

# **Property Asset Management Plan Update 2011**

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# 1. Background

## 1.1 Property Asset Management Plan

1.1.1 The Council's first Property Asset Management Plan (PAMP) was approved by the Resources Management Committee in June 2009 and subsequently updated in 2010. Significant progress has been made across a number of areas and the staffing structure within Enterprise Planning & Infrastructure has been redesigned to support its continuing growth.

## 1.2 Context of Update

1.2.1. It is recognised as good practice to update the Property Asset Management Plan on an annual basis. This ensures elected members are kept informed on progress and helps refocus attention on key areas. This update identifies key areas of progress since 2010 as well as highlighting areas for development.

1.2.2. It should be noted that the key document, with its associated strategic policies and procedures is the PAMP 2009. This will be replaced by the 2012 PAMP, which will be a complete review of all the strategic policies and procedures.

## 1.3 Corporate Asset Management Plan

1.3.1. The Corporate AMP is scheduled to be produced during the course of 2012. This will be an overarching document covering not only Property but also Fleet, Open Space, Housing, ICT and Infrastructure Assets. AMP's for each of these asset groups will support the Corporate AMP.

## 2. Corporate Property – Objectives and Priorities

### 2.1 Council's Vision and Asset Objectives

2.1.1 Those stated in the 2009 PAMP remain active and are restated below, with some appropriate amendments, including the need for all property reviews to consider the implications of the Priority Based Budget exercise.

2.1.2 To deliver our vision for the City we are focusing on key priorities that we have shaped around:

- The national outcomes set out in the Single Outcome Agreement
- Partnership Agreement 'Vibrant, Dynamic, and Forward Looking'
- The constant desire to provide efficient, effective and joined up public resources

2.1.3 Within the Council's Single Outcome Agreement we have an aspiration that people who live and work in Aberdeen will:

- be well informed and actively supported to achieve their full potential
- acknowledge, and act on, their shared responsibility to shape the City's future
- support and celebrate cultural diversity, and share a commitment to social justice
- have access to services of a high quality that meet their needs

So that Aberdeen will be a City with a strong, vibrant local democracy and a sense of civic pride.

2.1.4 In effectively managing the Council's financial resources and assets it has further been identified that the aim is to produce a coherent balanced budget which is realistic and reflects the Council's priorities and encourages the efficient and effective use of the Council's resources, by:

#### **Budget Monitoring**

- Rigorous monitoring of spend income against budget (revenue; capital; headcount; savings programme)
- Ensure rigorous challenge of monitoring by Officers and Members
- Rigorous monitoring and review of income/charging

#### **Budget Planning**

- Develop and observe a budget timetable for planning, consulting and deciding on options necessary to produce a balanced budget

#### **Financial Planning**

- Develop and continuously review Medium Term Financial Plan

## Use of Resources

- Develop a rigorous programme of change aimed at improving the efficiency of the Council; and ensure that the programme is properly resourced and performance managed for complete and timely delivery
- Asset management strategy to be developed and implemented for the effective management of the property portfolio
- Benchmarking information used to improve decisions on effective planning and budget choices

2.1.5 In order to do this we need to:

- Identify areas where robust asset management can help support the delivery against these priorities
- Develop alignment between asset management and our strategic priorities into property strategies, plans and programmes
- Ensure that our approach to performance management is appropriately focused on priority areas

2.1.6 The above approach is being progressed as part of a Priority Based Budget project which has identified that the City Council's six key priorities are:-

- Provide for the needs of the most vulnerable people;
- Help to ensure that all schoolchildren reach their potential;
- Manage our waste better and increase recycling;
- Encourage the building of new affordable housing;
- Ensure a sustainable economic future for the city;
- Ensure efficient and effective delivery of services by the council and with its partners.

## 2.2 Asset Objectives

2.2.1 We had previously developed a vision for our property assets to assist us to deliver the Council's overall vision. The developed vision and property aims for our property assets are still relevant in 2011. They are restated below.

2.2.2 Our approved vision for property assets is:-

**“The Council will provide property, working with partners, where appropriate, which supports the Council in the delivery of quality services by being fit for purpose, accessible, efficient, suitable and sustainable.”**

2.2.3 In designing our approach to asset management within Aberdeen, in order to deliver our Strategic Priorities, we have identified 5 overarching property aims and objectives that will seek to ensure that the Council's assets are fit for purpose within the current budgetary restraints.

- **Assets must meet the needs of those that use them.** This includes staff, members, visitors, customers and the general public, people with disabilities or special needs and other minority groups. This means creating a comfortable and accessible environment that makes a positive

contribution to the use to which the asset is put. It also means asking people what they think about our property assets and responding to their needs.

- **Assets must be economically sustainable.** This means keeping running costs down, prioritising capital spending, proper option appraisal incorporating whole life costing and assessing opportunity costs.
- **Assets must be safe and comply with current legal requirements and any future requirements.** This means ensuring that regular surveys and inspections for asbestos, legionella, fire and health and safety as well as physical conditions surveys and Disability Discriminations Act (DDA) audits are undertaken.
- **Assets must make a strategic impact.** Ensuring that our property decisions are linked to decisions on other Council resources (staff, IT, finance) and that asset management contributes to our strategic priorities and challenges.
- **Assets must be environmentally sustainable.** Monitoring and reducing energy consumption and CO<sup>2</sup> emissions, ensuring that asset decisions take into account both the local and global environment and make a positive contribution to a sustainable community.

### 3. Current Asset Management Performance

#### 3.1 Statutory Performance Indicators

3.1.1 The Statutory Performance Indicators (SPI's) submitted for 2010/11 to Audit Scotland were Suitability, Condition and Public Access. Required Maintenance is also reported on an annual basis. Although not a statutory indicator it is subject to the same level of audit and is reported in an identical manner.

#### 3.2 Suitability

3.2.1 Primary and secondary schools were assessed during 2009 by using the "Suitability Core Fact" spreadsheets issued by the Scottish Government. As recommended the spreadsheets were completed by the Head Teachers and then consistency checked by appropriate Council officials. Since then a number of 3R's schools have been opened and these are subject to the same process. The non-school proforma has been made available to all the Services. It is estimated that around 60% of properties have now been assessed in this way. The remainder will be completed by the end of 2011.

3.2.2 Properties rated A and B are deemed as suitable (performing well and operating efficiently, or performing well but with minor issues), with those properties rated C and D being unsuitable.

3.2.3 The results for 2008/09, 2009/10 and 2009/11 are based on the operational portfolio during those periods and are as follows:

| SUITABILITY            | 2008/09 | 2009/10 | 2010/11 |
|------------------------|---------|---------|---------|
| Suitable Schools*      | 63      | 44      | 42      |
| Unsuitable Schools*    | 4       | 21      | 22      |
| Suitable Non-Schools   | 240     | 236     | 219     |
| Unsuitable Non-Schools | 38      | 36      | 37      |
| Total                  | 345     | 337     | 320     |

\*School Nurseries are not part of the School Estate core facts and are classed as Non-Schools.

3.2.4 Suitability as a percentage dropped from 83.1% to 81.6%. A drop in the figure was anticipated due to the implementation of the non-school suitability form. The majority of the closures/transfers were rated as suitable which will have impacted on the figure as well. The non-school assessments will continue to be completed over the next few months. It is likely that this will result in a drop in the number of suitable properties. A target of 71% has therefore been set for next year.

#### 3.3 Condition

3.3.1 The first condition survey programme was completed in late 2009, with the current programme underway. Due to the departure of the officer responsible for carrying

out the surveys the programme has not advanced as anticipated. However, the programme will still be completed within the recommended five-year cycle.

3.3.2 The surveys are based on the Scottish Government guidance but with additional notes taken on specific condition issues, which are available for Services use. Properties rated A and B are deemed as being satisfactory (performing as intended and operating efficiently, or performing as intended but showing minor deterioration), with those properties rated C and D being unsatisfactory.

3.3.3 The results for 2008/09, 2009/10 and 2010/11 are based on the current operational portfolio during those periods and are as follows:

| <b>CONDITION</b>           | <b>2008/09</b> | <b>2009/10</b> | <b>2010/11</b> |
|----------------------------|----------------|----------------|----------------|
| Satisfactory Schools*      | 53             | 58             | 61             |
| Unsatisfactory Schools*    | 14             | 7              | 3              |
| Satisfactory Non-Schools   | 212            | 214            | 219            |
| Unsatisfactory Non-Schools | 66             | 58             | 37             |
| <b>Total</b>               | <b>345</b>     | <b>337</b>     | <b>320</b>     |

\*School Nurseries are not part of the School Estate core facts and are classed as Non-Schools.

3.3.4 This year's satisfactory condition figure of 89% surpasses the target of 86%, with the percentage improving by 5.2%. The increase was achieved predominately through the completion of the 3R's project which resulted in not only new schools but the opening of new/refurbished libraries and community facilities. There were also a significant number of closures and transfers to 3<sup>rd</sup> parties, which overall will have contributed to the improved figure. The most notable being the closure of Summerhill. A target of 91% has been set for next year.



