

ABERDEEN CITY COUNCIL

Name of Committee	: Resources Management Committee
Date of Meeting	: 26 August 2008
Title of Report	: Asset Management Plan - Update
Lead Officer	: Colin Hunter, Head of Resources Development & Delivery
Author of Report	: Mike Duncan Asset Policy Manager (Non - Housing) ✉ mjd@aberdeencity.gov.uk ☎ (52) 2166
Other Involvement	:
Consultation undertaken with	: Corporate Director for Resources Management; Corporate Director for Strategic Leadership; the City Chamberlain; the City Solicitor; Heads of Service – Shelter & Environment (North, South & Central Areas); Programme Director, Continuous Improvement Service; Head of Planning & Policy for Services to Adults; Head of Service - Economic and Environmental Sustainability; Head of Service - Design & Development
	Councillor Kevin Stewart, Convenor of Resources Management Committee and Councillor Neil Fletcher, Shadow Convenor of Resources Management Committee
	Susan Robinson, IPF

Summary of Report

The report advises of the current position pertaining to the development of the Corporate Asset Management Plan, and the meetings of the Corporate Property Group. In particular it details the development of the North East of Scotland Integrated Property Strategy 2008/9 by the Public Sector Property Group, explaining why this strategy is an integral element of the Council's Asset Management Plan.

Recommendations

It is recommended that the Committee:-

- 1) Note the Minutes of the Meetings of the Corporate Property Group; and
- 2) approves the implementation of the North East of Scotland Integrated Property Strategy 2008/9

Links to the Community Plan and to Vibrant, Dynamic & Forward Looking

This report is in accordance with corporate objectives that the Council will work in partnership to plan and co-ordinate the development and enhancement of facilities and that the Council will make effective long term use of resources.

Implementation

The Corporate Property Group and the Asset Management Plan Team will pursue all the issues that require to be progressed, in order that a draft Asset Management Plan can be reported within agreed timescales.

Resource Implications

People	: A dedicated Team has been created from within the existing staffing resource of the Resources Development and Delivery Service to undertake the preparation and development of a corporate Asset Management Plan and develop processes and procedures for effective Asset Management Planning.
Finance Systems & Technology	: At this time it is unknown what ICT support in terms of services and possible software development may be required, in addition to that already being provided as part of the Corporate Asset Management System (CAMS).
Property	: As described in the report
Other Equipment	: None

Other : N/A

Other Implications

Health & Safety : The Asset Management Plan, when completed, will include an analysis of the condition, fitness for purpose etc of all City Council occupied properties and facilities.

Risk Management : Failure to complete an Asset Management Plan will

- i) place at risk achieving budgetary savings; and
- ii) result in failure to address sustainability and suitability criteria of Council property.

 The Asset Management Plan will ensure that future borrowing will comply with the Prudential Code.

**Human Rights/
Equalities/Diversity** : No issues identified.

**Equalities Impact
Assessment** : No issues identified.

Sustainability : The data collected will allow the Council to monitor the sustainability of its entire portfolio.

Environmental : Compliance with current and envisaged environmental standards appropriate to the building concerned will be included in the analysis.

Social : Suitability of buildings will be assessed individually.

Economic : All residents of the City should feel the economic benefits of a well-managed property estate, both directly and indirectly.

Construction : All identified future adaptations to Council owned property would be fully in accordance with all the appropriate standards and ensure the suitability of property fully supports the delivery of Council services.

Signature _____

1.0 Main Considerations:

- 1.1 The Resources Management Committee on 22 April 2008 considered a report on the current position of the Council's Corporate Asset Management Plan. It was advised that a Corporate Property Group had been created, under the chairmanship of the Corporate Director for Resources Management and that a detailed Programme of Work had been approved to ensure that the Council's first Asset Management Plan was prepared by the end of this financial year. The Committee approved:-
 - 1) The Committee note the contents of this Report;
 - 2) The Head of Resources Development and Delivery is instructed to report to, at least, every second Committee cycle on the current progress of developing and implementing the Asset Management Plan. This report must include all appropriate Minutes of the Corporate Property Group.
 - 3) The Committee approve a Training Seminar for all Elected Members on Asset Management Planning, and the timing of this Seminar be delegated to the Head of Resources Development and Delivery in consultation with the Convenor of the Resources Management Committee.
 - 4) The Committee approves the allocation of £50,000 from the Corporate Investment Fund to assist all development costs.
- 1.2 The Corporate Property Group has met on three occasions, and the approved Minutes of the meetings held on 7 April and 23 June 2008 are attached, for the Committee's information as Appendices 1 and 2, respectively.
- 1.3 A major development has been the identification of Service Representatives from all the Services to work with the Asset Management Plan Team. The Council's advisors, IPF, have held a training seminar for both the Corporate Property Group and the Service Representatives.
- 1.4 At the present time the main area of work being undertaken by the Asset Management Plan Team is the preparation of the first Draft Asset Management Plan, which is programmed to be reported to this Committee's next meeting on 30 September 2008.

2.0 North East of Scotland Integrated Property Strategy 2008/9

- 2.1 One of the cornerstones of asset management planning is how an authority utilises its property assets along with its partners to ensure that property is being used effectively to deliver improving services. My colleague Mike Duncan, Asset Policy Manager (Non Housing) and myself are members of the Public Sector Property Group, which is a sub group of the North east Scotland Joint Public Sector Group (which comprises of the Chief Executives of the major public sector organisations in the North East). The Property Group's main work over the last year has been to develop an Integrated Property Strategy, for consideration of all our member organisations.
- 2.2 Attached as Appendix 3 is the Draft Integrated Property Strategy. This was considered by the North east Scotland Joint Public Sector Group at its meeting on 24 June where the following was agreed, inter alia:-

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“Members of the Property Sub-Group to take the draft strategy to their respective organisations for approval and thereafter the community planning process with The Aberdeen City Alliance and Civic Forum, thereafter back to this Group.”

- 2.3 This Strategy was considered by the Council’s Corporate Management Team on 24 July who agreed to recommend to this Committee that the Strategy be approved and adopted by the City Council.
- 2.4 2.4 The essential elements of the Integrated Strategy which the Committee may wish to consider are

Appendix 3 – Collaborative Decision making Framework

This flowchart details how Members decide on, and then manage, the use of property for a collaborative project.

Appendix 7 – Protocol for a Public Sector Property Database

A database has been created which details all the operational property occupied by the Members. The information is also linked to Aberdeenshire Council’s Geographical Information System, which allows this information to be displayed on Maps. Such information will be of importance as Asset Management Plans develop and partners are developing option appraisals, as it will allow the identification of other public authorities’ assets to be easily identified and investigated for possible joint initiatives.

Appendix 8 – Surplus Property Protocol

In the short term this is the most important part of the Strategy. It suggests that once an authority has identified that a property is surplus to its corporate requirements, other Property Group partners should be advised of the property’s availability and then have an initial 21 days to express an interest in acquiring the property. At that point the property will be valued for both authorities by the District Valuer; **the basis of this valuation will be Market Value**. Thereafter both parties will have 60 days to report back to their Authority seeking approval of any disposal at the market value.

Appendix 1

Aberdeen City Council Corporate Property Group

15:00 7 April 2008

The Bruce Room, Town House

Minutes

Present – Gordon Edwards, Allan Whyte, Susan Cooper, Andrew Sproull, Mike Duncan, Alastair Reid, David Bentley (CIPFA), Susan Robinson (CIPFA).

Apologies – Hugh Murdoch, Kath Beveridge, Colin Hunter

1. Introductions & Apologies

Gordon Edwards opened the meeting and introductions were made.

2. Corporate Aims & Objectives for Property

David Bentley outlined his views on the above. He advised that the Council's existing aims and objectives needed to be translated into specific aims/objectives for property. These can include such things as technical standards (e.g. space allocation per person) and environmental issues, but should still be kept at a high level. Gordon Edwards felt that the aims needed to be linked into existing strategies such as the School Estate Strategy. Allan Whyte added that the whole process should be driven by the Capital Plan and revenue. There was a group consensus that getting more out of the Council's assets is essential and that buy into Asset Management Planning (AMP) was a key part of its success.

This aims/objectives are a key task and the group agreed to progress this quickly.

Action – Mike Duncan and Susan Robinson are to produce a draft for circulation prior to the next meeting. These will then be discussed in detail, with a view to producing the provisional aims and objectives.

3. Terms of Reference for Property Group

The draft terms were discussed and no immediate changes were identified other than ensuring that Term 2 was enlarged to emphasise the importance of Service Asset Management Plans. Further discussions on these will take place, and it was agreed that these would be reviewed on a regular basis.

Appendix 1

The agreed terms of Reference were agreed as:-

- 1) Developing, reviewing and updating the Corporate Asset Management Plan and Service Asset Management Plans.
- 2) To translate Service implications from Corporate Aims, Transformation Programmes and Service Plans into the AMP process to ensure the development of Service Asset Management Plans and a Corporate Asset Management Plan.
- 3) Monitoring attainment of Service outputs.
- 4) Defining the property review programme, the parameters for each review and making recommendations on the outcomes.
- 5) To produce annual out-turn Reports which include Performance Indicators and benchmarking for a range of property projects and programmes to the Resources Management Committee.
- 6) To assist in the preparation of annual property reports, with appropriate recommendations to the Resources Management Committee.
- 7) Assist in advising on the prioritisation of capital projects.
- 8) To present Corporate Asset Management Plan and other appropriate issues to the Resources Management Committee for consideration.
- 9) Identifying and promoting multi-use of buildings, home working, hot desking and other space saving initiatives with a view to reducing property costs associated with service delivery including joint initiatives with other public sector partners.
- 10) Obtaining feedback from projects/stakeholders and the AMP process to facilitate continuous improvement.
- 11) Raising the profile of Asset Management and associated good practice.

This agenda item led to discussion on how best to split the AMP into manageable areas. It was agreed that the three areas (North, South and Central) were too large and that it would be difficult to produce concise meaningful documents. It was further agreed that the 37 neighbourhoods would be too detailed. It was concluded that it would be best to link it to Services as this has the advantage of comparing like for like, and there was a need to progress developmental work on the criteria for Service Asset Management Plans (SAMP). It was further agreed that the Transformation Programme could be used to drive forward the necessary Review work. It was recognised that there may be exceptions to this, such as office rationalisation and the review of the investment portfolio.

A need to take in account joint working and partnership opportunities was identified. Mike Duncan informed the group that ongoing work with the Public Sector Property Group will lead to a sharing of property information and a joint GIS mapping system. The initial work on this is to be completed by the end of June 2008.

Action – Colin Hunter/Mike Duncan to continue working with the Public Sector Property Group and to report back on progress at next meeting.

Appendix 1

4. Proposed Programme of Work

The programme created by CIPFA and Mike Duncan was briefly discussed, with Mike Duncan advising on progress, particularly in terms of the condition surveys.

It was noted at this time that the AMP will not cover Council Housing.

Action – Mike Duncan to update programme as required and report back to the Property Group on progress at the next meeting.

5. Prioritisation of Property Reviews

Gordon Edwards was of the view that specific areas must be focussed on, while taking in account existing reviews and Regeneration schemes. It was the general view that there will always be minor reviews that don't fit easily into the AMP, but that it was simply something that has to be worked around, with the Service involved undertaking the Review with the AMP Team providing appropriate support.

The draft Prioritisation of Reviews was approved ie

- 1) Transformation Programme (in particular Environmental, Waste & Sports)
- 2) Regeneration
- 3) Office Review/New ways of Working
- 4) School Estates (including preparation of the School Estates Management Plan for the Scottish Government)

Action – Further discussion required at next meeting and Mike Duncan to update Group on discussions concerning the Transformation programme.

6. Existing Service Reviews

It was agreed that these needed to be linked to the AMP, with service reviews having an additional 2-3 pages on property requirements. The AMP team will be able to assist with this.

ACTION – All previous/ongoing Service Reviews to be passed to Mike Duncan for review of property implications.

