission etc., to promote several initiatives including green prescribing and influence facility design of open spaces and parks.
- Core path and Green Circular Development to encourage walking and cycling etc.
- Deliver aspects of the Dundee Physical Activity Strategy including active living, play, sport and which in turn encompasses the Pitch Strategy Implementation Plan and requirement for investment in municipal sport areas

8.6 ICT Asset Management Plan

The ICT Asset Management Plan will outline the priorities and strategies required to develop and support the ICT assets, technology and infrastructure that are in place and/or required to support the business objectives of the council whilst ensuring business continuity and providing a platform for improved efficiencies for service delivery and interaction with residents and businesses.

Informing the Asset Management Plan is the Council's Digital Strategy which outlines the following aims \and objectives:

- Improved customer and stakeholder satisfaction
- 'Anytime, Anywhere, Any Channel' access for citizens
- Maximum operational efficiency
- Mobility for citizens, elected members and staff
- Greater measurement, availability, and transparency of data
- Agility, flexibility, and responsiveness
- Increased capacity to collaborate with other public sector partners

The Council currently has in place 5,816 workstations and supplies and maintains 11,112 laptops together with 3,483 mobile devices. In addition, it also maintains 37 core applications and 214 public facing interactive web interfaces.

The Council's Digital Strategy will highlight the ICT Service's priorities and the key areas of planned development and improvement such as the use of cloud-based solutions and upgrading the Wi-Fi infrastructure to ensure that the Council's ICT assets, infrastructure and solutions are fit for purpose and support not hinder service delivery and improvement.

COVID has changed the way the Council works and interacts with the public e.g., hybrid and mobile working, less face-to-face contact and increased automated services, all of these rely on technology in some way and we will continue to review how ICT needs to change and develop to support these challenges.

We will also continue to develop our workforce by ensuring that all our employees are comfortable with the technologies we use and encourage innovation which will help support our ambition to be a Modern Customer Facing Digital Council.

Working with our partners, such as the NHS we will aim to deliver ICT services that enable greater collaboration and joint working such as Health and Social Care Integration.

ICT services provides extensive support to the schools' network and equipment within. However, to carry forward the curricular objectives of Educational Services while maintaining a compliant and supportable ICT infrastructure, a specialised approach will need to be undertaken and innovative solutions may need to be devised.

9. Climate Change

The Council recognises the serious and accelerating environmental, social, and economic challenges posed by climate change and declared a climate emergency and published a Climate action plan in 2019 with the target of reaching net-zero greenhouse gas emissions by 2045.

The Council's assets, particularly property, fleet, and roads and how we manage them have an impact on carbon emissions. The Council reduced its carbon emissions from energy use in buildings by 11% in 2020/21, overall, this is down from 32,163 tonnes of Co2 in 2015/16 to 20,001 tonnes in 2020/21. And, as highlighted earlier in this report, we have made the electrification of our fleet a priority resulting in Dundee having the highest concentration of Electric Vehicles of any City not just in Scotland but throughout the UK.

The Council will be designing the proposed East End Community Campus facility to meet the Scottish Government energy target which is set at a new benchmark level in excess of the current technical standards. The energy criteria for the new campus building requires the design to achieve an energy usage of less than 67/kWh/sqm/annum during the operation of the facility which will be achieved by using low and zero carbon technologies.

There is still much to be done but sustainability is a key focus for the Council with planned investment of £96m (20% of the Council's Capital Plan) in tackling climate change to help deliver the Councils Net Zero ambitions.

Projects includes:

- active travel schemes
- modernisation of energy systems in Council Buildings
- energy efficiency measures in Council Housing
- further investment in the electric fleet
- low carbon projects and the low emission zone

10. Capital Investment

The Council have undertaken a review of the Capital Plan considering the new Council Plan 2022-27, to align the plan to the Council's strategic themes and assess the impact of rising costs.

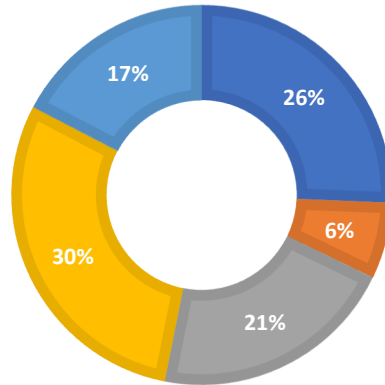
The updated Capital Plan, agreed by the Council in November 2022, comprised £458m of investment over its five-year period (2023-28). However, Covid, Brexit and war in Ukraine have all led to a significant increase in construction inflation driven by shortages in the supply of materials, labour and the cost of energy with the Council seeing tenders for projects returning prices around 30% above initial estimates.

Recognising that in this environment it will not be possible to deliver the agreed plan with the available resources the Council have undertaken a detailed review to establish options to reduce spend on discretionary capital investment and focus resources on projects that deliver the Council's priorities.

The table below provides a summary of the % allocation of Capital Plan by the themes of the Council Plan over the period from April 2022 to March 2028.

CAPITAL PLAN BY THEME 2022-28

■ Reduce Child Poverty ■ Deliver Economic Growth ■ Tackle Climate Change
■ Build Reilience ■ Design a Modern Council



The largest single project in the programme is the East End Community Campus and the revised plan assumes that this, together with the Western Gateway Primary School, are delivered in partnership with the Scottish Government. The principles for the project are to deliver high quality, suitable, sustainable, low carbon, digitally enabled learning environments.

As we go forward, new option appraisal guidelines have been developed which allow services to consider systematically whether individual capital projects provide value for money. An option appraisal report will be completed for all projects of £1m or above before being considered for inclusion in the Council's Capital Plan.

11. Performance

Performance management and reporting is integral to the delivery of Best Value and forms the cornerstone of all proposed service activity. The Council has a core set of performance indicators (PIs) that are focused on improvement actions.

Statutory and Key Performance indicators already exist for the majority of service areas such as those submitted for the Council's properties reflecting core condition and suitability and are reflected in individual asset management plans. In addition, the Council produces an annual report on the progress it is making on the delivery of its Council Plan priorities.

12. Conclusion

The detailed progress and future strategies for improving the council's assets will be detailed in the individual Asset Management Plans, which have or are being developed or reviewed for each of the service areas.

The implementation of the Council's Corporate Asset Management Plan and development of individual Service Plans will support the decision-making process to ensure investment is targeted in priority areas and deliver

improvements in the condition, suitability, and sustainability of all our assets to support service delivery in accordance with corporate priorities.

The effective use of Council assets is a key priority for Dundee and the Corporate Asset Management Strategy should drive forward proposals which:

- Delivers a corporate and coordinated approach to asset management
- Provides clear arrangements for the management of assets
- Regularly measures the performance of assets
- Comments on the deliverability of Asset Management Plans within the context of projected capital and revenue resources
- Ensures a fully documented gateway process for the prioritisation of capital investment

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