### 3.4 Overall Property Performance

3.4.1 The updated Property Appraisal Grids are shown below using a combination of the Condition and Suitability SPI data for 2010/11 to show the percentage of buildings and number which are performing well in both Suitability and Condition. The data for 2009/10 is shown alongside for comparison. Schools, although included in the All Properties grid also have their own grids, as they represent a significant proportion of the portfolio.

|                          |   |                 |     |    |   |
|--------------------------|---|-----------------|-----|----|---|
| Suitability Grade        | D | 0               | 4   | 4  | 0 |
|                          | C | 1               | 33  | 15 | 0 |
|                          | B | 17              | 121 | 40 | 1 |
|                          | A | 33              | 63  | 5  | 0 |
| Per Building             |   | A               | B   | C  | D |
|                          |   | Condition Grade |     |    |   |
| 2009/10 – All Properties |   |                 |     |    |   |

|                          |   |                 |     |    |   |
|--------------------------|---|-----------------|-----|----|---|
| Suitability Grade        | D | 0               | 3   | 1  | 0 |
|                          | C | 0               | 46  | 9  | 0 |
|                          | B | 18              | 133 | 25 | 1 |
|                          | A | 41              | 39  | 4  | 0 |
| Per Building             |   | A               | B   | C  | D |
|                          |   | Condition Grade |     |    |   |
| 2010/11 – All Properties |   |                 |     |    |   |

|                          |   |                 |      |      |     |
|--------------------------|---|-----------------|------|------|-----|
| Suitability Grade        | D | 0               | 1.2  | 1.2  | 0   |
|                          | C | 0.3             | 9.8  | 4.4  | 0   |
|                          | B | 5.0             | 35.9 | 11.9 | 0.3 |
|                          | A | 9.8             | 18.7 | 1.5  | 0   |
| As a %                   |   | A               | B    | C    | D   |
|                          |   | Condition Grade |      |      |     |
| 2009/10 – All Properties |   |                 |      |      |     |

|                          |   |                 |      |     |     |
|--------------------------|---|-----------------|------|-----|-----|
| Suitability Grade        | D | 0               | 0.9  | 0.3 | 0   |
|                          | C | 0               | 14.4 | 2.8 | 0   |
|                          | B | 5.6             | 41.6 | 7.8 | 0.3 |
|                          | A | 12.8            | 12.2 | 1.3 | 0   |
| As a %                   |   | A               | B    | C   | D   |
|                          |   | Condition Grade |      |     |     |
| 2010/11 – All Properties |   |                 |      |     |     |

|                   |                 |   |    |   |   |
|-------------------|-----------------|---|----|---|---|
| Suitability Grade | D               | 0 | 1  | 0 | 0 |
|                   | C               | 0 | 20 | 0 | 0 |
|                   | B               | 3 | 25 | 7 | 0 |
|                   | A               | 4 | 5  | 0 | 0 |
| Per Building      | A               | B | C  | D |   |
|                   | Condition Grade |   |    |   |   |
| 2009/10 – Schools |                 |   |    |   |   |

|                   |                 |    |    |   |   |
|-------------------|-----------------|----|----|---|---|
| Suitability Grade | D               | 0  | 1  | 0 | 0 |
|                   | C               | 0  | 21 | 0 | 0 |
|                   | B               | 3  | 24 | 3 | 0 |
|                   | A               | 10 | 2  | 0 | 0 |
| Per Building      | A               | B  | C  | D |   |
|                   | Condition Grade |    |    |   |   |
| 2010/11 – Schools |                 |    |    |   |   |

|                   |                 |     |      |      |   |
|-------------------|-----------------|-----|------|------|---|
| Suitability Grade | D               | 0   | 1.5  | 0    | 0 |
|                   | C               | 0   | 30.8 | 0    | 0 |
|                   | B               | 4.6 | 38.4 | 10.8 | 0 |
|                   | A               | 6.2 | 7.7  | 0    | 0 |
| As a %            | A               | B   | C    | D    |   |
|                   | Condition Grade |     |      |      |   |
| 2009/10 – Schools |                 |     |      |      |   |

|                   |                 |      |      |     |   |
|-------------------|-----------------|------|------|-----|---|
| Suitability Grade | D               | 0    | 1.6  | 0   | 0 |
|                   | C               | 0    | 32.8 | 0   | 0 |
|                   | B               | 4.7  | 37.5 | 4.7 | 0 |
|                   | A               | 15.6 | 3.1  | 0   | 0 |
| As a %            | A               | B    | C    | D   |   |
|                   | Condition Grade |      |      |     |   |
| 2010/11 – Schools |                 |      |      |     |   |

3.4.2 The 2011 grids show 72.2% of the portfolio (comprising 231 properties) is in a satisfactory position, which is in good/satisfactory condition and high/medium suitability. This is an improvement of 2.8%, which is predominantly as a result of the 3R's project which is particularly evident in the school only tables.

3.4.3 **Appendices 1 and 2** Shows these tables across the last 3 years.

### 3.5 Public Access

3.5.1 The Public Access SPI is a well established reporting tool. This has aided services in the identification of assets requiring investment, with work being carried out through the Corporate Property Condition and Suitability programme.

3.5.2 The criteria used to assess properties were previously agreed by the Council's Disability Task Group and the Disability Advisory Group. It is considered to be a well tested and robust method of assessing a building's accessibility and has been retained for the 2010/11 evaluations. The existing assessment criteria is however currently under review and may be amended prior to the preparation of next years SPI. This may impact on the outcome of next years indicators. It should be noted that accessible does not mean that the building is fully adapted to all needs of disabled people.

3.5.3 The results for 2008/09, 2009/10 and 2010/11 are shown as follows:

| PUBLIC ACCESS                | 2008/09 | 2009/10 | 2010/11 |
|------------------------------|---------|---------|---------|
| No. required to be compliant | 155     | 152     | 137     |
| No. of compliant buildings   | 125     | 128     | 118     |
| %                            | 80.6    | 84.2    | 86.1    |

3.5.4 The Public Access SPI figure has continued to improve with an increase of 1.9% compared to 2010/11. The increase is purely down to the closure/transfer of a number of not-accessible assets, although there were some accessible properties also removed from the list. No properties were moved from not-accessible to accessible as the Capital Budget was effectively frozen mid-way through the year because of the pressures on the overall Capital Plan.

3.5.5 A number of new assets have not been assessed as yet but will be included in next year's return. This will include a number of assets associated with the 3R's project, which will be fully accessible. No major DDA work has been included in the Condition & Suitability Programme for 2011/12, so this will not be a source of improvement. Closures of assets are being considered in various services and some additional asset needs have been identified. It is difficult to predict the effect these will have on the figure. Taking this into account a target of 88% has been set for next year.

### **3.6 Energy Consumption/Carbon Emissions**

3.6.1 The Council spends approximately £8 million per year on energy related costs in our public buildings. This is based on the following fuel consumption and carbon emissions (figures are taken from our CRC report for consumption in 2010/11):

- Electricity consumption: 32,616,241 kWhs/yr; 17,645 tonnes CO<sup>2</sup>/yr
- Gas consumption: 77,990,063 kWhs/yr; 14,318 tonnes CO<sup>2</sup>/yr
- Oil consumption: 999,200 litres/yr; 2,759 tonnes CO<sup>2</sup>/yr.

3.6.2 In addition to direct fuel costs, the Council pays the Carbon Reduction Commitment (CRC) at a rate of £12 per tonne of CO<sup>2</sup> emitted, resulting in an additional annual "carbon tax" of £420,000.

- 3.6.3 There are 383 properties purchasing fuel (electricity, gas, oil or heat) and of these, 304 are heated. At the beginning of 2011/12 the split of primary heating fuel types used was:
- Gas heating: 179
  - Electric heating: 103
  - Oil heating: 12
  - Heat from CHP district heating schemes: 8
  - Ground source heat pump: 2
- 3.6.4 Improvements in consumption are being sought through a rolling programme that will ensure all the heated properties have adequate loft, cavity wall, pipe and tank insulation. Proportionately oil is the highest carbon emitter, followed by electricity. To address this, work is planned, funded and on-going in 2011 to replace 3 oil heated sites with more cost and carbon efficient systems. There are also 10 sites (schools and offices) over 1200 m<sup>2</sup> that are electrically heated. These 10 sites, along with the remaining 9 oil heated sites are being assessed in detail to identify the most cost efficient ways of reducing both carbon emissions and fuel costs going forward. 8 of these sites have been identified as potentially suitable for photo-voltaic (PVs) and have been included in the PV contract which is about to be awarded.
- 3.6.5 The Council is moving to a position where running costs are easily obtained, compared and reviewed. This will allow methods of assessing individual assets to be considered as well as benchmark effectively against other local authorities.

### **3.7 Required Maintenance**

- 3.7.1 This is the second year that this figure has been reported through the SPI process, so it is now possible to have a comparison. This year's figures of £66.1m and £122 sqm are well below the figures of £82 million and £156 sqm, reported last year. This surpasses the target of £146 by £24.
- 3.7.2 Improvements to the figure will only come through the Condition & Suitability Programme. This will improve some assets but assets not included in the programme may decline. The resurvey of assets during the second cycle of the condition survey programme may pick up such decline in condition.
- 3.7.3 Outwith this programme there are no other property related capital projects other than Marischal College. Although the move to Marischal College will result in a small improvement, the lack of capital projects will not provide any further improvements. Closures of assets are being considered in various services and some additional asset needs have been identified. It is difficult to predict the effect these will have on the figure. Taking this into account a target of £117 has been set for next year.
- 3.7.4 The breakdown against Service and property type is shown in **Appendix 3**. It should be noted that these figures are for properties that were open at that time of the data submission.

### **3.8 Core Performance Data**

3.8.1 Assessing the wider performance of the estate is essential. Taking this into account the data listed below will be collected on an annual basis. This will be available to all Services and will be of invaluable assistance when it comes to reviewing the Service Asset Management Plans.

- Suitability
- Condition
- Energy Costs per square meter
- Energy Consumption per square meter
- Water Costs per square meter
- Water Consumption per square meter
- Required Maintenance per square meter
- Property Costs per square meter

3.8.2 The Asset Management Team is investigating the potential of rating the costs using a traffic light system. This will have to be tailored to property types to reflect the variances in consumption between types. Condition & Suitability already lends itself to this type of system. The use of such a system will make it easy to identify assets performing poorly across a number of factors. **Appendix 4** gives further details of the performance assessment as well as how these figures may be presented.

3.8.3 This information will also form the basis for a detailed review of property groupings. In addition analysis of the utilisation of the assets is seen as an important factor. This can be a difficult area to develop, so the Asset Management Team will work closely with Services to identify an appropriate method for each property type.

### **3.9 Corporate Office Performance**

3.9.1 A yearly review of all corporate staff accommodation will be undertaken by the Asset Management Team, reporting in the first instance to the Corporate Asset Group. Due to the flux of pending moves as a result of the opening of Marischal College this review will commence in 2012.

3.9.2 To assess the performance, a number of Performance Indicators will be applied against the properties in the review, which will assess the functionality, suitability and space utilisation of the properties. The indicators shown in **Appendix 5** will assess the operation of the office on net useable space, staff occupation and number of workstations against running costs. Through the CIPFA Benchmarking Group which utilises some of these indicators, it will be possible to ensure that our performance is measured against our peers.