7. Identification of Service Representatives

It is best practice guidance to have these within an AMP environment. It was agreed that the Operational Support Managers along with either the Property Managers or Facilities Managers from the three areas would act as Service Representatives. David Bentley emphasised the importance of these

Appendix 1

individuals to ensure that Asset Management Planning is embedded into the organisation. Furthermore it would be their role to ensure that Service issues are brought forward and promoted.

Action – Allan Whyte, Hugh Murdoch and Norrie Steed to nominate Service Representative, and advise Mike Duncan accordingly.

8. Training Issues

Mike Duncan advised group on training requirements for all levels. Discussions led to agreement to have member training sooner than initially thought, this is to help with Corporate buy in. It was also agreed that a half day joint training for Property Group members and Service Representatives is required.

Action – Mike Duncan and Susan Robinson to arrange training. Gordon Edwards to discuss AMP and member involvement with Cllr. Kevin Stewart.

9. ICT Issues

Mike Duncan advised on current Status of the Corporate Asset Management System (CAMS) in relation to AMP. The current project is considerably behind schedule and at the very earliest the system will be in place is the 3rd quarter of 2008. In addition the current property management software (EstateMan) is not sufficient for AMP purposes. An interim solution has been identified, which is to extract certain information from EstateMan and populate the IPF system, which is specifically designed for AMP.

The group agreed that this interim solution should be progressed. In addition there was a strong feeling that the property element of CAMS be dropped and a process of tendering for a new AMP system be commenced.

Action - Mike Duncan and Susan Robinson to set up meetings with appropriate Continuous Improvement and CIPFA colleagues, with a view to investigating practical workable solutions, and to report to the next meeting

10. Communications Protocol

No detailed discussions on the protocol took place, but the importance of AMP needs to be spread throughout the organisation.

Action – Gordon Edwards to seek amendment to Senior Managers Conference agenda, to allow presentation on AMP by Corporate Property Officer. Mike Duncan to invite representative from Internal Communications to next meeting. Consideration to be given to announcement within Corporate Team Talk.

Appendix 1

11. Dates for Future Meetings – 2008

Dates to tie in with the Resources Management Committee meetings. The following dates were provisionally approved:-

12 May 2008
23 June 2008
4 August 2008
8 September 2008
3 November 2008

Action – Alastair Reid to arrange room bookings.

12. Items for Future Meetings

A number of future areas of work were briefly discussed, although no further action required at this time.

13. AOCB

None.

Appendix 2

Aberdeen City Council

Corporate Property Group Meeting - 14:00 23 June 2008

The Bruce Room, Town House

<u>Group Membership:-</u>	Allan Whyte, Kath Beveridge, Norrie Steed, George Cruickshank, Hugh Murdoch, Andrew Sproull, Mike Duncan, Colin Hunter, Gordon Edwards, Susan Cooper
<u>Present:-</u>	Kath Beveridge, Hugh Murdoch, Andrew Sproull, Mike Duncan, Alastair Reid.
<u>In attendance:-</u>	Allan Whyte was in attendance for part of the meeting.
<u>Apologies:-</u>	Gordon Edwards, Colin Hunter, Susan Cooper, Susan Robinson (IPF).
<u>Note: -</u>	Due to the unavoidable absence of Gordon Edwards, Hugh Murdoch volunteered to chair the meeting.

Minutes of 7 April 2008

The content was noted and the minutes approved. It was suggested that the Minutes should be set out in the corporate format. In addition it was felt that the importance of the Property Group meetings may warrant more formal minuting due to the probability of them being brought before elected members and a number of Committees.

Action

Alastair Reid to amend format accordingly.

Property Vision

The vision drafted by IPF and Mike Duncan was discussed with a view to approval. There was a strong consensus that, although the group was focusing on Non-Housing properties, the vision should refer to the Council's Housing stock as they are inter-linked. It was noted that Strategic Leadership officials in the past had been of the view that this should not be the case.

An insertion of the word "Quality" into the vision ahead of "Services" was suggested by Andrew Sproull and subsequently agreed by the group. Kath

Appendix 2

Beveridge felt there was a need to cover financial/resource management within the vision to reflect the Council's requirement to be more proactive, particularly with reference to developing requirements to assist Regeneration.

Action

Kath Beveridge to discuss Vision with appropriate colleagues in Strategic Leadership in relation to Housing aspect. Mike Duncan to discuss with IPF and amend Vision for approval at the next meeting.

Update on Programme of Work

Mike Duncan informed the group on progress so far of the various elements and noted significant progress in the identification/inputting of core information.

The following issues were discussed in more detail.

Water Usage – It was felt there was a need to establish the position in terms of recommending that whenever possible Council operated premises utilised water meters, as this could result in further savings.

Energy Certification – There is a general feeling that ownership of this process has not been established and there is a definite need for cross Service working. There was a need to urgently identify who the lead officer was.

Public Access (DDA) – The AMP team are to take on the associated Statutory Performance Indicator, with the improvement budget to be dis-aggregated into the three areas. There were number of issues related to this that require to be addressed over the next few months.

Radon Gas – Andrew Sproull identified the need to collate information on Radon Gas as part of the environmental information collection.

Maintenance Spending Patterns – Hugh Murdoch identified some issues with accessing this information through the EstateMan system, and the difficulty his staff had in preparing appropriate Management Reports.

Service Asset Management Plans – Mike Duncan advised that the guidance for these would be completed by the end of August with a view to Services completing the subsequent work by the end of 2008.

Raising Awareness – Mike Duncan advised that there is still budget provision for further training and welcomed suggestions for future training. Kath Beveridge was keen to see focussed training on Asset Management responsibilities for particular areas/posts (staff or Councillors). The group were advised that an Internal Communications Officer was unavailable for this meeting but will be present for the next meeting in order that this issue could be discussed in more detail and actions agreed.

Appendix 2

Linkages with local community sector – Kath Beveridge was of the view that this should start soon and that links with Economic & Environmental Officers should be established in relation to community engagement.

There was a general note that certain dates within the programme were incorrect and should be reviewed.

A) Statutory Performance Indicator – Condition & Suitability

Alastair Reid gave a brief summary of the results and noted difficulties in obtaining information from certain Services. It was noted that the Condition figure will improve through the School Estate improvements and the reassessment of data via Audit Scotland Guidance. It is expected that the Suitability figure will decrease as more robust assessments are developed. In fact Audit Scotland are set to issue guidance on the collection of Suitability information to ensure parity between Councils.

B) Core Facts – School Estate

The group were advised that these were approved by Rhona Jarvis and submitted on time. It would be the intention of the AMP team to report future core facts (as well as the SPI's) to the group for approval, prior to submission, if the timescales were achievable.

Action

Mike Duncan to get in touch with Belinda Miller regarding Energy Certification.

Mike Duncan and Alastair Reid to review dates and revise programme accordingly.

Corporate Property Officer & Elected Member “Champion”

Mike Duncan advised that this had not been progressed since the last meeting. The group agreed that the most obvious choice for the position of Corporate Property Officer is Colin Hunter.

There was a discussion on the need to establish the most effective route for progressing Asset Management Planning via CMT and the relevant Committees. Concern was expressed about corporate governance issues, ensuring that CMT and the relevant Council Committees were fully in agreement with decisions being taken by the Corporate Property Group. Mike Duncan suggested that this was an issue that would have to be discussed further, and accordingly he indicated that he would bring it to the attention of both Gordon Edwards and Colin Hunter.

Hugh Murdoch suggested the following process for reporting:- Services to CMT to the Leadership Board and then to Resources Management Committee for final approval.

Appendix 2

Action

Gordon Edwards to confirm Colin Hunter as Corporate Property Officer.
Mike Duncan to draft proposed corporate governance process.

ICT Update

Alastair Reid and Mike Duncan briefed the Group on the current status. The Group approved the recommendation to continue with the implementation of the CAMS system. There was concern, however, regarding the ability of the supplier to meet deadlines and the potential for major slippage. The implementation is also heavily reliant on input from Resources Development & Delivery and the team led by the Area North Property Manager. It is also essential to timescales that the Council performs its role timelessly.

Hugh Murdoch advised that the Areas were also looking at the potential links between the CAMS system and the Consilium system.

Action

Alastair Reid and Mike Duncan to liaise with CAMS Project Manager (Mark Ansell) as required.

Property Reviews

The group were advised of progress so far by Mike Duncan. Discussions have taken place with Matt Bailey regarding the Transformation strategies.

Action

Mike Duncan to update the next meeting on possible agreed actions to assist the implementation of the Transformation Programmes

Condition Survey Programme

The programme was discussed and it was agreed that the following groups should be given higher priority – Secondary Depots and Car Parks (Pay & Display).

Action

Alastair Reid to revise schedule for presenting to Group at next meeting.

Service Representatives

Mike Duncan advised the group of the recent Service Rep meeting and outlined their roles.

A) Property Changes Notification was agreed.

Appendix 2

Action

Alastair Reid to circulate Procedure to Service Reps for distribution to key personnel within Services.

Training Update

- A) This has not been progressed.
- B) Initial training complete.
- C) Initial training complete.

Action

Gordon Edwards, Mike Duncan and Colin Hunter to progress training of elected members.

North East Property Group

The group were advised of the purpose and membership of the NEPG by Mike Duncan.

- A) Integrated Property Strategy

It was agreed that this requires to be reviewed by all members of the group and discussed at the next meeting. Andrew Sproull noted that the City Solicitor should also get the opportunity to comment. Kath Beveridge was of the view that the strategy could go in front of the Leadership Board also.

- B) Shared Database

Mike Duncan outlined the main points of the system and noted that the shared GIS based system would be in operation by the end of the week. This will allow password holders to establish public sector ownership within specific areas. This will assist in identifying potential joint working arrangements.

Action

Mike Duncan to discuss with Colin Hunter the required consultation with CMT prior to the Integrated Property Strategy being reported to the Resources Management Committee on 26 August 2008. The Property Group members would ensure consultation within their individual Services.

Disposal Procedures

- A) Enhancements Programme

Appendix 2

The programme was briefly discussed with Mike Duncan advising the group of his intention to give the group updates on progress at every second meeting.

B) Identification of Surplus Assets.

Mike Duncan felt there was a need to be more proactive in the identification of surplus assets. He also noted that Asset Policy (Non-Housing) had not been consulted in relation to a number of closures of buildings and their future use. This potentially can lead to delays in receiving capital receipts.

The group felt that there was a general lack of awareness of the process for declaring properties surplus. In addition there was agreement that the Council needs to challenge its asset base more regularly. Allan Whyte felt that a key component of this was establishing the market value of the properties.

Action

Mike Duncan to prepare simple guidance on declaring property surplus, for circulation around key staff.

Major Projects

A) Office Accommodation

Mike Duncan advised that there did not appear to be a central point for this review. For example projects such as Marischal College and New Ways of Working are not specifically linked to the planned review of office accommodation in the North Area. Allan Whyte was keen to have Kittybrewster Depots office included in a review, as it is believed there is potential for expansion. It was also recognised that utilisation figures were a key factor in office review.

B) Summerhill

As above.

C) School Estates Review

Mike Duncan noted that Asset Policy (Non-Housing) had not been consulted on the future use of the surplus school sites. The Group were of the view that all options for these sites should be considered, with the decision on their future being made by the relevant Council Committees.

D) Granitehill

Appendix 2

Mike Duncan advised the Group on the current position regarding the possible future uses of the site along with the projected timescale for reporting to the relevant Council Committees.

AOCB

- A) Mike Duncan noted that there had been no representation from Area South at the Group meetings. The importance of these meetings was agreed by all as was the need for all group members to attend whenever possible.

Action

Colin Hunter requested to raise this issue with Gordon McIntosh and Norrie Steed

- B) Andrew Sproull raised the issue of land/property ownership title checks and the fact that there had been no major review of the Council's Property Terrier and the limited involvement of legal assistance in preparation of the information included within the Council's GIS. This potentially means that Council officials could be unaware of assets in Council ownership.