## 4. Key Challenges and Achievements

### 4.1 External Change

4.1.1 The financial challenges identified in the previous PAMP's have not lessened. There is now even more pressure on both capital and revenue expenditure, which highlights the importance of asset management throughout the Council. Underperforming or underutilised properties (either investment or operational) must be identified and challenged to ensure that the Council's overall property portfolio is as efficient as possible.

### 4.2 Key Asset Management Challenges

4.2.1 The challenges still are:-

- **Capital Programme:** The reduction in the Council's General Services Capital Programme has increased the importance of asset management in identifying priorities for future expenditure. However the limited capital budgets will also delay/ stop investment in projects/properties which have been highlighted by Service Asset Management Plans as essential to improve the delivery of services. Asset management skills will also assist in reviewing all projects to identify whether or not there are other delivery models to allow projects to proceed. The development of detailed Business Plans and Option Appraisal will ensure that projects are properly assessed.
- **Priority Based Budget:** The Priority Based Budget has resulted in all Services reviewing how services are delivered. Future Serve AMP's must be more closely linked to this, to ensure that property utilisation (which is the second highest Council cost after staff) is challenged, and potentially additional revenue and capital savings are identified.
- **Revenue:** The future detailed analysis of how individual properties are "performing" in relation to space utilisation, energy costs, etc will, in association with the reviews of SAMP's help Services identify underperforming inefficient properties.
- **School Estate rationalisation:** School buildings account for approximately 56% of the Operational portfolio with revenue costs to match. There is a need to address issues of under and over-occupancy, condition and suitability. A secondary school review has already taken place and a primary school review is now set to follow. Falling school rolls are a key aspect of planning the pattern and provision of school places to ensure that surplus places are removed in order to make local authority education provision cost effective and demonstrate best value. Maintaining high numbers of surplus places results in a disproportionate amount of the available budget being expended on buildings, management and administration compared to investment in quality teaching and learning provision. A review of the provision for Children with Additional Support Needs has identified significant investment needs also.
- **Required Maintenance & Condition:** This currently stands at £66m, with a budget spend for revenue maintenance of around £4m and £6.245m from the Non-Housing Capital Programme identified for 2011/12. From our survey

programmes it can be seen that 89% of the operational portfolio is classed as either in good or satisfactory condition. A further 10.96% is classed as poor and is showing major defects and/or not operating as intended. A very small proportion is categorised as bad and is life expired. The amount the Council allocates to the maintenance of buildings makes reducing the required maintenance figure very challenging. Property rationalisation can lead to improvements and more effective targeting of spending will also help, however there is still a real danger that our properties will continue to deteriorate faster than we can repair them.

- **Planned Maintenance:** Maintenance associated with statutory obligations (including cyclical) and imminent health & safety risks are given priority. The remaining budget is limited and goes primarily to essential maintenance. Other than cyclical maintenance, which accounts for 10% - 15% of the maintenance budget, there are no planned maintenance programmes in place. With the identified improvements to the Council's property portfolio by the utilisation of the Condition & Suitability Capital programme, there is a need to ensure that properties thereafter do not deteriorate; this is traditionally one of the main functions of a Planned Maintenance programme and accordingly this is an area which will require to be reviewed to ensure efficient uses of resources over the life span of the properties.
- **Disability Discrimination Act (DDA):** We now have accessibility audits in place for all publicly accessible buildings and from these it can be seen that 86% of these are DDA compliant.
- **Office Accommodation:** The Council's corporate office accommodation on the whole, provides modern, flexible accommodation, particularly within the two main facilities at Marischal College and Balgownie 1. Furthermore this flexibility will assist in the future development of new ways of working. Office accommodation must however continue to be flexible to meet the Council's ever evolving use of accommodation. Therefore the Corporate Asset Group has already instructed that it will be the Asset Management Unit's responsibility to monitor space utilisation within all Council offices. As part of this ongoing review Asset Management will be challenging how all office accommodation is utilised by the Council. This will also ensure that advice is available to all Services to ensure compliance with all statutory requirements.
- **Energy Consumption:** This remains a key issue and the Council is committed to reducing carbon emissions. The aim is to achieve a reduction in fuel consumption to at least offset the increases in fuel costs.
- **Commercial Estate:** An important area of asset management is the tenanted non-residential portfolio, commonly known as the commercial estate. The Council needs to consider whether or not the income streams delivered from this portfolio are being best utilised to maximise the benefits for the Council.

### 4.3 Key Asset Management Achievements

- The completion of the 3R's project leading to the opening of two new secondary's, seven primaries and the complete refurbishment of one primary
- Completion of 86% of the Energy Performance Certificate (EPC) Programme and the medium/long term plan being built around this work
- The completion of Service Asset Management Plans for all Services

- The use of Condition, Suitability, DDA, Fire Risk Assessments and Asbestos Data for the identification of projects for the Condition and Suitability Programme
- The roll out of the new Capital Monitoring process
- The advancement of the TNRP Review
- The opening of Marischal College
- The completion of the associated Office Accommodation Review
- Improvement in the Condition/Suitability, Required Maintenance and Public Access SPI's



## **5. Delivery Arrangements**

### **5.1 Embedding Asset Management**

During 2010/11 Asset Management has become more embedded within the Council's corporate structure with the recognition of the importance of the Corporate Asset Group, and the importance of this Group in the management of the Capital Programme. Furthermore the Group has been instrumental in supporting all Services to develop Service Asset Management Plans, which will allow Services to understand how properties assist in the delivery of their services.

### **5.2 Service Asset Management Planning**

5.2.1 Services have developed their Service AMP's using the abbreviated SAMP as recommended in the 2009 PAMP. They have all been approved by the relevant Service Committee and are being used in asset management decision making processes.

### **5.3 Corporate Property Officer**

5.3.1 Under the new organisational structure the post of Corporate Property Officer was disestablished. The Head of Asset Management & Operations selected the post of General Manager, Asset Management to fulfil this role.

### **5.4 Asset Management Team (Function)**

5.4.1 A new structure for the future delivery of Asset Management was approved in April 2011 and has now been implemented. The structure is shown in **Appendix 6**. The approved revised structure identifies Asset Management is split across four managerial areas. These are:-

- Estates Service
- Fleet Services
- Asset and Capital Management
- Property Investment Portfolio (TNRP)

5.4.2 The Asset and Capital Management function brings together Asset Management, Design, Corporate Asset Management System and Energy. This has paved the way for even closer joint working in areas such as property performance, management of the Condition & Suitability Programme and data management.

### **5.5 Engagement of Elected Members**

5.5.1 Both the Convenor and Vice-Convenor of the Finance & Resources Committee will attend Corporate Asset Group meetings. The Asset Management Team, in conjunction with Human Resources, is actively sourcing appropriate training for elected members and officials.

## **5.6 Corporate Asset Group**

5.6.1 The Head of Asset Management & Operations continues to chair the group, with the following officials representing each Service:-

- Head of Finance, Corporate Governance
- Head of Environment Services, Housing & Environment
- Head of Regeneration and Housing Investment
- Head of Service, Office of Chief Executive
- Head of Customer Service and Performance
- Head of Adult Services
- Head of Educational Development, Policy and Performance
- Programme Director, Enterprise Planning & infrastructure
- General Manager, Asset Management

5.6.2 The group now meet on a monthly basis with support coming from the Asset Management Team.

## **5.7 Partnership & Collaboration**

5.7.1 The Council continues to work closely with its public sector partners. The Public Sector Property Group (PSPG) has been recognised as being in the forefront of the development of joint working in the UK. A recent major area of work which the Group undertook was the development of a shared database allowing partners to see the location of all public sector assets as well as the key property information associated with them.

5.7.2 The PSPG has also developed policies to allow public property assets to be used more efficiently between partners including model occupancy agreements (used by the Council to regularise occupation of 3R schools by Grampian Police and NHS Grampian) and sharing information on potentially surplus assets.

5.7.3 The PSPG recently reviewed its role. It was unanimously agreed that it needed to concentrate on its core activity, which was identified as strategic property asset management. Accordingly it was agreed to rebrand the Group as the Grampian Public Sector Property Asset Group.

## **5.8 Communication**

5.8.1 Awareness and promotion of Asset Management is essential to it's success. A Communication Plan was approved by the Corporate Asset Group in July 2011. One of the main approved recommendations was that a section on Asset Management section will be included within the zone and the Councils website. The Zone page will have a toolkit for Services which will include forms, guidance and templates, as well as the approved PAMP's. The website page will have the PAMP's and a general summary.

## 6. Investment Planning

### 6.1 Capital Prioritisation Approach

6.1.1 Addressing a major weakness identified in the PAMP 2009, the Finance & Resources Committee agreed in 28 January 2010 to the introduction of a new Capital Prioritisation Process, allowing all future capital bids to be developed and reviewed corporately.

6.1.2 The Capital Prioritisation Process and Procedures seek to regularise all future bids for capital funding including improving the monitoring of capital projects and the post evaluation of completed projects. The Corporate Asset Group is responsible for:-

- Initial review of the proposed scheme and sources of finance for each scheme;
- Priority re-scoring of Capital Bids
- Approval or rejection of Capital Bids where the criteria is not met;
- Timescales for the preparation of reports to members;
- Consultation on the preparation of reports to members;
- Review proposed new emergency in year schemes, and make recommendations to the Corporate Management Team and Council for the inclusion of such new schemes in the Capital programme
- Review and challenge slippage and variance in the Capital Programme
- Review closure and outcomes of completed capital schemes, and to prepare and present regular reports to the Corporate Management Team and elected members as appropriate.

6.1.3 Staff within the Asset Management Team are responsible for the following areas of work:-

- Monthly progress of each scheme, with comments relating to expenditure to date, anticipated completion date and projected outturn position to be provided to the Head of Finance;
- Review closure and outcomes of completed capital schemes;
- Quarterly monitoring of expenditure of all capital schemes within the Capital Programme, and the preparation of quarterly update reports to the Corporate Management Team and elected members (the process for this is shown in **Appendix 7**);
- Review of proposed new emergency in-year schemes, and make recommendations to the Corporate Asset Group for the inclusion of such schemes in the programme
- In conjunction with the Head of Finance a detailed review of the appropriate source of finance for each scheme;
- Review and challenge slippage and variances in the Capital Programme;
- Review closure and outcomes of completed capital schemes, and to prepare and present regular reports to the Corporate Management Team and elected members as appropriate.

6.1.4 One of the main changes is the introduction of a clear Options Appraisal process which includes Whole Life Costing. The Appraisal process for larger projects is

based upon the “Green Book” which is HM Treasury’s Option Appraisal for all Capital Projects. The Corporate Asset Group have liaised with the Programme Management Office to prepare an Option Appraisal Guidance (see **Appendix 8**) Furthermore Whole Life Costing will ensure that the long term revenue costs are evaluated, allowing the Council to consider potentially approving an option which whilst costing more initially, from a capital point of view, may have significant reduced revenue costs through out its projected life.

6.1.5 For the current and forthcoming financial year the review of capital projects is being linked with the Priority Based Budgets project and the 5 Year Business Plan. The timetable for this year is:-

| <b>Report</b>  | <b>Key dates</b>   |
|--|--------------------|
| Discussions with Directors / Key Members                         | June               |
| Completion and submission of Capital Pro forma to SMTs           | August             |
| Submission of Capital Business Case to the Corporate Asset Group | October            |
| Report to CMT  | October / November |
| Report to Council as part of overall budget setting process      | December           |
| CMT  | Monthly            |

6.1.6 The Asset Management Team are responsible for the monitoring of all new Planning Gain monies which are the responsibility of the Council. This will allow these monies to be managed as part of the Capital Programme, helping to identify expenditure which could be “linked” to other Council initiatives. Furthermore the monitoring process will be identical to that introduced for the capital programme, allowing more detailed assessment to be made of the progress of all such projects.

## 6.2 Capital Receipts and Surplus Assets

6.2.1 In the financial year 2010/11 there was no set target for capital receipts given the level of market activity. £1,430,986 was generated for the General Services Account through sales on the open market with a further £2,597,00 through transfers of surplus assets to the Housing Revenue Account. A further £103,000 was generated in receipts for the City Improvement Fund.

The target for the General Services Account in 2011/12 is £6.735 million. Current projections indicate that we are on target to achieve this. However, there is one significant Receipt that accounts for almost 50% of the projected £6.735 million total.

The timing of the conclusion of this receipt has a significant impact on the overall Capital Programme and will require to be carefully monitored and managed.

- 6.2.2 A Capital Receipts program for the next 5 years is being developed and will be finalised in draft when follow up work to the SAMP's is completed. The current surplus property list is shown on **Appendix 9**.
- 6.2.3 In the last year a number of problems in relation to vacant buildings have escalated particularly in relation to vandalism and in many instances the targeted theft of building material and fittings. This has led to significant damage to some vacant properties and health & safety implications. To mitigate these problems a number of properties were identified for demolition through the Condition & Suitability Programme. Negotiations are currently advanced with the prospective purchaser for Summerhill Academy (a suspensive missive is in place) for them to demolish the building in advance of the formal sale. It is recommended that a program of demolition of such properties be implemented on an annual basis.
- 6.2.4 In order to mitigate the risks associated with vacant/ surplus properties the procedure for declaring properties surplus and there disposal thereafter has been devised and will be reported to the Finance and Resources Committee.

## **7. Performance Management**

### **7.1 Performance Management**

- 7.1.1 The authority continues to be a member of the Scottish Benchmarking Group which is run by Chartered Institute of Public Finance and Accountancy (CIPFA). We are now entering a fourth year of inputting data, which will start to make it possible to assess long term trends.
- 7.1.2 The benchmarking figures for 09/10 have been inputted where data was available, with the 10/11 module set to be available shortly. It is anticipated that improvements in data quality and working relationships will allow the Asset Management Plan Team to compile data for the vast majority of the indicators.
- 7.1.3 CIPFA produced their annual report in June of this year (**Appendix 10**). It identifies some of the overall trends across Scotland and shows that Council performs very well in some areas. In the tables this Council is shown as number 1.

### **7.2 Programme of Property Reviews**

- 7.2.1 Education Culture & Sport completed a review of the Secondary schools with assistance from the Asset Management team. The recommendations have not been implemented to date. The provision for Children with Additional Support Needs has been the subject of a review resulting in the identification of a requirement for a new school. A Primary School review is set to commence in 2011. Community Centres are the subject of a lengthy review which has yet to reach it's conclusion. Issues regarding the transfer of these assets and in particular the maintenance of these assets has made it problematic.
- 7.2.2 The corporate office accommodation review was completed. The completion of the Service AMP's has identified the need for a number of Property Reviews. This includes a review of off-street parking, swimming pools and libraries.

### **7.3 Tenanted Non-Residential Portfolio**

- 7.3.1 A high level review of the Council's Tenanted Non-Residential Property Portfolio (TNRP) was carried out as part of the 2010 PAMP Update. It identified that large groupings of assets were performing well and should be retained. However, there were groups of assets that were not performing well and that consideration should be given to disposing of some of the assets within those groups.
- 7.3.2 A programme of reviews was subsequently established and is now at an advanced stage. Among the first grouping reviewed was the Shop portfolio, parts of which were not performing well. This review resulted in a report recommending the disposal of number of these assets which was approved by the Finance & Resources Committee on 10 February 2011. These assets are now being actively marketed in three portfolios of units as well as some stand alone units.
- 7.3.3 A number of the Advance Factory Units have been identified as investment needs. Investment is required to avoid the premises deteriorating and creating risk to the

revenue earning potential. Further work is ongoing to quantify the extent and cost of the required works with a report scheduled to be considered by the Finance & Resources Committee in the near future.

7.3.4 The Asset Management & Operations Service Plan has identified that all property leased by the Council should be reviewed as part of a TNRP analysis, with particular reference to property owned by the Common Good. This work is scheduled to be undertaken during 2012.

7.3.5 **Appendix 11** outlines the progress of the review and identifies the timetable for the remaining reviews.

## **7.5 TNRP Customer Questionnaire**

7.5.1 A Customer Satisfaction survey was completed in 2010 and the findings of these were reported in the 2010 PAMP Update. There were three key actions identified from the process:-

- Complete Tenant Handbook by end of 2010
- Ensure all tenants are advised of timescales associated with their queries and expectations are managed accordingly
- Programme a further questionnaire for 2013

7.5.2 The Handbook is to be placed on the Council's website by the end of October 2011. This will allow it to be updated and avoid the need to issue corrected copies as and when required by relevant changes. A section within the handbook will identify timescales for a response to queries.

## 8. Key Priorities 2011 – 2012

### 8.1 Key Priorities

- 8.1.1 Future Corporate Property Asset Management Plans to continue to clearly show the linkages between the Financial Plan and the utilisation of property (in both capital and revenue terms). This will be reflected not only with the management of the Capital Prioritisation Process but also in the development and implementation of Service Asset Management Plans, which are fundamental in the development of Asset Management throughout the City Council. Due to the need to fully develop/analyse SAMP's and the fact that there is not yet complete data on the overall estate, it is not possible at this stage to set out the complete investment requirement in the property portfolio.
- 8.1.2 The AMP Team to continue to audit relevant property related data to help inform the future investment strategy of the Council as there are still some concerns over the reliability of sections of data, e.g. running costs.
- 8.1.3 The effective use of the funds available to maintain the existing building portfolio. Based on current condition data alone there is a required need of some £66m to maintain the existing building stock. This does not allow for any investment in new buildings. It is therefore essential for investment to be carefully prioritised.
- 8.1.4 Improve the strategic operational management of the large and valuable asset base which the Council uses to deliver services and outcomes for the communities in Aberdeen. Successful delivery of this priority could have a tangible impact on the financial resources available to the Council as well as to other public sector bodies which collaborate with the Council in Community Planning in order to secure cross-public sector efficiencies in pursuance of the Scottish Government's Efficient Government agenda.
- 8.1.5 Asset management plans to be effectively integrated with the rest of the policy decision making and corporate service planning activities and to fully complement and integrate with the financial management processes of the Council. The way that the assets are managed will impact upon the ability to deliver key aims and objectives.
- 8.1.6 Asset Management Planning to be embraced to ensure the proper management and monitoring of assets as well as being used as a tool for robust and sound investment decision making.
- 8.1.7 Effective asset management to be utilised to ensure that the front line services provided by the Council are delivered from the most effective and efficient property portfolio. Asset Management is a key element for achieving and demonstrating Best Value. The appropriate use of assets in the right location can make the difference between good or poor service delivery.
- 8.1.8 The Council is fully signed up to the principles of asset management. It is however not possible at this time to accurately set out the investment requirement in the property portfolio for the aforementioned reasons. In addition there is also a considerable amount of work to be done to put in place the necessary systems and



processes that are required for the Council to fully embrace strategic asset management.

8.1.9 Service Asset Management Plans to be fully developed to enable the Property Asset Management Plan to be fully effective. The PAMP is dependent on the output from the SAMP's. Development work on SAMP's, under the supervision of the Corporate Asset Group, is now being carried out as a matter of urgency.

8.1.10 To continue the implementation of the property modules of the Corporate Asset Management System (CAMS), which is already at an advanced stage. In particular to expand the access to the data to all Services and also Elected Members in some cases.