Action

The City Solicitor to be requested to advise what steps are required to ensure that all Council ownerships were identified and recorded on the Council's GIS.

Next Meeting

Groupwise appointments have been made for 4 August 2008, Room 9.1, 14:00 - 17:00.

APPENDIX 3

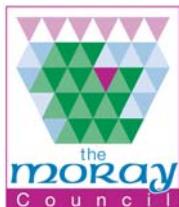


ABERDEEN
CITY COUNCIL

Aberdeenshire
COUNCIL



**NORTH EAST OF SCOTLAND
INTEGRATED PROPERTY STRATEGY
2008/2009**



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1. Introduction

The Public Sector Property Group is a sub-group of the North East Scotland Joint Public Sector Group. The North East Scotland Joint Public Sector Group comprises the Chief Executive Officers of the major Public Sector organisations in North East Scotland.

The Public Sector Property Group has been established to develop close working relationships with all members relating to property matters. The Public Sector Property Group Constitution is attached in Appendix 1.

2. Vision

To deliver an integrated property strategy aligned with the North East Scotland Joint Public Sector Group's vision for a fully integrated Public Sector and to the direct benefit of the people of North East Scotland.

This is to be achieved by setting the strategic direction of a fully integrated Public Sector in North East Scotland that will:

- 2.1 Deliver the highest quality front line services to both rural and urban communities.
- 2.2 Respond to the needs of citizens, customers and wider stakeholders.
- 2.3 Provide the most efficient governance of Public Sector economy in the North East through:
 - 2.3.1 Innovation in power and resource sharing arrangements between the public services.
 - 2.3.2 Integrated arrangements for back office services at a local and national level.
- 2.4 Fully exploit the strategic use of information systems and communication technology and realise its capacity to transform within the Public Sector; and
- 2.5 Set the standard for high quality Public Sector governance from national to community level in partnership with public, private and voluntary sector partners.

3. Purpose

The partners commit themselves to co-operating with each other in the development and use of property assets.

Where it is operationally and financially appropriate, partners will realise efficiencies in cross-cutting service delivery over their collective estate by co-sharing accommodation, drawing on information partnering activity from within the North East of Scotland Joint Public Sector Group.

The partners will provide input into the development of integrated property and asset management plans through active membership of the Public Sector Property Group. This will be achieved by:

- 3.1 Translation of this vision into a shared strategic direction for the development of the Public Sector in the North East Scotland. This will deliver the synergy between public service organisations required for integrated, efficient and joint responses to the needs of our citizens and customers.

- 3.2 Agreeing strategic priorities for Public Sector development, and strategic priorities, for the North East Scotland.
- 3.3 Agreeing the specific contribution of each Public Sector service in meeting these priorities.
- 3.4 Agreeing the outcomes required; and
- 3.5 Setting performance measurement and management arrangements to demonstrate continuous improvement and efficiency is being achieved.

4. Key Challenge

To integrate partner organisations' procedures and practices in relation to development, acquisition, disposal, lease, excambion and management of property assets to support collaborative activities.

5. Objectives

- 5.1 To improve development and improvement through joint service delivery by the provision and use of suitable strategically located property assets.
- 5.2 To deliver efficiency savings through collaboration on property and facilities management.
- 5.3 To provide property assets within the public sector where the need exists.

6. Property Management Arrangements

- 6.1 All member organisations will develop asset management plans (land and buildings).
- 6.2 All members will undertake as a minimum to provide and maintain the property database.
- 6.3 Each member organisation's Asset Management Plan and Corporate Development Plan/Capital Plan will acknowledge the need to resource and deliver the agreed collaborative priorities.

7. Role of the Public Sector Property Group

- 7.1 To facilitate the provision of property assets to meet joint service needs.
- 7.2 To identify opportunities for efficiencies in property and facilities management through joint working and collaboration.
- 7.3 To facilitate an integrated approach to service delivery from joint premises.
- 7.4 To monitor each partner's future service needs and property investment proposals and identify opportunities for efficiencies through collaborative working and the use of partner's property assets.
- 7.5 To monitor collaborative property projects and ensure that projects progress satisfactorily.
- 7.6 To communicate with all stakeholders of the North East Scotland Joint Public Sector Group as per the Communication Protocol. (Appendix 2)

8. Role of Public Sector Property Group Members

- 8.1 To provide the Group with their Organisation's Asset Management Plan comprising Capital and Revenue funded property projects;
- 8.2 To advise the Group of any proposal to amend the services provided by their respective organisations that may have property implications.

9. Property Investment Decision Making Framework

The Public Sector Property Group will monitor each member's planned property projects and proposed changes in service delivery in order to identify opportunities for collaborative work, enhance services or create efficiencies in the use of property assets.

An option appraisal process will be used to consider asset use/requirements specifically in collaboration with other Public Sector Property Group members where appropriate.

Member organisations will put into place arrangements to ensure that the Public Sector Property Group is consulted at an early stage in the option appraisal process regarding the initiation of property projects and proposals to amend services.

Potential areas of collaboration will be reported to the member organisations and the North East Scotland Joint Public Sector Group.

The collaborative property investment decision making framework is available in Appendix 3.

10. Joint Project Delivery

Projects that have been accepted by the Public Sector Property Group as potential joint or collaborative projects involving two or more member organisations will be monitored to completion. Reporting will be by exception ie any projects which are not progressing in relation to milestones will be highlighted through the traffic light process. The populated matrix of current projects can be viewed at Appendix 4.

11. Management of Risk

The Public Sector Property Group in considering an integrated property strategy has drawn up a Management of Risk Policy (Appendix 5). As with any project a Risk Log (Appendix 6) is required and will require review at each meeting of the Public Sector Property Group.

12. Efficiencies through Joint Property/Facilities Management

12.1 Data Management

Members of the Public Sector Property Group have developed a common property database to assist partner organisations in identifying opportunities for collaboration. This database will allow each member organisation to search within the North East Scotland area for all assets in the ownership of the Public Sector Property Group.

The database system will be fronted by a Geographical Information System which will hold each member organisation's data on separate layers. These layers can be interrogated individually or as a whole and therefore will allow the user to identify all the properties that meet their search criteria, be it geographical or by selected characteristics. Information on each Property can be also viewed on the system by way of a Minimum Data Set (Appendix

7A). The operational policy for access rights and managing the data can be viewed in Appendix 7.

12.2 Surplus Property Protocol

The Public Sector Property Group has developed and reviewed the protocol to offer member organisations properties which are surplus to requirements. This provides partners the opportunity of property assets within the public sector where the need exists without being exposed to market. The amended protocol is shown in Appendix 8.

12.3 Space Standards Protocol for Sharing Premises

The Public Sector Property Group has agreed common space standards for sharing premises. These space standards will be applied when developing joint premises projects subject to ratification with the Human Resource sub-group and with each member organisation approving the standards (Appendix 9).

12.4 Energy & Water Management

The Public Sector Property Group members will look to collaborate on energy and water saving initiatives with partner organisations as appropriate.

12.5 Property & Facilities Management Services

Public Sector Property Group members will investigate potential for efficiencies in the provision of property management services including joint tendering of contracts for areas of common work where appropriate.

12.6 Equality and Diversity

The public bodies in North East Scotland are committed to ensuring that every person receives the highest possible standard of service and that our buildings contribute positively to that experience.

All public bodies in North East Scotland value and celebrate equality and diversity and are committed to ensuring that the same high standard of service is provided to all, irrespective of a person's race, age, gender, religion/faith, sexual orientation or whether they have a disability.

The public bodies also hold much value in the diversity of their own staff, which adds to the richness of the cultures within their respective organisations.

12.7 Sustainability

The Public Sector Property Group will work together to manage and address environmental matters affecting property in their ownership. The group seeks to maximise ecological sustainability and addressing climate change issues across the public sector in North East Scotland. In pursuit of these aims the Public Sector Property Group members will make all reasonable endeavours to be informed by the work of all relevant groups and initiatives. The overriding purpose is to protect the quality environment of North East Scotland and contribute to the wider ecological issues currently facing the country.

CONSTITUTION

for the

PUBLIC SECTOR PROPERTY GROUP

1. Preamble

The Public Sector Property Group met for the first time in November 2001 having been established by the North East Scotland Joint Public Sector Group. The North East Scotland Joint Public Sector Group comprises the Chief Officers of the major public sector organisations in North East Scotland. The constitution provides a framework for co-operation to facilitate joint working between the members of the Public Sector Property Group to aid the Joint Futures Agenda in the use of real estate assets.

2. Purpose and Aims

2.1 North East Scotland Joint Public Sector Group showed considerable foresight in establishing the Public Sector Property Group, as the Group has addressed issues identified by the Joint Futures Agenda and has tackled the improvement of the integrated Community Planning process. The purpose of the Public Sector Property Group is to establish close working relationships with all members so that the planning of property developments/disposals/excambions and leases are considered by all members to:

- Support the delivery of service strategies.
- Support the achievement of Joint Futures.
- Serve as a link between local and national public sector agencies, to achieve joint working within the property remit delivering a capital base that provides best value for the public purse.
- Focus on strategic/performance issues.
- Encourage innovation and better ways of working and ultimately free capital/revenue resources from property to better support the delivery of the service strategy.

2.2 The purpose and aims will be achieved by:

- Working openly and jointly with, and co-operating with, all members of the Public Sector Property Group and including other public sector agencies as appropriate who are not members of the Public Sector Property Group.
- Promoting the purpose and aims of the Public Sector Property Group at all times.
- Entering partnerships with and contracting with members of the Public Sector Property Group in agreeing particular project objectives.

- Initiating novel approaches to resolving property related matters which should also consider alternative work styles.
- Empowering Public Sector Property Group members to commit resources and funds as appropriate and
- Setting down a business plan that will be informed by service strategies to allow holistic property solutions and recording the extent of joint working achieved by members.

3. Membership and Organisation of the Public Sector Property Group

Membership of organisations represented on the Public Sector Property Group should be approved by North East Scotland Joint Public Sector Group and may not be restricted to those agencies represented within North East Scotland Joint Public Sector Group membership.

3.1 Current organisational membership includes

- Aberdeen City Council
- Aberdeenshire Council
- Grampian Fire and Rescue Service
- Grampian Police
- NHS Grampian
- The Moray Council
- Scottish Ambulance Service

3.2 A current detailed list of organisational representatives is as shown in Appendix 1A.

3.3 Member representatives will be provided by the organisations to participate fully in the purpose and aims and will be empowered by their organisation to participate fully.

3.4 The Chair of the Public Sector Property Group will be appointed/approved by North East Scotland Joint Public Sector Group. The Chair appointed will be responsible for setting out the framework for the number of meetings, duration, frequency and reporting all minutes of meetings to the North East Scotland Joint Public Sector Group for approval/comment/instruction.

3.5 Minutes of the Public Sector Property Group will be drawn up and submitted to the next meeting for approval.

3.6 A Vice Chairperson will be appointed/approved by the Joint Public Sector Group to conduct the business of the meeting in the absence of the Chairperson.

3.7 Sub groups may be established by the Public Sector Property Group to take forward any projects requiring detailed work. These groups will normally report to the Public Sector Property Group in writing at each meeting.

3.8 Meeting venues will rotate between Aberdeenshire, Moray and Aberdeen City Council boundaries. Meetings and venues will be agreed by the membership for each calendar year.

A quorum is required of three members being present from either of the three Local Authorities or NHS Grampian before any decision making can be undertaken.

3.9 The overarching secretariat will be provided by the Chairperson's Office, however at visiting venues a minute secretary will be provided by the member hosting the meeting.

3.10 The Public Sector Property Group will provide the North East Scotland Joint Public Sector Group with an annual report by 31 March each calendar year.

- Reviewing the Public Sector Property Group remit and management arrangements on an annual basis.
- Providing an annual report to North East Scotland Joint Public Sector Group.