8.1.11 The updated priority areas are as follows:-

| <b>Priority Area</b>   | <b>Revised Start Date</b> | <b>Revised Completion Date</b> |
|--|---------------------------|--------------------------------|
| Expand accessibility of CAMS to all Services and specific Elected Members          | October 2011              | March 2012                     |
| Non-School Suitability Assessments   | Commenced                 | December 2011                  |
| Commercial Property Review   | Commenced                 |                                |
| Implement Asset Management pages within the Zone and Website                       | September 2011            | October 2011                   |
| Implementation of Capital Prioritisation   | Commenced                 | Ongoing                        |
| Identification of Projects for inclusions within Condition & Suitability Programme | Commenced                 | September 2011                 |

## 9. Glossary of Terms

| ACROYNM | TITLE   | SUMMARY  |
|---------|---|--|
|         | Audit Scotland                                      | Statutory body providing services to the Auditor General fro Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds. |
| CIPFA   | Chartered Institute of Public Finance & Accountancy | Accountancy body for public services, whether in the public or private sectors.  |
| CAMS    | Corporate Asset Management System                   | Software being implemented and developed within a variety of Council services.   |
| CMP     | Carbon Management Plan                              | Document setting out the Councils plans to reduce carbon emissions.  |
| CRC     | Carbon Reduction Commitment                         | UK wide mandatory carbon trading scheme.   |
| EPC     | Energy Performance Certificate                      | Statutory document that requires to be produced for public buildings that have a floor area above 1000sqm.   |
| PSPG    | Public Sector Property Group                        | Sub-group of the North East Scotland Joint Public Sector Group.  |
| PAMP    | Property Asset Management Plan                      | Strategic document covering the management of all property assets.   |
| SAMP    | Service Asset Management Plan                       | Asset Management Plan looking specifically at individual services and their requirements.  |
| SPI     | Statutory Performance Indicators                    | Suite of National Performance Indicators administered by Audit Scotland.   |
| TNRP    | Tenanted Non-Residential Property                   | Assets not held for operational purposes and leased to third parties. Excludes housing including Staff Houses.   |

Appendix 1  
Property Performance Grids – All Properties

|                          |                 |    |     |    |   |
|--------------------------|-----------------|----|-----|----|---|
| Suitability Grade        | D               | 0  | 3   | 6  | 0 |
|                          | C               | 1  | 17  | 15 | 0 |
|                          | B               | 13 | 124 | 43 | 2 |
|                          | A               | 27 | 80  | 14 | 0 |
| Per Building             | A               | B  | C   | D  |   |
|                          | Condition Grade |    |     |    |   |
| 2008/09 – All Properties |                 |    |     |    |   |

|                          |                 |    |     |    |   |
|--------------------------|-----------------|----|-----|----|---|
| Suitability Grade        | D               | 0  | 4   | 4  | 0 |
|                          | C               | 1  | 33  | 15 | 0 |
|                          | B               | 17 | 121 | 40 | 1 |
|                          | A               | 33 | 63  | 5  | 0 |
| Per Building             | A               | B  | C   | D  |   |
|                          | Condition Grade |    |     |    |   |
| 2009/10 – All Properties |                 |    |     |    |   |

|                          |                 |    |     |    |   |
|--------------------------|-----------------|----|-----|----|---|
| Suitability Grade        | D               | 0  | 3   | 1  | 0 |
|                          | C               | 0  | 46  | 9  | 0 |
|                          | B               | 18 | 133 | 25 | 1 |
|                          | A               | 41 | 39  | 4  | 0 |
| Per Building             | A               | B  | C   | D  |   |
|                          | Condition Grade |    |     |    |   |
| 2010/11 – All Properties |                 |    |     |    |   |

|                          |                 |     |      |      |     |
|--------------------------|-----------------|-----|------|------|-----|
| Suitability Grade        | D               | 0   | 0.9  | 1.7  | 0   |
|                          | C               | 0.3 | 4.9  | 4.4  | 0   |
|                          | B               | 3.8 | 35.9 | 12.5 | 0.6 |
|                          | A               | 7.8 | 23.2 | 4.0  | 0   |
| As a %                   | A               | B   | C    | D    |     |
|                          | Condition Grade |     |      |      |     |
| 2008/09 – All Properties |                 |     |      |      |     |

|                          |                 |     |      |      |     |
|--------------------------|-----------------|-----|------|------|-----|
| Suitability Grade        | D               | 0   | 1.2  | 1.2  | 0   |
|                          | C               | 0.3 | 9.8  | 4.4  | 0   |
|                          | B               | 5.0 | 35.9 | 11.9 | 0.3 |
|                          | A               | 9.8 | 18.7 | 1.5  | 0   |
| As a %                   | A               | B   | C    | D    |     |
|                          | Condition Grade |     |      |      |     |
| 2009/10 – All Properties |                 |     |      |      |     |

|                          |                 |      |      |     |     |
|--------------------------|-----------------|------|------|-----|-----|
| Suitability Grade        | D               | 0    | 0.9  | 0.3 | 0   |
|                          | C               | 0    | 14.4 | 2.8 | 0   |
|                          | B               | 5.6  | 41.6 | 7.8 | 0.3 |
|                          | A               | 12.8 | 12.2 | 1.3 | 0   |
| As a %                   | A               | B    | C    | D   |     |
|                          | Condition Grade |      |      |     |     |
| 2010/11 – All Properties |                 |      |      |     |     |

Appendix 2  
Property Performance Grids – Schools

|                   |                 |   |    |   |   |
|-------------------|-----------------|---|----|---|---|
| Suitability Grade | D               | 0 | 1  | 0 | 0 |
|                   | C               | 0 | 2  | 1 | 0 |
|                   | B               | 0 | 26 | 8 | 0 |
|                   | A               | 3 | 21 | 5 | 0 |
| Per Building      | A               | B | C  | D |   |
|                   | Condition Grade |   |    |   |   |
| 2008/09 – Schools |                 |   |    |   |   |

|                   |                 |   |    |   |   |
|-------------------|-----------------|---|----|---|---|
| Suitability Grade | D               | 0 | 1  | 0 | 0 |
|                   | C               | 0 | 20 | 0 | 0 |
|                   | B               | 3 | 25 | 7 | 0 |
|                   | A               | 4 | 5  | 0 | 0 |
| Per Building      | A               | B | C  | D |   |
|                   | Condition Grade |   |    |   |   |
| 2009/10 – Schools |                 |   |    |   |   |

|                   |                 |    |    |   |   |
|-------------------|-----------------|----|----|---|---|
| Suitability Grade | D               | 0  | 1  | 0 | 0 |
|                   | C               | 0  | 21 | 0 | 0 |
|                   | B               | 3  | 24 | 3 | 0 |
|                   | A               | 10 | 2  | 0 | 0 |
| Per Building      | A               | B  | C  | D |   |
|                   | Condition Grade |    |    |   |   |
| 2010/11 – Schools |                 |    |    |   |   |

|                   |                 |     |      |      |   |
|-------------------|-----------------|-----|------|------|---|
| Suitability Grade | D               | 0   | 1.5  | 0    | 0 |
|                   | C               | 0   | 3    | 1.5  | 0 |
|                   | B               | 0   | 38.8 | 11.9 | 0 |
|                   | A               | 4.5 | 31.3 | 7.5  | 0 |
| As a %            | A               | B   | C    | D    |   |
|                   | Condition Grade |     |      |      |   |
| 2008/09 – Schools |                 |     |      |      |   |

|                   |                 |     |      |      |   |
|-------------------|-----------------|-----|------|------|---|
| Suitability Grade | D               | 0   | 1.5  | 0    | 0 |
|                   | C               | 0   | 30.8 | 0    | 0 |
|                   | B               | 4.6 | 38.4 | 10.8 | 0 |
|                   | A               | 6.2 | 7.7  | 0    | 0 |
| As a %            | A               | B   | C    | D    |   |
|                   | Condition Grade |     |      |      |   |
| 2009/10 – Schools |                 |     |      |      |   |

|                   |                 |      |      |     |   |
|-------------------|-----------------|------|------|-----|---|
| Suitability Grade | D               | 0    | 1.6  | 0   | 0 |
|                   | C               | 0    | 32.8 | 0   | 0 |
|                   | B               | 4.7  | 37.5 | 4.7 | 0 |
|                   | A               | 15.6 | 3.1  | 0   | 0 |
| As a %            | A               | B    | C    | D   |   |
|                   | Condition Grade |      |      |     |   |
| 2010/11 – Schools |                 |      |      |     |   |

**Appendix 3 - Required Maintenance Costs per Service**

| <b>Service</b>                       | <b>Total</b>       | <b>Total GIFA</b> | <b>Cost per Sqm</b> | <b>Total as %</b> | <b>Property Grouping</b>    | <b>Required Maintenance Per Grouping</b> |
|--------------------------------------|--------------------|-------------------|---------------------|-------------------|-----------------------------|--|
| Corporate Governance                 | £60,400            | 2407              | £25                 | 0.09              | Depots/Stores               | £43,150                                  |
|                                      |                    |                   |                     |                   | Offices                     | £17,250                                  |
| Education Culture & Sport            | £55,566,471        | 427709            | £130                | 83.99             | Aberdeen Performing Arts    | £1,435,080                               |
|                                      |                    |                   |                     |                   | Community Centres           | £5,651,159                               |
|                                      |                    |                   |                     |                   | Depots/Stores/Workshops     | £457,950                                 |
|                                      |                    |                   |                     |                   | Education non-schools       | £333,920                                 |
|                                      |                    |                   |                     |                   | Leisure Facilities          | £1,929,880                               |
|                                      |                    |                   |                     |                   | Libraries                   | £607,430                                 |
|                                      |                    |                   |                     |                   | Museums & Galleries         | £1,560,000                               |
|                                      |                    |                   |                     |                   | Offices                     | £12,000                                  |
|                                      |                    |                   |                     |                   | Schools                     | £41,957,237                              |
|                                      |                    |                   |                     |                   | Sport Aberdeen              | £1,444,195                               |
|                                      |                    |                   |                     |                   | Remaining Sports Facilities | £177,620                                 |
| Enterprise Planning & Infrastructure | £2,287,931         | 58212             | £39                 | 3.46              | Depots/Stores/Workshops     | £302,356                                 |
|                                      |                    |                   |                     |                   | Multi-Storey Car Parks      | £1,233,260                               |
|                                      |                    |                   |                     |                   | Offices                     | £752,315                                 |
| Housing & Environment                | £6,959,509         | 29707             | £234                | 10.52             | Crematoria/Mortuary         | £15,550                                  |
|                                      |                    |                   |                     |                   | Depots/Stores/Workshops     | £3,372,241                               |
|                                      |                    |                   |                     |                   | Hostels                     | £521,420                                 |
|                                      |                    |                   |                     |                   | Leisure Facilities          | £2,695,595                               |
|                                      |                    |                   |                     |                   | Offices                     | £211,118                                 |
|                                      |                    |                   |                     |                   | Public Conveniences         | £143,585                                 |
| Social Care & Wellbeing              | £1,284,510         | 25759             | £50                 | 1.94              | Depots/Stores/Workshops     | £271,755                                 |
|                                      |                    |                   |                     |                   | Family/Health Centres       | £458,260                                 |
|                                      |                    |                   |                     |                   | Homes/Hostels/Day Care      | £477,395                                 |
|                                      |                    |                   |                     |                   | Offices                     | £77,100                                  |
|                                      |                    |                   |                     |                   |                             |  |
|                                      | <b>£66,158,821</b> | <b>543794</b>     | <b>£122</b>         | <b>100</b>        |                             | <b>£66,158,821</b>                       |

## Appendix 4 – Core Performance Data

### **Suitability**

Description – How suitable the building is for its current use.