4. Key Areas of Work:

- To monitor and review all protocols and agreements when appropriate.
- Forming a common database of owned/leased property and land that is accessible to all members
- Integrating member property strategies to ultimately form a high level Joint Public Sector Property Strategy.
- Sharing and collocation of property/land to aid the Joint Futures agenda.
- Developing a protocol for shared use of property between partners of the Public Sector Property Group.
- Benchmarking property and/or associated property management costs to demonstrate best practice model(s) resulting in reduced organisational overheads.
- Combining development and disposals to aid collocation and financial benefit to the public purse.
- Jointly considering property redevelopment/regeneration.
- Sharing expertise/knowledge with Public Sector Property Group membership representatives.
- Heightening awareness of the impact that structure plans/local plans have on members capital assets.
- Working closer with the Planning Authorities in North East Scotland to avoid conflict/objections to planning related matters.
- Identifying areas of conflict between members mandatory regulations, recommending how these may be modified to avoid blockages to joint working and where appropriate advising the Scottish Government of such recommendations.
- Working to the approved protocol for the disposal of all public sector assets.
- Developing an agreement for standards of space to be allocated per person to aid co-location/sharing of buildings.

5. Conflict Resolution

Conflict with the Public Sector Property Group's purpose and aims with that of members own organisational policies/standing financial instructions will result in this being reported to the North East Scotland Public Sector Group in the hope of finding a resolution. (This may be done using the District Valuer to act as arbiter). Failing which, the member organisations policies/standing financial instructions will prevail.

Appendix 1A

Current list of members of Public Sector Property Group

Name	Organisation	Tel No	E-mail address
Gerry Donald (Chair)	NHS Grampian - Physical Planning	(01224) 558699	gerry.donald@nhs.net
Sydney Gray	Aberdeenshire Council - Property	(01224) 664500	sydney.gray@aberdeenshire.gov.uk
Ken Walker	NHS Grampian - Physical Planning	(01224) 558732	ken.walker@nhs.net
Mike Duncan(Vice-Chair)	Aberdeen City Council - Asset Management	(01224) 522166	mjd@Aberdeencity.gov.uk
John Black	The Moray Council - Estates Services	(01343) 563303	john.black@moray.gov.uk
Alan Cormack (Vice-Chair)	Grampian Police - Facilities	(01224) 305260	alan.cormack@grampian.pnn.police.uk
Jane Burr	Grampian Fire & Rescue Service Finance and Asset Management	(01224) 788747	jane.burr@grampianfrs.org.uk
Allan Reid	Scottish Ambulance Service	(01224) 812200	areid@scotamb.co.uk
Gordon Daniels	Aberdeenshire Council Property (Estates)	(01224) 664257	gordon.daniels@aberdeenshire.gov.uk
Colin Hunter	Aberdeen City Council	(01224) 523889	colin.hunter@aberdeencity.gov.uk
Graeme Legge	NHS Grampian	(01224) 558733	graeme.legge@nhs.net

Invited Attendees			
Stephen Homer	NESJPSG	(01224) 305124	steve.homer@grampian.pnn.police.uk
Andrew Carruthers	Aberdeenshire Council	(01224) 664730	andrew.carruthers@aberdeenshire.gov.uk
David Duncan	The Moray Council	(01343) 563043	david.duncan@moray.gov.uk
Gale Beattie	Aberdeen City Council	(01224) 523330	galeb@aberdeencity.gov.uk

Appendix 2

Public Sector Property Group - Communication Protocol

On developing the Management of Risk Policy and in particular the Risk Log it became apparent that there was a need to develop a Public Sector Property Group Communication Protocol, to allow the identified risks to be mitigated through careful management or indeed negated.

Improving communication from the Public Sector Property Group and to the Public Sector Property Group with its parent the North East Scotland Joint Public Sector Group and other sub-groups of the parent, should facilitate and assist with managing risk more effectively for all.

Communication happens at many different levels, in many different ways, and each member of the Public Sector Property Group must take responsibility for that within the member organisation which they represent.

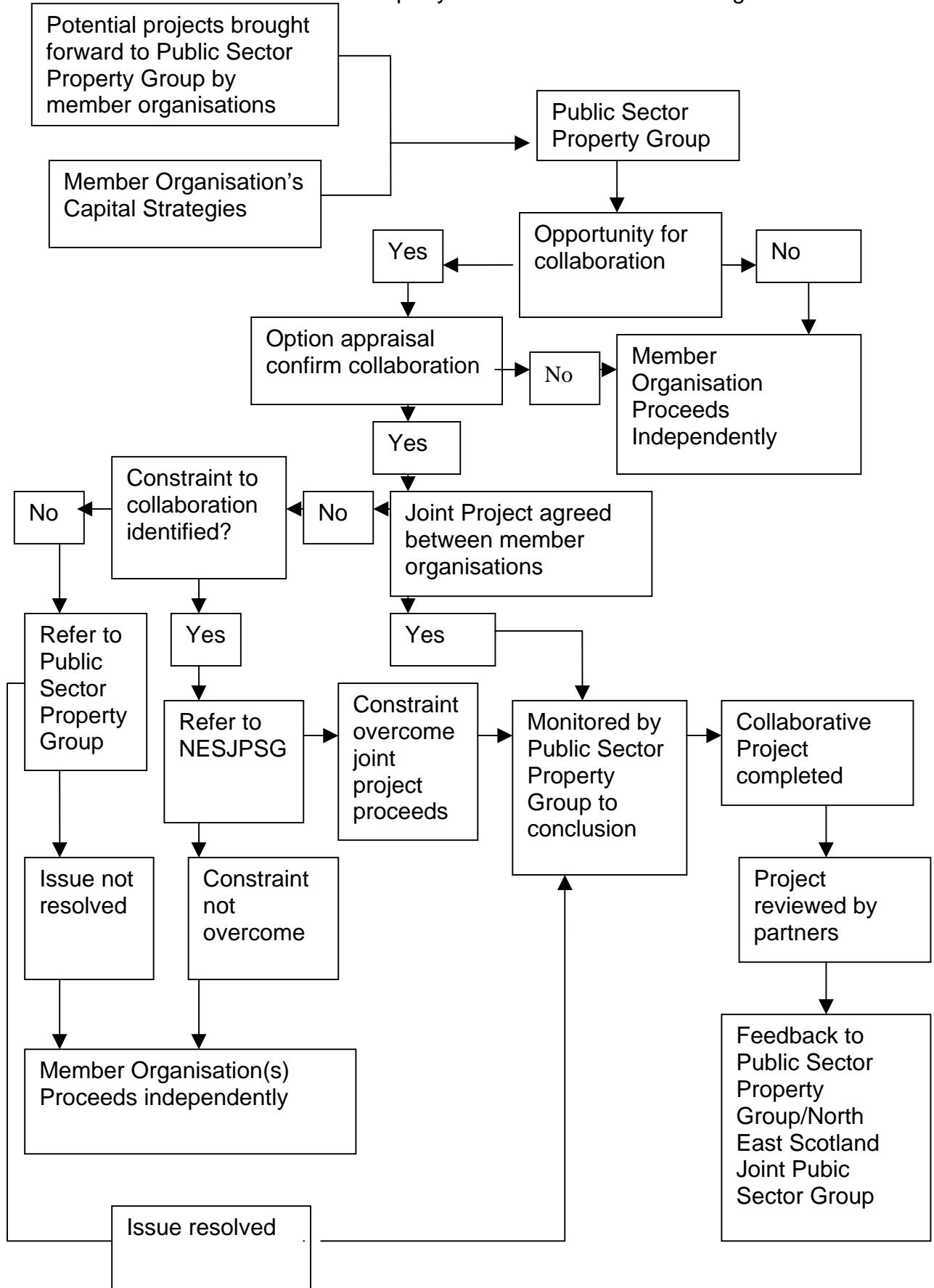
- The North East Scotland Joint Public Sector Group communicates with the Public Sector Property Group and all sub-group chairs after each meeting with copies of the draft minutes.
- All Chairs or Deputies to be invited to attend each meeting of the Public Sector Property Group by way of copy of the Agenda in advance.
- The North East Scotland Joint Public Sector Group to annually agree programme of work for the Public Sector Property Group.
- Annual programme of work of the North East Scotland Joint Public Sector Group to be circulated to all sub group chairs, and where appropriate sub-groups to have actions identified.
- The programme of work to be reviewed quarterly by way of exception reporting to the North East Scotland Joint Public Sector Group.
- The Public Sector Property Group to provide minutes of every meeting to North East Scotland Joint Public Sector Group in a traffic lighted format to aid identification of issues.
- Communication from the North East Scotland Joint Public Sector Group to all sub group chairs regarding actions required from the single outcome agreement.

- Meeting of Chairs of the sub-groups to be established annually in advance to at least 3 per annum.
 - Purpose and remit to be agreed with the North East Scotland Joint Public Sector Group
 - Focussed on delivery of sub-group programme of work and sharing good practice
- Programme Manager to review all sub-group minutes and highlight issues that need to be addressed by the North East Scotland Joint Public Sector Group to the North East Scotland Joint Public Sector Group after discussion with chair/deputy of the relevant sub-group.
- All sub-groups share minutes with each other, co-ordination of this to be undertaken by the Programme Manager.
- Members of the Public Sector Property Group should be accountable for communicating within each of our member organisations.
- Where required each member organisation representative will be accountable for gaining member organisation support to jointly agreed protocols/objectives/requirements of the Public Sector Property Group and to be assisted by the member organisations Chief Officer sitting on the North East Scotland Joint Public Sector Group.
- Create a host web site for North East Scotland Joint Public Sector Group and constituted sub-groups where copies of all minutes will be displayed and each member representatives will have access rights.
- North East Scotland Joint Public Sector Group to be clear on position if appropriate with regards to Community Planning and or the appropriateness of media knowledge to benefit the agenda of the North East Scotland Joint Public Sector Group and to develop initiatives for the sub-groups.

- Sharing of all Public Sector Property Group member property strategies within the Public Sector Property Group.

Appendix 3

Collaborative Property Investment Decision Making Framework



Matrix of Current Property Projects as at June 2008

Appendix 4

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	<u>PSPG Action or Recommendation</u>
	ABERDEEN CITY									
1	New Emergency Services HQ	P/F/ A		Procurement Finance, ICT	2011/12	1		yellow	Awaiting decision of Grampian Fire Joint Board meeting in June 08 on options	
2	Dyce Police Station- Closure- move to part of Dyce Primary School	P/ACC	P		2009/10	3		green	Lease signed	
3	Park House – establish Family Protection Unit – Refurbish or rebuild?	P/ACC/ NHSG	P	Procurement Finance, ICT	2009/10	1		green	Architects will report soon on costed options	Review at next business meeting
4	'3Rs' schools. Police interested in particular site	P/ACC/ NHSG	ACC	Procurement Finance, ICT	2010/11	1		green	Rental figures received from ACC.	Partners considering Occupational agreements
5	Oscar Road Phase 2 Torry Neighbourhood Centre 2	P/NHSG/ACC	ACC	Procurement Finance, ICT	2010/11	2	Project Programme set out	green	Design work almost complete to allow discussions with partners	Design work almost complete to allow discussions with partners
6	New Custody Centre Aberdeen	P	P		2010/11	1		Red	Police to clarify brief for new build. Site search ongoing	
7	Rosemount Community Centre	P/ACC	ACC		2011/12	3		yellow	At Design Stage	At Design Stage
8	Frederick Street - Health Village – Affordable Housing	NHSG/ ACC/ P/Communities Scotland	ACC	Property	2011/12	1	ACC to approve future use of site	Red	ACC currently considering future of site	

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	<u>PSPG Action or Recommendation</u>
9	Housing / Community Regeneration Aberdeen	ACC/ NHSG/ P	ACC		10-15 year programme	1		Red		Mike to invite Dave Kilgour to address group
10	431 North Deeside Road	NHSG	NHSG			3		Red	Possible Site assembly for community facilities	
11	Woodside Medical Practice – move to site adjacent to Woodside Community Centre	NHSG/ACC	NHSG		2011/12	1	Secure site and relocate football pitch	Red		
12	Whinhill Road site	NHSG/ ACC	ACC		2011/12	1	Agreement on sites future	Red	ACC officers have reported options, including lease to NHSG	
13	Denburn – relocate 2 medical practices? Northburn & Viaduct	NHSG/ ACC	NHSG/ ACC		2011/12	1	Secure a site	Red	3 rd party procurement. Interviews held 11/03/08	Identification of site
14	Denburn Site	NHSG/ ACC	NHSG/ ACC		2011/12	1	Appoint marketing agent, closing date for tenders, Structural survey review	Red	Very early agreement required to appointment of marketing Agent	
15	Foresterhill Practice Elmbank & Westburn	NHSG/ACC	NHSG		2010/11	1	Secure funding	Green		
16	Foresterhill- whole site review/ Development Framework	NHSG/ UOA/ P/ ACC/ NESTRANS	NHSG		2023/24	1	Adoption of development framework by ACC	Green	Submission to ACC by end of May	

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	<u>PSPG Action or Recommendation</u>
17	Health Campus Programme	NHSG/ UOA/ ACC/ P	NHSG		2012/2013	1	Initial Agreement	Green	Individual project business cases being progressed, i.e. ECC and ADS OBCs	
19	Northfield Practice	NHSG/ACC	NHSG		2012/13	3		Green		
20	Mastrick Police Station – new site in Mastrick	P		Procurement Finance, ICT	2011/12	3		yellow	Police interest in Greenfern School site noted by ACC	MJD to update at next business meeting
21	Kincorth Medical Practice – Invest in clinic so practice can move in	NHSG/ACC	NHSG		2008/09	1	June '08	Green	Suitable asset transfer and deed of conditions required	
22	School Estate total review/appraisal	ACC	ACC		Ongoing	1		Yellow		
23	Travelling Peoples' sites	ACC/ NHSG	ACC					Red	Difficulty in identifying suitable sites. Work ongoing	
24	Marischal College Development	ACC	ACC	ICT	2010/11	1	Internal Layout agreed	Green		Consideration of joint working
25	Joint Fleet Management Premises	F/P/A	F	Procurement Finance, ICT	2011/12	1	Completed options appraisal	Red	No links with JPSG	
26	Integrated Drug Service	NHSG/ ACC/ Grampian Housing/	NHSG	Finance, ICT	2010/11	1	Agree construction costs	Green	Start on site anticipated September 2008	

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	<u>PSPG Action or Recommendation</u>
27	Dyce/Bucksburn combined centre	NHSG/ACC	NHSG			3		Yellow		
28	Bridge of Don combined centre	NHSG/ACC	NHSG			3		Yellow		
29	Scotstown	NHSG/ACC	NHSG			1		Green		
30	Cornhill Site Development	NHSG/ACC	NHSG			1		Yellow	Section 69 Agreement being negotiated. Outcome of Community Health Village planning application for Frederick St is key.	
31	Seaton Assembled site	ACC/NHSG/ Langstane	ACC /NHSG		2008/09	1	Agree Legal's	Green	Site to develop affordable housing	
	ABERDEENSHIRE									
32	New Police Station at Peterhead	P/ASC,NHSG	P	Procurement finance ICT	2011/12	1	Purchase of site for build	Yellow	Site on P'head bypass identified. Will have space for potential community partners	Business Case being updated by Police

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	<u>PSPG Action or Recommendation</u>
33	21 'priority' education projects including new schools, e.g. at Oldmeldrum side of Inverurie and at Kintore	ASC/	ASC		Post 2012	2	Committee to identify Budget	Yellow		
34	Chalmers Hospital at Banff – new ward block and health centre development	NHSG/ASC/A	NHSG	Finance, ICT	2013	1	Commencement on site	Green	OBC approved by CIG. Tender returns to evaluated	
35	Maud Resource Centre	NHSG/ ASC/ Langstane HA/ Maud Trust	NHSG	Finance, ICT	2008	1	Completion of Project	Green	Start on site 24/3/08 26/28 week contract	
36	Laurencekirk Medical Centre	NHSG/ASC	NHSG	Finance, ICT	2009	1	Start on Site	Green	Banchory Contractors appointed	
37	Inverurie Joint Equipment Store	NHSG/ASC	ASC	Procurement, Finance, ICT	2009/10	1	Agree site, start on site	Green	Decision required from ASC finance	
38	Braemar – New Medical Centre	NHSG/Braemar Community Ltd	NHSG		2009/10	1	Gain Planning consent	Yellow	Donated site available to be community owned. Approx 50% PCCP Funding available	

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	<u>PSPG Action or Recommendation</u>
39	Kemnay – New Medical Centre	NHSG/ASC	NHSG	Finance, ICT		3	Agree site Identification	Yellow	site under consideration but further site enquiries underway	
40	Banchory Medical Practice	NHSG/ASC	NHSG	Finance, ICT		2	Agree site Identification with ASC	Yellow	Preferred site Identified	
41	Ellon – New Medical Centre	NHSG/ASC	NHSG	Finance, ICT		3	Progress business case	Yellow	Potential Council owned site identified at Hospital Road	
42	Garioch Life Centre	NHSG/ASC	NHSG	Finance, ICT	2010/11	1	Planning consent	Yellow	Third Party Development	
	MORAY									
43	Lossiemouth –Joint Medical Centre	NHSG/ TMC/ RAF	NHSG		Completed Jan '08	1	Finalise Licence of Occupation	Green		
44	Victoria Crescent, Elgin	NHSG/TMC	NHSG	Finance, ICT	2009/10	1	Agree rental with developer, completion of development agreement	Yellow		
45	Forres – replace Leanchoil Hospital and current Health centre.	NHSG/TMC/A	NHSG	Finance, ICT	2011	1	Appoint design team, Agree financial Mechanism with TMC	Yellow		

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	PSPG Action or Recommendation
46	Spynie Hospital site	NHSG/TMC/P	NHSG	Finance, ICT	2008/09	2	Confirmation for TMC to progress with Spynie Wards	Yellow		
47	Cullen medical centre	NHSG/TMC	NHSG	Finance, ICT	2009/10	1	Agree site for development	Yellow	TMC site and Seafield sites being considered	
48	Keith – new medical centre	NHSG	NHSG			3		Yellow		
49	Dr Grays Hospital, Elgin	NHSG/TMC/A	NHSG			2	Agree Masterplan	Yellow	Develop Masterplan for submission to TMC	
50	Keith Dental Unit	NHSG/TMC	NHSG		Completed April 2008	1	Becoming Operational	Green	Industrial Unit long lease to NHSG	
51	Life Sciences Unit in Elgin	NHSG/HIE Moray/TMC	NHSG			3		Yellow	OBC being developed	
52	Cullen Police Office	TMC, P	TMC		2009/10	3	TMC to complete Property review	Green	TMC to consider police needs	Police to consider work with Medical Centre

	Projects	Partners: P=Police, F=Fire, A=Ambulance, N=NHSG, ACC, ASC, TMC=Councils	Lead Partner	Sub groups of JPSG involved	Expected year of completion (Financial year end)	Priority	Key Milestone for Year	'Traffic Light' Progress Indicator	Comment	PSPG Action or Recommendation
53	Tomintoul	P/F/A/TMC/ Moray College/ Crown Estate	TMC		2009/10	3	Project initiation phase. Commence review of public sector in village	Green	Interest from Moray College and Crown Estate Commissioners in former secondary school site.	
54	Family Protection Unit, Elgin	P/NHSG/TMC	TMC		2009/10	1	Secure site, planning consent and commence construction		Project operating from temp premises, site search ongoing. Consider Master planning of Spynie Site.	Clarification of Spynie purchase required.

Appendix 5

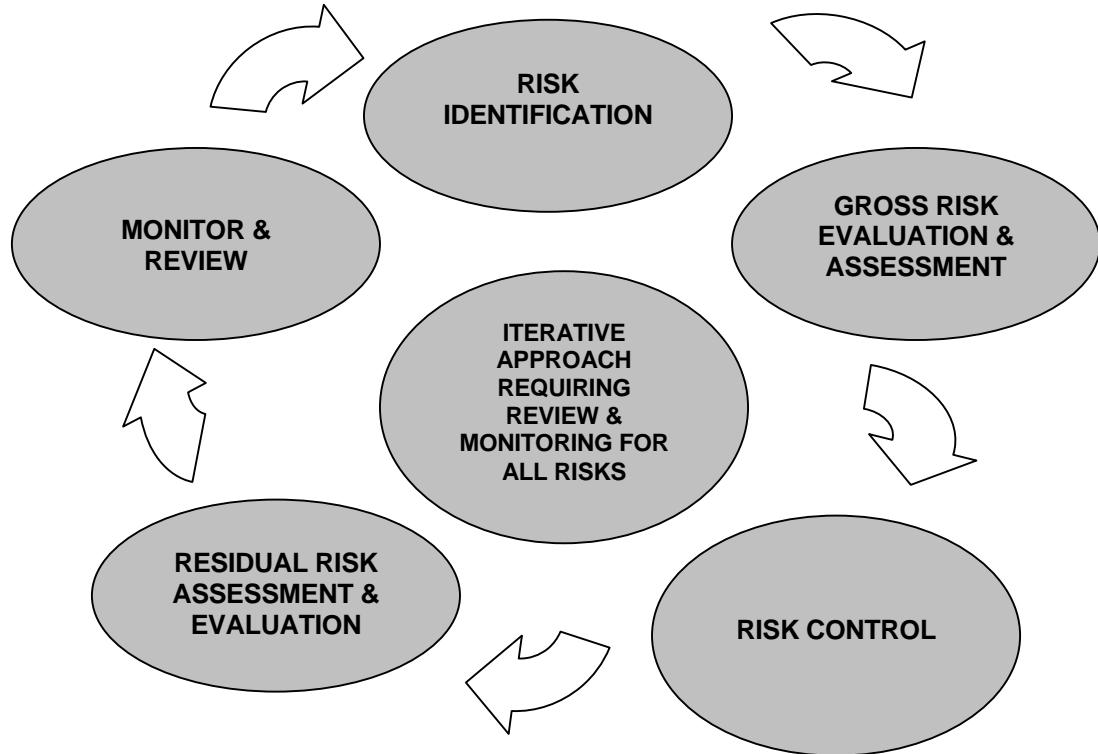
Management of Risk

Public Sector Property Group Management of Risk Policy

1. Introduction

1.1. Risk can be defined as the probability/likelihood of an event and its consequences/impact on the basis of action or inaction. The prioritisation of a risk is dependent upon the level of potential loss/damage and the likelihood of it occurring.

2. Risk Process



3. Identification

3.1. Risks should always be identified within the context of relevant objectives. As part of the ongoing cycle, the risks subsequently identified and actioned throughout any time period should in turn influence the structure and content of future objectives. Risks can be identified at any level but must be articulated to the Public Sector Property Group for assessment and mitigation.

4. Assessment

4.1. All risks will be assessed according to the criteria contained within the Risk Matrix (Appendix 5A).

4.2. This first phase of assessment will establish the **GROSS RISK**. Gross risks are assessed on the assumption that no control measures are currently in place to manage the risk (or that current control measures will no longer be used).

- 4.3. The Risk Matrix requires the Public Sector Property Group to assess the impact of a risk in conjunction with the likelihood of it occurring, and plotting the result of either Negligible, Acceptable, Moderate, Substantial or Unacceptable within the matrix.
- 4.4. Identification and assessment of risks should not be undertaken by a single individual, but by the Public Sector Property Group as a whole. Objectivity and balance will not be achieved if this process is monopolised by a single person.