Assessment – Services complete a proforma which asks them to rate eight factors. A grade for each factor is calculated as well as an overall grade. A is Good, B is Satisfactory, C is Poor and D is Bad.

### **Condition**

Description – The condition of the building and the elements that make up that building.

Assessment – A spreadsheet based on Scottish Government Guidance is completed for each building. A grade A-D is assigned for each element which in turn calculates an overall grade. A is Good, B is Satisfactory, C is Poor and D is Bad.

### **Energy Costs per square meter**

Description – The annual cost of Gas, Electricity, Oil and Heat added together, divided by the Gross Internal Floor Area of the building (GIFA).

Assessment – The GIFA is measured from AutoCAD or paper plans as available. Energy costs are recorded throughout the year for each energy type. Each type is then added together. The total cost is then divided by the GIFA.

### **Energy Consumption per square meter**

Description – The annual consumption of Gas, Electricity, Oil and Heat added together, divided by the Gross Internal Floor Area of the building (GIFA).

Assessment – The GIFA is measured from AutoCAD or paper plans as available. Energy consumption is recorded throughout the year for each energy type. Each type is converted to a common unit and added together. The total consumption is then divided by the GIFA.

### **Water Costs per square meter**

Description – The annual cost of water use, divided by the Gross Internal Floor Area of the building (GIFA).

Assessment – The GIFA is measured from AutoCAD or paper plans as available. Water costs are recorded throughout the year and are then added together. The total cost is then divided by the GIFA.

### **Water Consumption per square meter (metered supplies only)**

Description – The annual consumption of water, divided by the Gross Internal Floor Area of the building (GIFA).

## Appendix 4 – Core Performance Data

Assessment – The GIFA is measured from AutoCAD or paper plans as available. Water consumption is recorded throughout the year for each energy type and is then added together. The total consumption is then divided by the GIFA.

### **Required Maintenance per square meter**

Description – The replacement costs for elements identified as C or D added to outstanding Asbestos and Fire Risk Assessment works. Then divided by the Gross Internal Floor Area of the building (GIFA).

Assessment – The GIFA is measured from AutoCAD or paper plans as available. Required maintenance costs are calculated every year for every operational property as part of the Statutory Performance Indicator process.

### **Property Costs per square meter**

Description – The annual cost of maintenance, rates, cleaning and grounds maintenance.

Assessment – The GIFA is measured from AutoCAD or paper plans as available. Annual running costs for key areas are obtained on an ongoing basis and recorded within the Property Asset Management System. These are then added together. The total cost is then divided by the GIFA.

## **Comparing Assets**

Using the data collected it will be possible to compare similar assets. In the example shown below each core data element is assigned a colour using the traffic light system to give a general indication of how well the asset performs in that area. In terms of Condition and Suitability, an A grade is green, B is amber and C or D is red. Required maintenance will be green for low, amber for medium and red for high. These low/medium/high levels will be based on all assets. All other data elements are assigned a colour which will be based on a low/medium/high rating specific to that property type. This is because not all costs/consumption are comparable across different property types. e.g It would be reasonable to expect water consumption to be considerably higher for swimming pools than offices. A benchmark will be applied for consumption to each property type which will then be used to establish low/medium/high bandings.

The colour coding helps highlight buildings performing poorly. In the example it can be seen that School 2 performs poorly across a number of areas.

Appendix 4 – Core Performance Data

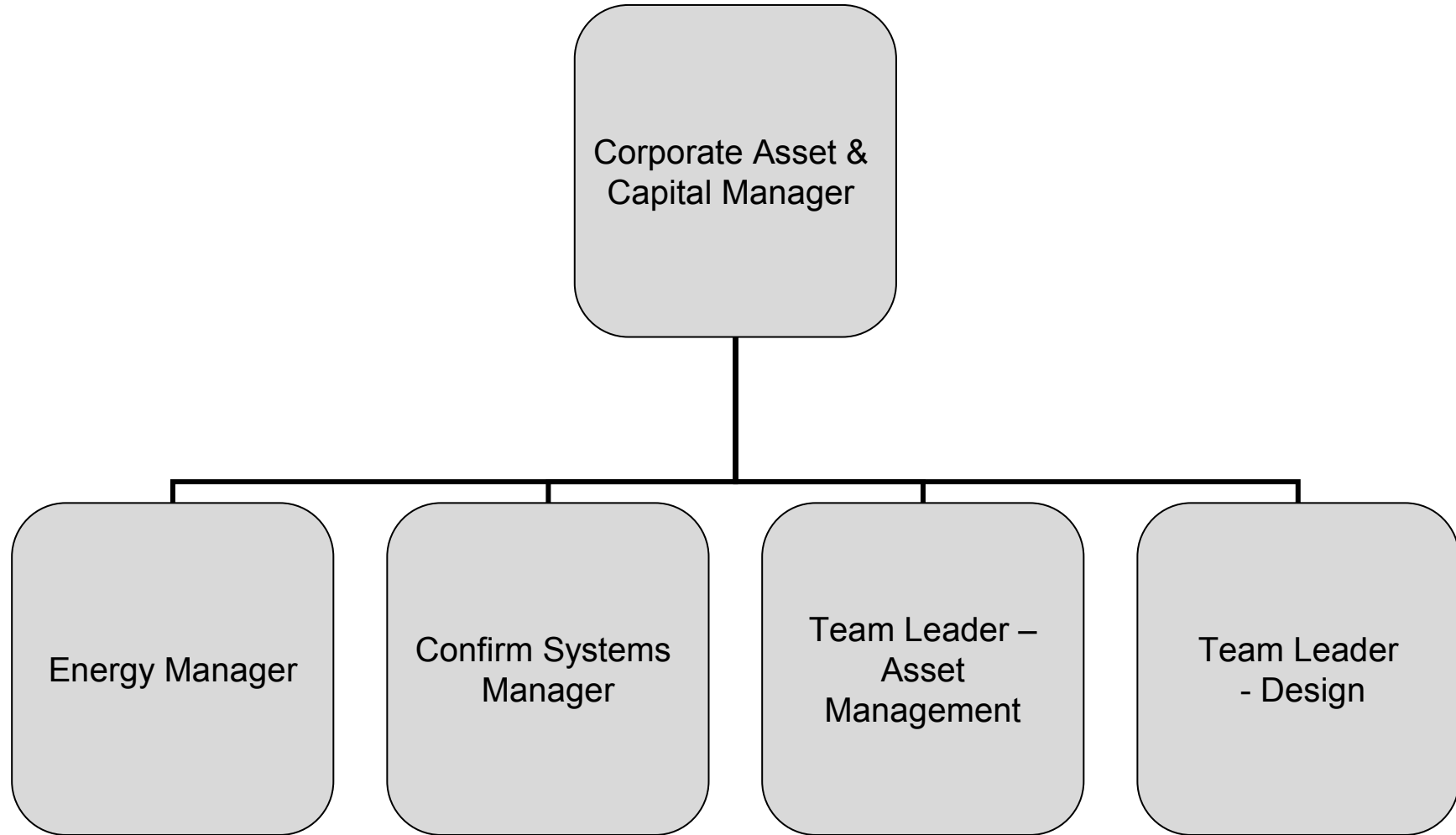
| Asset    | Suitability | Condition | Energy Costs sqm | Energy Consumption sqm | Water Costs sqm | Water consumption sqm | Required Maintenance sqm | Property Costs sqm |
|----------|-------------|-----------|------------------|------------------------|-----------------|-----------------------|--------------------------|--------------------|
| School 1 | A           | A         | 20               | 190                    | 1.8             | 0.34                  | 0                        | 33                 |
| School 2 | C           | C         | 24               | 210                    | 2.3             | 0.47                  | 122                      | 42                 |
| School 3 | B           | B         | 28               | 250                    | 1.5             | 0.38                  | 44                       | 33                 |



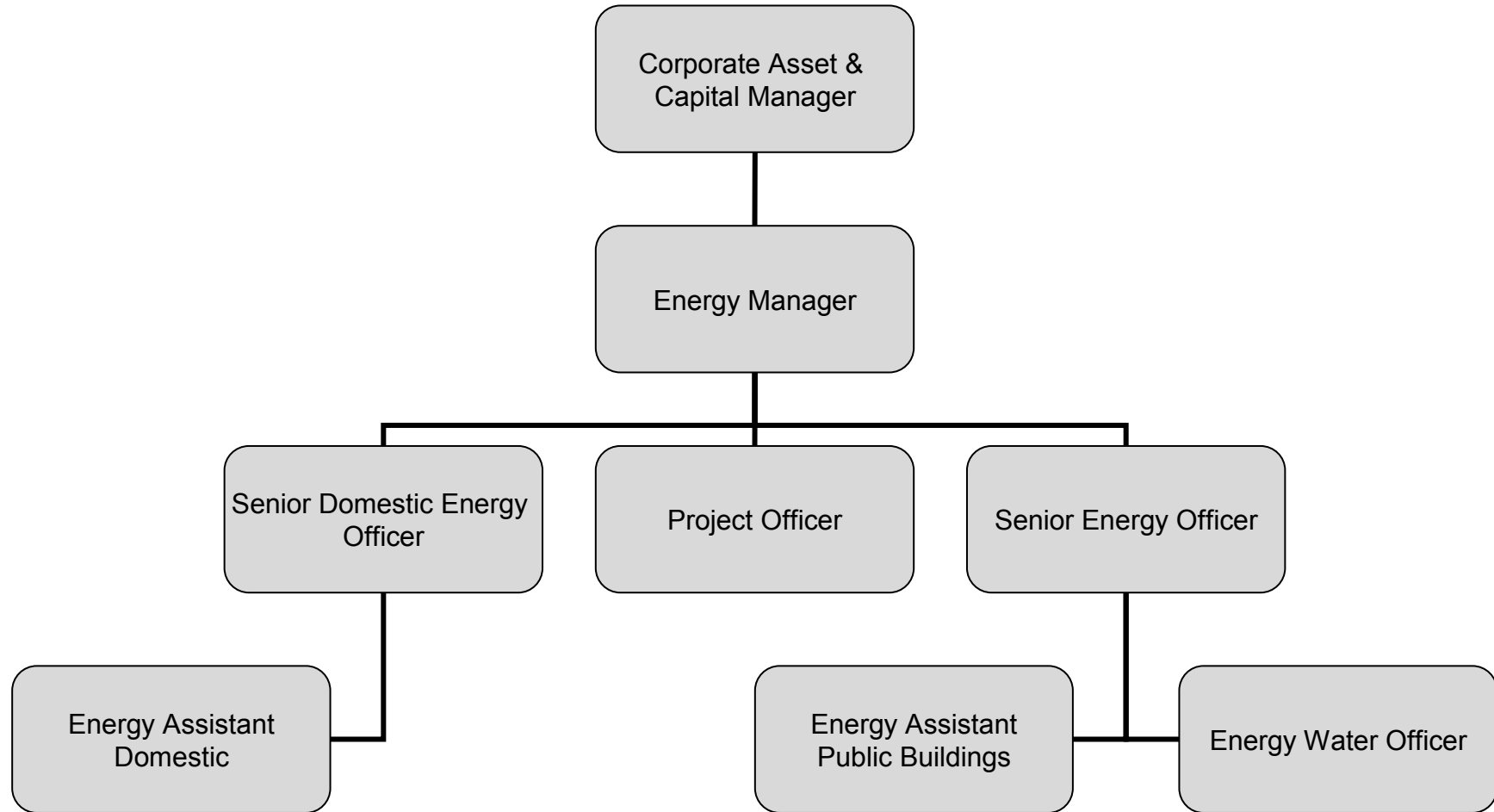
## Appendix 5 – Corporate Office Performance Indicators