5. Risk Control/Management

- 5.1. The next step, from evaluation of the gross risk, is the requirement to mitigate against the impact and/or likelihood of it occurring. This process is not necessarily a reactive one. Risk control measures can be implemented prior to, during or after the occurrence of the risk incident. It should be noted that not all risks can be prevented in terms of probability, in which case an approach should be adopted in relation to reducing impact.
- 5.2. The options for dealing with the risks are:
 - **Treat the Risk** – *Taking action to contain the risk or planning contingent actions.*
 - *Contain – Lesson the likelihood of the risk occurring and applied before the risk materialises.*
 - *Contingent – Actions put in place to lesson the impact of the consequences of the risk when it materialises.*
 - **Tolerate the Risk** – *Accept the risk but monitor very closely to ensure that it does not exceed acceptable tolerance.*
 - **Transfer the Risk** – *This transfer some or all of the risk. Examples being to insure against the risk or transferring part of the risk to contractors .*
 - **Terminate the Risk** – *Where feasible, changing methods of approach so that the risk is no longer applicable.*
- 5.3. The control put in place will depend on the risk itself and it is important to remember that this is not always the sole responsibility of the Public Sector Property Group. Consideration should be given to the involvement of partner agencies when considered of potential benefit. However, the involvement of agencies and reliance on them to fulfil their obligations can affect the risk assessment and this should be borne in mind throughout the process. A full assessment of the expected outcome of the control, along with a cost-benefit analysis should cover the projected expense of the control measure(s), and also the expense should the controls not be implemented and something goes wrong. It is important to reiterate that control measures and their cost must be proportionate to the risk itself.

6. Reassessment/Evaluation

When controls have been identified and established, it is necessary to repeat the assessment process to establish if the control measures in place have mitigated against the risk. The **RESIDUAL** risk is established as the risk that remains once the value of the control measures have been taken into account against the gross risk assessment.

7. Risk Recording

7.1 On behalf of the Public Sector Property Group the Grampian Police Force Programme and Project Support Office will maintain an upto date Risk Log. When possible, a member of the Programme and Project Support Office will attend each Public Sector Property Group meeting to advise on and record the identified risks and their mitigation strategies.

8. Monitoring and Review

8.1 The risk management process is not a one off exercise. Risks and their likelihood and severity must be constantly re-assessed. The Review of Risks must be Agenda item at each Public Sector Property Group meeting.

8.2 The Public Sector Property Group should analyse if a risk is still relevant and if the mitigation strategies put in place are in place and effective. If a Risk is no longer relevant then it should be removed from the Risk Log. Conversely, if the residual severity or likelihood of a Risk continues to rise then the mitigation strategies should be reviewed to compensate.

8.3 If the Public Sector Property Group considers that it does not have the required authority to mitigate a particular Risk, then this Risk should be escalated.

9. Escalation Procedures

9.1 *The below is a suggestion and I would appreciate any feedback.*

Any Risk that remains at Substantial or Unacceptable after mitigation strategies have been put in place **and** the Public Sector Property Group has no authority to place more stringent or more effective strategies in place, must be escalated to higher authority.

Any Risk that continues to rise in residual risk to Substantial or Unacceptable, despite mitigation strategies being in place, must be escalated to higher authority.

The Public Sector Property Group reports to the North East Scotland Joint Public Sector Group and therefore Risks must be escalated, via the North East Scotland Joint Public Sector Group Programme Manager, to this forum. Any escalated Risk must be accompanied by suggested strategies that the North East Scotland Joint Public Sector Group can implement to mitigate this escalated Risk. The North East Scotland Programme Manager must ensure

that these escalated Risks are dealt with in the Risk Management Policy of the North East Scotland Joint Public Sector Group..

Any decision made by the North East Scotland Joint Public Sector Group must be relayed to the Public Sector Property Group by the North East Scotland Joint Public Sector Group Programme Manager.

Appendix 5A

RISK MATRIX

<u>UNIVERSAL RISK CRITERIA</u> Severity x Likelihood -> Risk Criterion E.g. High severity x Possible -> Moderate		<u>LIKELIHOOD OF OCCURRENCE</u>			
<u>SEVERITY OF CONSEQUENCE</u> Most predictable consequence if the event in question was to occur		VERY UNLIKELY Less than 10% possibility of the Project being delayed or failing	POSSIBLE 40% - 50% possibility of the Project being delayed or failing	LIKELY 50% - 80% possibility of the Project being delayed or failing	ALMOST CERTAIN Greater than 80% possibility of the Project being delayed or failing
LOW	<ul style="list-style-type: none"> Zero/Minor Negligible Isolated No discernable impact Readily recoverable Small financial 	NEGLIGIBLE	NEGLIGIBLE	ACCEPTABLE	MODERATE
MEDIUM	<ul style="list-style-type: none"> Moderate/Limited Localised Short term Adverse Some impact Moderate Financial 	NEGLIGIBLE	ACCEPTABLE	MODERATE	SUBSTANTIAL
HIGH	<ul style="list-style-type: none"> Permanent/ Substantial Damage/Reputation/Media Widespread Major Major Financial 	ACCEPTABLE	MODERATE	SUBSTANTIAL	UNACCEPTABLE
CATASTROPHIC	<ul style="list-style-type: none"> Multiple Irreversible Irrecoverable Intervention Corporate Risk/Media 	MODERATE	SUBSTANTIAL	UNACCEPTABLE	UNACCEPTABLE

Appendix 6

Public Sector Property Group Risk Register

Risk	Name	Resulting In	Likelihood	Impact	Evaluated Risk	Risk	Mitigation Strategy/Reason for Cancellation	Residual Likelihood	Residual Impact	Residual Risk	Risk
1	 There is a risk that there may be the loss of a Group member.	- A slowing down in the Programme of Work. - A loss of opportunities. - A delay in establishing new relationships.	Likely	Medium	Moderate		- Effective Group succession planning. - Monitor meeting attendance. - Group mentoring. - Ensure Group continuity.	Likely	Low	Acceptable	
1A	There may be an opportunity in the loss of a Group member.	- Lead to an influx of new ideas into the group.	N/A	N/A				N/A	N/A		
2	 There is a risk that one or more partners may withdraw from the Group.	- A loss of some of the projects within the portfolio. - Where projects are already in progress a greater financial burden placed on remaining partners. - A questioning of the viability of the North East Scotland Joint Public Sector Group Property Strategy. - the possibility of adverse publicity for the Group and North East Scotland Joint Public Sector Group as a whole.	Possible	High	Moderate		- Identify and communicate the benefits of the group to partners and North East Scotland Joint Public Sector Group. - Identify and communicate Group achievements. - effective and active communications strategy.	Possible	Medium	Acceptable	
3	There is a risk that the strategic imperative is not transmitted downwards in a viable way.	-The Public Sector Property Group strategy loses focus. -There will be an incorrect prioritisation of projects. -Projects that should be undertaken not being proposed.	Likely	High	Substantial		- Ensure Group awareness of strategic documentation. -further improving the openness of the Group. -Awareness of internal property strategies	Likely	Medium	Moderate	

Risk	Name	Resulting In	Likelihood	Impact	Evaluated Risk	Risk	Mitigation Strategy/Reason for Cancellation	Residual Likelihood	Residual Impact	Residual Risk	Risk
3		-The objectives of the North East Scotland Joint Public Sector Group; and organisation members not being fulfilled.					- ensure an effective communications strategy both upwards and sideways.				
4	There is a risk that there may be a lack of communication from the Public Sector Property Group to all Stakeholders.	<ul style="list-style-type: none"> - that partner organisations will not be 'pulling' in the same direction. - Abortive work being undertaken. - There will be unnecessary delay to the Programme of Work. - Potential opportunities and obstacles will be overlooked. - A failure to build up the stature of the Group. 	Almost Certain	High	Unacceptable		<ul style="list-style-type: none"> - Effective communications plan for all Stakeholders. 	Possible	Medium	Acceptable	
5	There is a risk that failure to integrate financial plans of Partner Organisations will compromise the ability of the Public Sector Property Group to deliver it's Projects.	<ul style="list-style-type: none"> - A breakdown in the Programme of Work. - there will be a distortion of organisation priorities. 	Almost Certain	High	Unacceptable		<ul style="list-style-type: none"> - Communicate with the Finance Sub-Group. - Share Programme of Work with the Finance Sub-group to identify Joint funding plan to sustain Programme. - Devise and utilise an options matrix. - Monitor, manage and review in conjunction with the Finance Sub-Group. 	Almost Certain	High	Unacceptable	
6	There is a risk that there will be lack of knowledge of funding beyond the current financial year.	<ul style="list-style-type: none"> - A likelihood of a change in priorities. - A loss of funding leading to a reduction in the number of projects. - Public funds being misspent. 	Almost Certain	High	Unacceptable		<ul style="list-style-type: none"> - work together with the Finance Sub-Group. 	Almost Certain	High	Unacceptable	
7	There is a risk that	- the Group having to bid for	Almost Certain	High	Unacceptable		- work together with the	Almost	High	Unacceptable	

Risk	Name	Resulting In	Likelihood	Impact	Evaluated Risk	Risk	Mitigation Strategy/Reason for Cancellation	Residual Likelihood	Residual Impact	Residual Risk	Risk
1	the ring fencing of Grampian Police Force funds will no longer happen.	funds. - Loss of confidence in the Group. - further uncertainty					Finance Sub-Group. - Monitor and re-assess the situation.	Certain			
8	There is a risk that organisational priorities will differ in respect to the valuation of property and land.	- projects being halted. - the Programme of Work being stopped or delayed. - Loss of confidence in the Group. - Friction between partner organisations within the Group. - The uncertainty for future planning - Partner organisations having being pressured to contribute extra funds against their will.	Almost Certain	High	Unacceptable		- Agree Best Value and protocol procedures. - If agreed – reported back to each partner organisation for policy decision. - Report back to the North East Scotland Joint Public Sector Group.	Likely	Medium	Moderate	
9	There is a risk that the Public Sector Property Group will not have sufficient resources to undertake its remit.	- A delay or stop in the Programme of Work. - Loss of confidence in the Group.	Likely	High	Substantial		- Commitment to joint working included in the Community Plan and individual organisation's Corporate Plan. - Commitment of Group Members to help with the supply of resources. - Programme of Work to emphasise the resource requirements.	Possible	Medium	Acceptable	

Risk	Name	Resulting In	Likelihood	Impact	Evaluated Risk	Risk	Mitigation Strategy/Reason for Cancellation	Residual Likelihood	Residual Impact	Residual Risk	Risk
							- Action on the North East Scotland Joint Public Sector Group Programme Manager to report the requirements at a higher level.				
10	There is a risk that Public Sector property Group membership could be reviewed and increased in size with membership from other public organisations.	- A breakdown in Group communications. - A re-prioritisation of projects which could lead to a delay in projects. - Being distracted from current strategy.	Possible	Medium	Acceptable		- Regular reviews of Public Sector Property Group membership. - Open communications with other public sector bodies not represented on the Group.	Possible	Low	Negligible	
10A	There is an opportunity that Group membership could be reviewed and increased in size with membership from other public organisations.	- An opportunity to avoid project duplication across public sector organisations.	N/A	N/A			- Regular reviews of Public Sector Property Group membership.	N/A	N/A		
11	There is a risk that there will be a lack of clearly defined Service Strategy to direct Property Strategy.	- Wrong or conflicting priorities. - the Public Sector Property Group carrying out unnecessary work. - Missed opportunities. - The Group not meeting community and organisational needs. - The Group not meeting Best Value needs.	Almost Certain	High	Unacceptable		- sharing of Property Strategies within the Group. - Programme of Work forwarded to North East Scotland Joint Public Sector Group with recommendations. - A Communications Plan that links into Strategy.	Possible	Medium	Acceptable	
12	There is a risk that there will be a change of commitment outwith	- Projects being halted. - Changes to the Programme of Work - A Breakdown of trust	Likely	Catastrophic	Unacceptable		- An effective Communications Plan. - The Public Sector Property Group agree a	Likely	Catastrophic	Unacceptable	

Risk	Name	Resulting In	Likelihood	Impact	Evaluated Risk	Risk	Mitigation Strategy/Reason for Cancellation	Residual Likelihood	Residual Impact	Residual Risk	Risk
	the Group in regards to joint projects.	between organisations. - A Loss of resources. - A loss of funding. - A loss of confidence in the Group due to incorrect perception.					mediation and escalation procedure.				
13	There is a risk that benefits are not correctly identified or that stated benefits are not achieved.	- Loss of confidence in the Public Sector Property Group and partnership working as a whole (Perceived and Actual). - Adverse publicity for the Group. - The withdrawal of a partner organisation from the Group. - The disbandment of the Group.	Possible	Catastrophic	Substantial		- Effective Communication Plan in place, in conjunction with the Project Sponsor. - Active integration with the Press to mitigate against perceived ideas. - identify and set achievable benefits - Evaluate and report. - Recognition for members in respect of partnership organisation benefits.	Very Unlikely	Medium	Negligible	
14	There is a risk within Private Sector Involvement	- There may be a perception of favouritism. - Lack of workforce availability. - The employment of production and design teams. - Construction inflation.	Almost Certain	Medium	Substantial		- Active engagement with private sector and representative bodies. - Effective communication. - Active dialogue with colleagues. - Clarity of procurement procedures.	Likely	Medium	Moderate	
15	There is a risk that the procurement regulations and procedures of member organisations are not compatible.	- The potential inability to deliver the Programme of Work. - Not supporting the joint future agenda.	Likely	High	Substantial		- work in conjunction with the Joint Procurement Sub-Group.	Possible	High	Moderate	
16	There is a risk that member organisations do not	- Some Public Sector Property Group members having to refer decisions to	Possible	Medium	Acceptable		- Monitor and review Public Sector Property Group membership.	Very Unlikely	Low	Negligible	



Risk	Name	Resulting In	Likelihood	Impact	Evaluated Risk	Risk	Mitigation Strategy/Reason for Cancellation	Residual Likelihood	Residual Impact	Residual Risk	Risk
	have the correct level of representation on the Public Sector Property Group.	a higher level – Resulting in a delay to the Programme of Work.					- Refer membership to the North East Scotland Joint Public Sector Group.				

Appendix 7

Protocol for the operation and development of the Public Sector Property Database

1. Objective of the Policy

- To ensure the property database is populated on a regular basis.
- The originator is responsible for the accuracy of the data and responding to any Freedom of Information requests particular to their organisation only.
- To ensure that the organisational members have access to the data at the appropriate time.
- To enable the further development of the database and increase the functionality of the system.
- Develop more efficient methods of managing shared property data.

2. Parties to this Policy

Aberdeen City Council

Aberdeenshire Council

Grampian Fire and Rescue Service

Grampian Police

NHS Grampian

The Moray Council

3. The Public Sector Property Database

The database will list all non-residential properties (currently excluding the investment portfolio) owned or leased by the parties listed above. There will be a minimum dataset for each of the properties which will be the responsibility of the originating partner organisation to maintain.

The system will be fronted by a Geographical Information System hosted by Aberdeenshire Council. This will hold each members data on separate layers, the layers can then be interrogated individually or as a whole and therefore allow the user to identify all the properties that meet their search criteria, be that geographical or by selected characteristics.

4. Accessing the database

Access to the database will be gained via the internet and initially through a secure server managed by Aberdeenshire Council. Each user will be given a user name and password from Aberdeenshire Council, initially this will be limited to those who attend the Public Sector Property Group. Any additional users will require to be authorised by the member of the group who represents the organisation requiring the additional users, they will be held responsible for vetting the new user. A limited number of log-ins (5) will be granted to each member organisation in the early stages of development.

5. Maintaining the Data

The data will initially be updated on the first Monday of each month until population of the minimum data set has been completed, thereafter quarterly. Each partner organisation will send their updated property spreadsheet to NHS Grampian to allow the data from the different partners to be merged into a single spreadsheet. NHS Grampian will then forward the updated information within five working days to Aberdeenshire Council for inclusion in the Geographical Information System database. The same data will also be forwarded to the partner organisations as the new master spreadsheet, this will be the data to be updated the following month.

6. Future Development

The above protocol is for the initial stages of the database and will be reviewed and developed.

Appendix 7A

Example of the Minimum Data Set

Field Name	Characters
Ref No	00013408
UPRN	151085805
PSPG Contact Name	Gordon Daniels
Address 1 (First Line)	Portsoy Day Centre
Address 2 (Second Line)	The Square
Address 3 (Town/City)	Portsoy
Post Code	AB42 2XS
X - Co-ordinate	358842.67
Y - Co-ordinate	866166.10
PSPG Contact Telephone	01224 664257
Organisation	Aberdeenshire Council
Property use	Day Centre
Local Authority	Aberdeenshire Council
Operational/ Non- Operational/ Surplus/ Vacant	Operational
Tenure of Property	Owned
Repairing Liability	Aberdeenshire Council
Original Year of Construction (approx.)	1962
Most Recent Refurbishment date(s)	1998
Historic listing	No
Category (A,B,C,D)	N/A
Land area (ha)	0.1136
Building Footprint (G.E.A.) (m.sq.)	600
Gross internal area (m.sq.)	1504.00
Net internal area (m.sq.)	1100.25
Disabled Access to Building	Planned
Asset Rateable Value	20,000
Total Energy consumption (GJ)	156000
CO2 Emissions (tonnes)	170
Depreciated Replacement Cost (DRC)	£140,000.00
Open market value (OMV)	N/A
Existing Use Value (EUV)	-

SURPLUS PROPERTY PROTOCOL

1. Objective of Agreement

- To ensure surplus public sector assets are retained within public ownership where a need exists.
- To ensure public sector bodies obtain value for money when disposing of, or acquiring public sector assets.
- To provide an opportunity for public sector bodies to acquire property assets without delaying the disposal process.

2. Parties to this Agreement

Aberdeen City Council

Aberdeenshire Council

Grampian Fire and Rescue Service

Grampian Police

NHS Grampian

The Moray Council

3. Definition of Property Assets

For the purposes of this Agreement property assets are defined as land and heritable buildings within the Local Authority areas of Aberdeen City, Aberdeenshire and The Moray Council areas but excluding:-

- a) Assets with a value of £10,000 or less unless situated adjacent to land or buildings in the ownership of one of the other parties to this Agreement.
- b) Property subject to a lease with a minimum of 20 years unexpired in favour of a third party.

4. Procedure

- a) Parties to this Agreement will from time to time identify property assets which are surplus to their corporate requirements and which can be made available for sale on the open market. Properties will not be deemed to be surplus where a public sector body wishes to dispose of a specific property by way of sale or lease to a third party for purposes in pursuit of their common objectives.
- b) This Agreement will apply at the stage where a Party declares a property asset surplus to requirements with a view to it being made available on the open market.
- c) The owning Party will send a brief description of the property asset together with a location plan and estimated market value to the designated representatives of the parties to this Agreement.
- d) The designated representatives shall respond to the owning Party within a period of 21 days to confirm or otherwise their interest in acquiring the property asset. Should a Party not respond within the 21 days period it would be assumed that it has no interest in acquiring the property asset.
- e) On confirmation of an interest, parties will meet to discuss and agree the property to be valued. At this stage the Basis of Valuation to be agreed and the normal presumption is that the basis will be market value. The District

Valuer will be involved as an observer at this stage unless requested to participate. Thus it will be the parties who will set and agree the remit, basis of valuation and assumptions. On receipt of notification from either party, the District Valuer will undertake to obtain a certificate of alternative valuation.

- f) Joint reference to District Valuer to act as Independent Valuer. Arguable that the District Valuer might act as Independent Expert, but the Scottish Property Finance Manual refers to Independent Valuer. The District Valuer costs to be shared equally between the parties.
- g) The District Valuer to inspect and report within agreed timescales. The parties will be offered an opportunity to make representations upon receipt of the District Valuer report, following which a final report would be issued.
- h) Subject to agreement of both parties with the foregoing, the valuation arrived at would remain valid for a period of 12 months, or such other period as deemed appropriate by the District Valuer. Further to this agreement the prospective purchasing party would have up to 60 days to secure approvals within their organisation and formally notify the seller in writing of same. There would thereafter be a further period of up to 10 months in total to permit the need to conclude missives, and where appropriate, apply for and secure a suitable planning consent and permit the formal granting of the said planning consent. After a total period of one year, and if both parties are in agreement to continue as a result of a planning application still being considered, it may be appropriate to revisit the valuation. Alternatively either party could terminate the agreement.

The benefits to the parties should be seen in the light of Scottish Government Best Value guidance. The advantage offered by this protocol negate the risks say in advertising property for sale on the open market with the delays and risks that entails.

Determination by the Chief Valuer Scotland should cover dispute resolution.

Appendix 9

PUBLIC SECTOR PROPERTY GROUP

SPACE STANDARDS PROTOCOL FOR SHARED PREMISES

OFFICE STANDARDS POLICY FOR SHARED ACCOMMODATION

1. Statement

All Public Sector Property Group Partners are committed to providing their workforce with a safe and comfortable working environment. All organisations will ensure that their workplaces comply in all respects with the Workplace (Health, Safety and Welfare) Regulations 1992 and all statutory requirements relating to the workplace. The measures outlined in this policy are intended to set out design principles and standards for office accommodation which are acceptable to all partner organisations and which will ensure that an acceptable standard of accommodation will be provided in all buildings shared by the partners.

2. General Principles

In a time of seemingly ever declining resources, it is imperative that all partners make the best possible use of their assets. New building is expensive compared to re-modelling or re-planning existing space. Optimising the use of existing assets should mean reduced capital expenditure and reduced revenue costs through not heating, cleaning, paying rates and maintaining a new space.

It is important to recognise that building space is a finite resource and every demand for additional space, new staff offices or changes to space may not be able to be met. Funding constraints and the inevitable time delays means that forward planning will be essential and staff in all partner organisations should recognise this when developing staffing strategies. When changes are to be made to a workplace, consultation with affected staff should take place at the planning stage in the spirit of partnership.

Cellular office accommodation should only be provided where it is essential to satisfactory service provision. The criteria determining this requires to take regard of the individual job specification; sensitive material issues beyond the normal scope of staff/personnel management matters. It is recognised that modern open plan offices will normally provide sufficient private meeting rooms for this purpose.

In the context of the standards outlined below appropriate flexible working space will be provided to all staff based on their functional role within the physical constraints of the building layout.

Flexible and accessible working space will be made available for people with disabilities or as required for other personal circumstances.

3. Statement of Office Accommodation Space Standards

Note

- Extracts from the Workplace (Health, Safety and Welfare) Regulations 1992 are shown in **bold**.

- The information in normal type is taken from the Workplace (Health, Safety and Welfare) Regulations, a Health and Safety Executive publication.
- Information shown in *italics* is considered desirable and partners may wish to work towards this standard, but it is not mandatory.

HEALTH

Standard 1 VENTILATION

Effective and suitable provision should be made to ensure that every enclosed workplace is ventilated by a sufficient quantity of fresh or purified area. Fresh, clean air should be drawn from a source outside the workplace, uncontaminated by discharges from flues, chimneys or other process outlets, and be circulated through the workrooms. Ventilation should also remove and dilute warm, humid air and provide air movement, which gives a sense of freshness without causing a draught. If the workplace contains process or heating equipment, or other sources of dust, fumes or vapours, more fresh air will be needed to provide adequate ventilation.

Windows or other openings may provide sufficient ventilation but, where necessary, mechanical ventilation systems should be provided and regularly maintained.