|   |
|---|
| 1. Gross Internal Floor Area of property (m <sup>2</sup> )  |
|   |
| 2. Net office space (m <sup>2</sup> ) as defined in the RICS code of measuring practice                     |
|   |
| 3. Number of staff based in office (FTE)  |
| 3i. Net office space v no. of staff (FTE/m <sup>2</sup> )   |
|   |
| 4. Number of workstations within office   |
| 4i. Net office space v no. of workstations within office (workstations/ m <sup>2</sup> )                    |
|   |
| 5. Operating costs  |
| 5i. Operating costs of office v no. of staff (£/FTE)  |
| 5ii. Operating costs of office v gross useable area of office (£/ m <sup>2</sup> )                          |
|   |
| Definitions   |
|   |
| Net office space -  |
| excludes circulations area, civic areas, meeting rooms, receptions, canteen facilities and basement storage |
| includes break out areas and office space used as storage   |
|   |
| FTE - Full time equivalent  |
|   |
| Workspace - any location set up principally to provide a workspace for use by one person at a time          |
|   |
| Operating costs - includes all utilities, repairs maintenance, rates and cleaning                           |

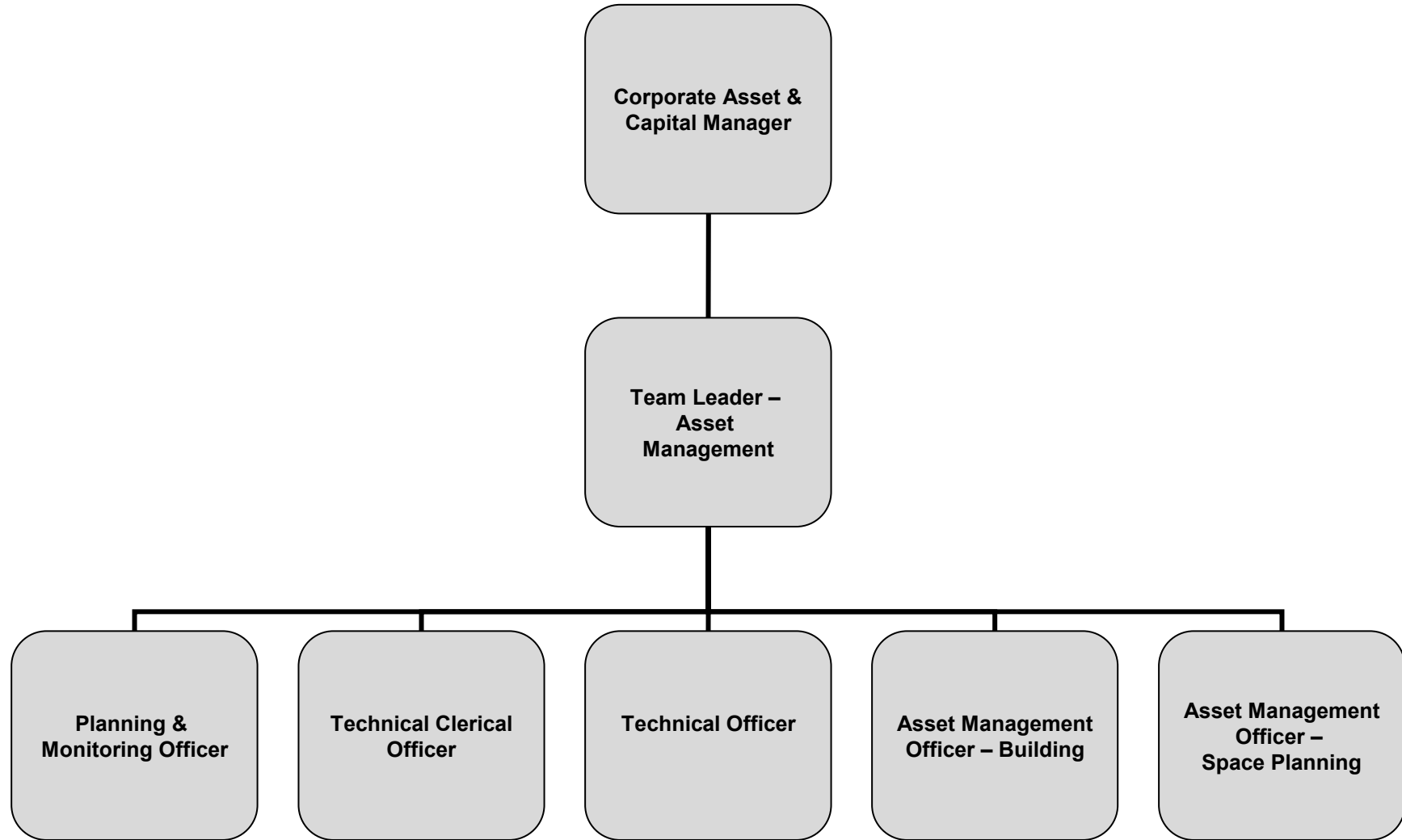
# Asset Management Team



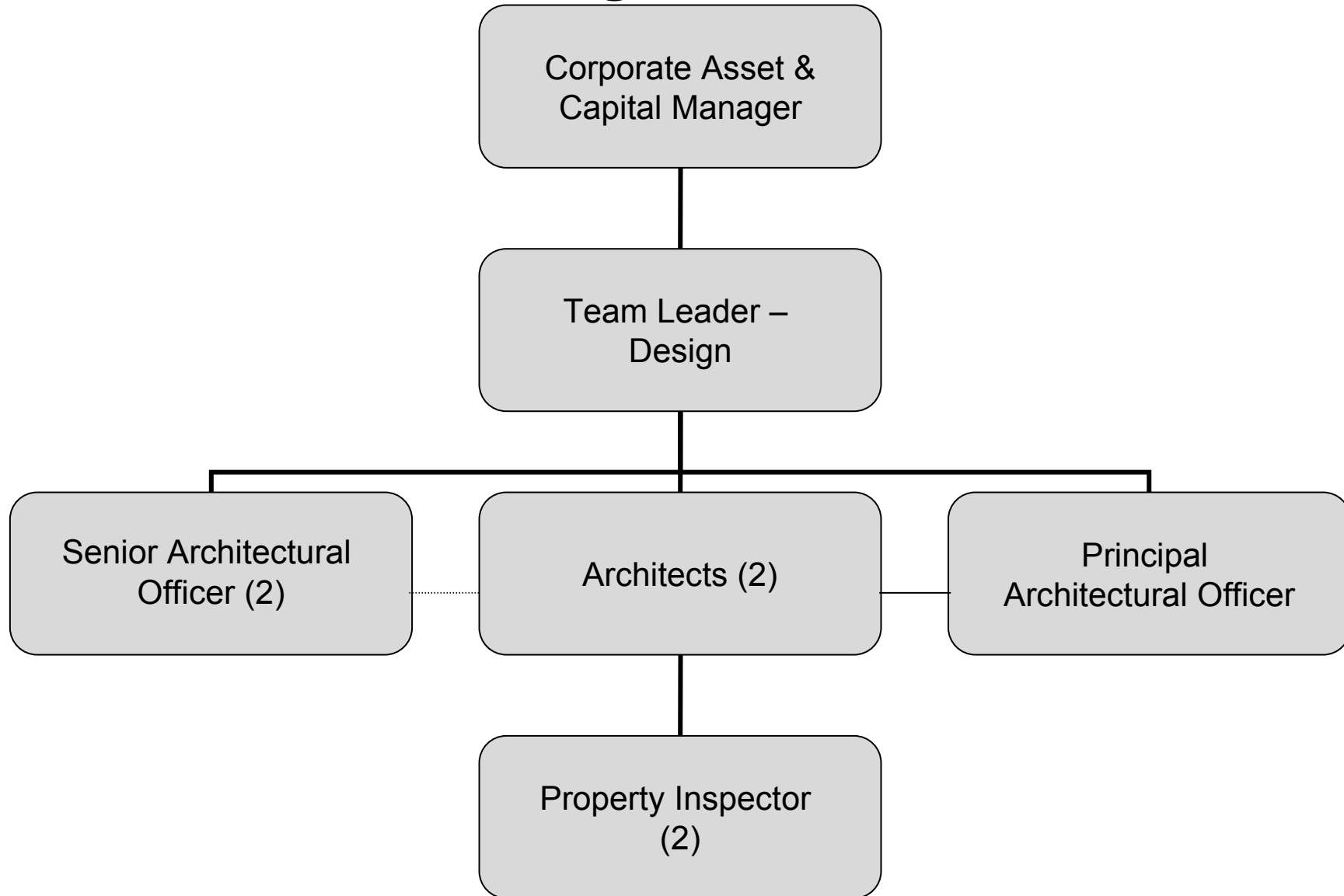
# Energy Team



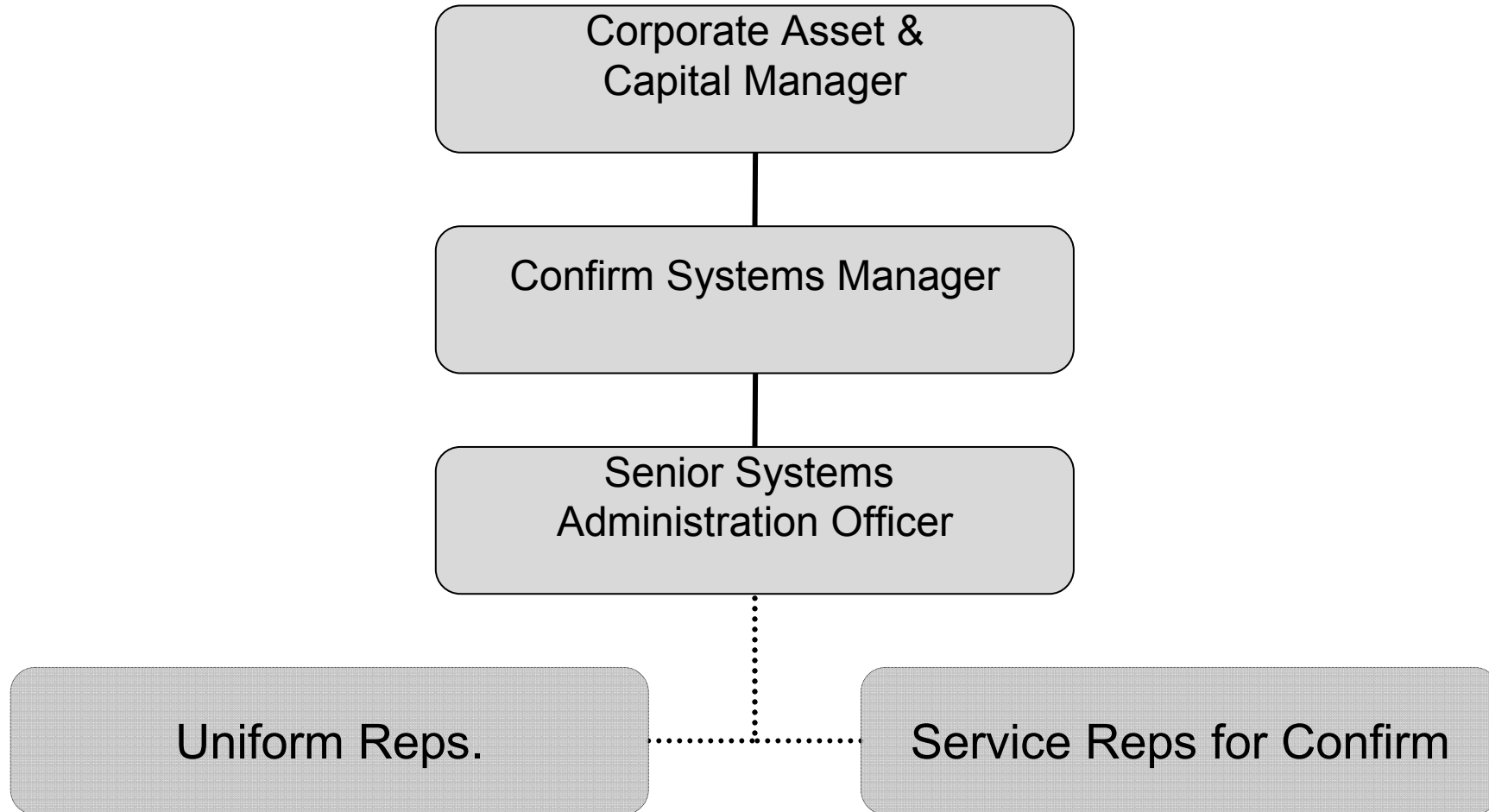
# Asset Team



# Design Team

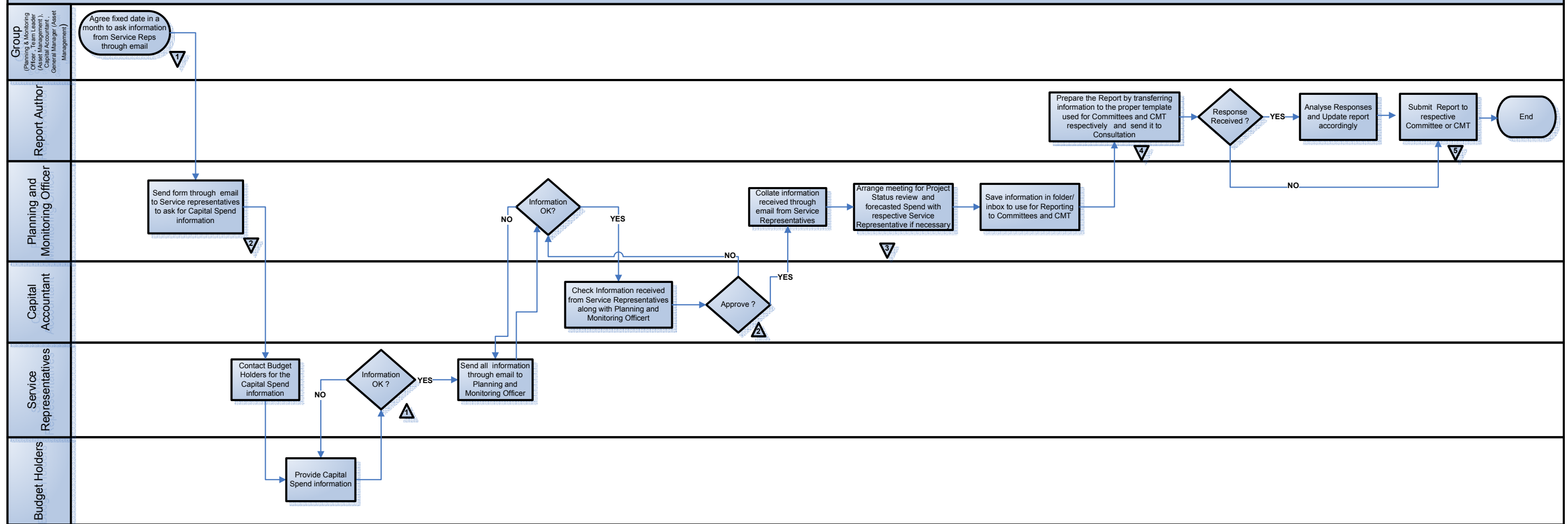


# Confirm Team



# 1.1 Capital Budget Monitoring Reporting Process (TO BE)

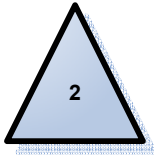
Monthly information related Capital spend and Project status is collected from Service Representatives and analysed by Corporate Asset Management Group along with Capital Accountant



## CONTROLS



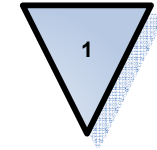
Service Representatives check Capital Spend information provided by Budget Holders.



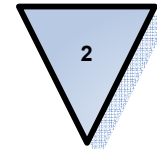
Planning and Monitoring Officer and Capital Accountant checks Capital Spend information provided by Service Representatives



## INFORMATION

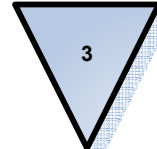


The Date will be fixed by group and every month on this date information related to Capital Spend will be asked by Planning and Monitoring Officer from Service Representatives through email . The information needs to be provided in the designed form/template by Asset Management team.

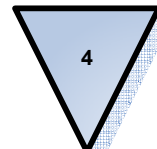


Planning and Monitoring Officer will wait 5 working days for Service Representatives to respond with the information asked by him through email . In mean time Service Representatives will contact Budget Holders for the information.