Standard 2 TEMPERATURES IN INDOOR WORKPLACES

During working hours, the temperature in all workplaces inside buildings shall be reasonable. Comfort depends on air temperature, radiant heat, air movement and humidity. Individual personal preference makes it difficult to specify a thermal environment, which satisfies everyone. For workplaces where the activity is mainly sedentary, for example offices, the temperature should normally be at least 16 degrees centigrade. If work involves physical effort it should be at least 13 degrees centigrade (unless other Laws require lower temperatures). **A sufficient number of thermometers shall be provided to enable persons at work to determine the temperature in any workplace inside a building.**

There is no upper workplace temperature laid down by Regulation. However, it is important that managers and staff are aware of the detrimental effect the temperature has on an individual's alertness and therefore, their safety. In line with current good practice, partner organisations accept that employees will become less efficient at temperatures in excess of 30 degrees centigrade and that measures should be taken to reduce the effects of heat.

Standard 3 LIGHTING

Every workplace shall have suitable and sufficient lighting. Lighting should be sufficient to enable people to work and move about safely. If necessary, local lighting should be provided at individual workstations and at places of

particular risk, such as crossing points on traffic routes. Lighting and light fittings should not create any hazard. **Automatic emergency lighting, powered by an independent source, should be provided where sudden loss of light would create a risk.**

Standard 4 CLEANLINESS AND WASTE MATERIALS

Every workplace and the furniture, furnishings and fittings should be kept clean and it should be possible to keep the surfaces of all floors, walls and ceilings clean. Cleaning and the removal of waste should be carried out as necessary by an effective method. Waste should be stored in suitable receptacles.

All occupiers should be encouraged to practice (in accordance with SEPA Strategy Scotland) the 3 R's (reduce, re-use, recycle) to minimise waste production in offices. This will involve compliance with Council waste initiatives operating in the area.

Standard 5 ROOM DIMENSIONS AND SPACE

Every room where persons work shall have sufficient floor area, height and unoccupied space for purposes of health, safety and welfare. The Workplace Regulations 1992 indicates that the space required should be at least 11 cubic metres per person with a maximum "allowable" ceiling height of 3 metres which equates to approximately 3.67m² of floor area per person (or 4.5m² per person if the minimum ceiling height of 2.4 metres is applied). It is recognised that the legal minimum may not be practical and in many cases would constrain normal activities. For new purpose-built offices 9.5 – 10m² NIA should be allocated for each person.

When planning small areas, as opposed to large open plan areas, consideration must be given to space required for ancillary furniture, such as filing bays, etc, and suitable allowance made for the space occupied by this furniture. Space taken up by door openings should be classed as circulation space and furniture positioned accordingly. The "function" carried out is also a relevant factor to space requirements and should be taken into account in the space planning exercise.

The minimum distance behind desks and other furniture and walls will be 900mm to allow for adequate seating space. This will not preclude desks or other furniture being positioned adjacent to, or in front of, desks provided this furniture does not cause an obstruction or restrict access and egress to the desk in question. In exceptional circumstances, the absolute minimum may be 800mm, provided that the staff affected agree to this reduction in space.

In addition to the minimum space standards stipulated in HSE Guidance there will be a minimum "aisle width of" 800mm established for circulation purposes (including the route to a seat at a desk as well as for "through traffic"). This distance will accommodate a wheelchair. A slightly smaller aisle width may be

acceptable in exceptional circumstances; again, provided that the staff affected agree to this reduction.

Cellular office accommodation should only be provided to appropriate offices where it is considered that the function of those particular posts are especially sensitive. The criteria requires to take regard of the individual job specification; sensitive material issues beyond the normal scope of staff/personnel management matters and the availability of private meeting rooms.

Formal private meeting rooms are essential for dealing with sensitive or confidential issues and also for conducting staff appraisals. Meeting rooms, break out areas and quiet rooms will be provided for all open plan work areas. These need not necessarily be on the same floor but should be available within the building in quantities sufficient for the needs of the occupants.

Flexible and accessible working space will be made available for people with disabilities or as required for other personal circumstances. This will be reviewed and implemented as appropriate.

In situations where a particular post involves job share DSE compliant workstations will be provided (such workstations must be compatible with both users) that includes unshared personal storage facilities. Separate workstations will not be provided unless justified by operational requirements.

APPLICATION OF SPACE STANDARDS FOR SMALL/DISTRICT OFFICES

Smaller “district” offices pose a particular challenge in setting a space standard as the floor areas that might be acceptable in a large open plan office are not normally adequate for a small office. Even if the volume of the room gives each occupant 11 cubic metres of space (Workplace Health, Safety and Welfare Regulations 1992) the dimensions, layout and furniture in the room will not necessarily permit staff to move easily within the available circulation space (as required by the Regulations). In these cases, maintenance of an agree standard for circulation and space behind desks is particularly important, as is ensuring that space taken up by ancillary furniture is adequately allowed for.

Refreshment, rest room and storage facilities (for staff coats and bags as well as office materials) are still required within “district” or “satellite” offices. Management must ensure that these facilities can be provided within a convenient location, in addition to deciding on the staff numbers that can realistically be serviced by the accommodation. Meeting rooms and breakout space may also be needed depending on the number of occupants in the district office, the function carried out and the amount of privacy available in the main work areas. The Trades Unions would require to be fully consulted if management do not intend to provide these facilities.

Standard 6 WORKSTATIONS AND SEATING

Every workstation shall be so arranged that it is suitable both for any person at work in the workplace who is likely to work at the workstation and for any work of the undertaking which is likely to be done there. People should be able to leave workstations swiftly in an emergency. Where work can or must be done sitting, seats which are suitable for the people using them and for the work done there should be provided. Seating should give adequate support for the lower back, and footrests should be provided for workers who cannot place their feet flat on the floor.

Workstations should provide:-

- ◆ *An ergonomic workspace which supports paperwork, telephone work and IT Equipment use.*
- ◆ *A work surface of sufficient depth to support a PC.*
- ◆ *Easy access to service cables.*
- ◆ *Appropriate seating.*
- ◆ *Access to a shared printer/fax/copier if required for performance of duties.*

Standard 7 ANCILLARY REQUIREMENTS

Ancillary space comprises the facilities shared by a department or group and should have adequate storage space, meeting areas and access to a quiet or first aid room. Formal private meeting and interview rooms are essential for dealing with sensitive and complicated issues and also for conducting staff appraisals. Formal private meeting rooms, break out areas and quiet rooms will be provided for all open plan work areas.

SAFETY

Standard 8 MAINTENANCE

The workplace, and certain equipment, devices and systems should be maintained in efficient working order (to ensure health and safety). Such maintenance is required for mechanical ventilation systems, portable electrical appliances (including kettles and microwaves), equipment and devices, which would cause a risk to health and safety if a fault occurred. Portable appliance testing (PAT) should be carried out, on all 110 and 240 volt office electrical equipment that plugs into an electrical socket, annually.

Note: Leakage from microwave ovens is potentially hazardous to health, therefore these appliances should be subjected to a leak test every 3 years.

Standard 9 NOISE

Employers have a legal duty to protect the hearing of their employees. Damage to hearing from exposure to loud noise is preventable. Equipment likely to cause damage to hearing should be isolated from staff workplaces.

Standard 10 FLOORS AND TRAFFIC ROUTES

“Traffic route” means a route for pedestrian traffic, vehicles or both, and includes any stairs, fixed ladder, doorway, gateway, loading bay or ramp. There should be sufficient traffic routes, of sufficient width and headroom, to allow people and vehicles to circulate safely with ease.

Floors and traffic routes should be sound, and strong enough for the loads placed on them and the traffic expected to use them. The surfaces should not have holes, be uneven or slippery, and should be kept free of obstructions.

Open sides of staircases should be fenced with an upper rail at 900mm or higher and a lower rail. A handrail should be provided on at least one side of every staircase and on both sides if there is a particular risk. Additional handrails may be required down the centre of wide staircases. Accesses between floors should not be by ladders or steep stairs.

Standard 11 TRANSPARENT OR TRANSLUCENT DOORS, GATES OR WALLS AND WINDOWS

Windows, transparent or translucent surfaces in walls, partitions, doors and gates should, where necessary for reasons of health and safety, be made of safety material or be protected against breakage. If there is a danger of people coming into contact with it, it should be marked or incorporate features to make it apparent. Employers will need to consider whether there is a foreseeable risk of people coming into contact with glazing and being hurt. If this is the case, the glazing will need to meet the requirements of the Regulations.

Standard 12 OPENABLE WINDOWS AND THE ABILITY TO CLEAN THEM SAFELY

Openable windows, skylights and ventilators should be capable of being opened, closed or adjusted safely and, when open, should not be dangerous. Windows and skylights should be designed so that they may be cleaned safely. When considering if they can be cleaned safely, account may be taken of equipment used in conjunction with the window or skylight or of devices fitted to the building.

Standard 13 DOORS AND GATES

Doors and gates should be suitably constructed and fitted with safety devices if necessary. Doors and gates, which swing both ways and conventionally hinged doors on main traffic routes, should have a transparent viewing panel. Power-operated doors and gates should have safety features to prevent people being struck or trapped and, where necessary, should have a readily identifiable and accessible control switch or device so that they can be stopped quickly in an emergency.

Standard 14 PUBLIC ACCESS

The Disability Discrimination Act (1995) Part 3, imposes a duty on service providers to take reasonable steps to remove or alter any physical barrier which makes it impossible, or unreasonably difficult, for disabled persons to make use of such a service, or to provide some alternative means of making service access to disabled persons by October 2004. Reception areas and areas where services are provided to the public should be accessible to disabled persons and provided with such auxiliary aids to assist disabled persons in accessing the service provided as is deemed reasonable to provide in the particular circumstances.

In addition to the minimum space standard stipulated in HSE guidance there will be a minimum “aisle width” of 800mm established for circulation purposes (including the route to a seat at a desk as well as for “through traffic”).

WELFARE

Standard 15 SANITARY CONVENiences AND WASHING FACILITIES

Suitable and sufficient sanitary conveniences and washing facilities should be provided at readily accessible places. They and the rooms containing them should be kept clean and be adequately ventilated and lit. Washing facilities should have running hot and cold or warm water, soap and clean towels or other means of cleaning or drying.

If required by the type of work, showers should also be provided. Men and women should have separate facilities unless each facility is in a separate room with a lockable door and is for use by only one person at a time.

Standard 16 DRINKING WATER

An adequate supply of wholesome drinking water shall be provided for all persons at the workplace. This should have an upward drinking jet or suitable cups should be provided. Water should only be provided in refillable enclosed containers when it cannot be obtained directly from a mains supply. The containers should be refilled at least daily (unless they are chilled water dispensers where the containers are returned to the supplier for refilling).

Bottled water/water dispensing systems may still be provided as a secondary source of drinking water.

Standard 17 FACILITIES FOR REST AND TO EAT MEALS

Suitable and sufficient, readily accessible, rest facilities should be provided. Rest areas or rooms should be large enough, and have sufficient seats with backrests and tables, for the number of workers likely to use them at any time. **They should include suitable facilities to eat meals where food eaten in the workplace would otherwise be likely to become contaminated.**

Work areas can be counted as rest areas and as eating facilities, provided they are adequately clean and there is a suitable surface on which to place food. Where provided, eating facilities should include a facility for preparing or obtaining a hot drink such as a hot and cold drinks vending machine. Where hot food cannot be obtained in or reasonably near to the workplace, workers may need to be provided with a means for heating their own food.

It is essential that kettles and coffee makers are situated in positions where they do not represent a significant health and safety risk.

Due to the increased likelihood of automated fire alarm activation, toasters are not to be situated in office areas. They should only be used in suitably ventilated kitchen/break areas.

Canteens or restaurants may be used as rest facilities provided there is no obligation to purchase food. The Council will aim to provide each location with refreshment facilities sufficient for the numbers of people served. These facilities would not be in the main work area unless there is no other convenient accessible location within the workplace.

Suitable rest facilities should be provided for pregnant women and nursing mothers. They should be near to sanitary facilities and, where necessary, include the facility to lie down. Rest areas and rest rooms away from the workstation should include suitable arrangements to protect non-smokers from discomfort caused by tobacco smoke.