Service Representatives are as follows :  
Enterprise ,Planning and Infrastructure : Mike Cheyne  
Corporate Governance : Sandra Massey  
Housing and Environment : David Leslie  
Education ,Culture and Sport : David Wright  
Social Care and Well being : Graham Hossack



Meeting will be arranged by Planning and Monitoring Officer within 7 days once he received information from Service Representatives.



Capital Monitoring Reports are as follows :

### **1. Capital Budget Monitoring Report**

Report Author : Planning and Monitoring Officer  
Information is transferred into appropriate template which is collected from Service Representatives

### **2. Capital Plan Progress Report**

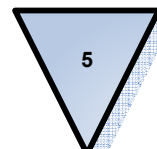
Report Author :Mike Duncan  
Committee :Finance and Resource Committee  
Consultation done with following :  
A) Convener B) Vice Convener C) Council Leader D) Head of Finance E) Corporate Governance Director F) Head of Asset Management G ) Head of Legal and Democratic Services H) Finance Managers

### **3. CMT Highlight Report**

Report Author :Mike Duncan  
Consultation done with following :  
A) Finance Managers B) Service Accounting Manager C) Corporate Governance SMT D) Corporate Accounting Manager

### **4. Service Committee Reports**

Report Author :Mike Duncan  
Consultation done with following :  
A) Convener B) Vice Convener C) Head of Finance D) Respective SMT E) Head of Service F) G ) Head of Legal and Democratic Services H) Service Finance Manager



All the above reports except CMT Highlight report will be submitted by General Manager, Asset Management .CMT Highlight report will be submitted by Head of Finance

### **OPPORTUNITIES FROM AS IS PROCESS**

1. According to the current procedure the information is being asked in various formats from Budget Holders .Also there is no single contact for Budget Holders. Information being asked by Capital Accountant and Finance Managers from Budget Holders. No controls in the Process.
2. No Guidelines regarding Process on Zone for Budget Holders and Service Representatives.
3. Training is essential for the Budget Holders to provide information fit for purpose.
4. No information on Project Status or forecast of Spend is known or provided by Budget Holders

## Appendix 8 - Option Appraisal Checklist

### APPRAISAL

#### 1. Define the objectives

Objectives and outputs should be set out clearly and relate explicitly to policy or strategy. They should be defined so that it can be established by evaluation after the event whether and to what extent objectives have been met. It is important that objectives are not described in such a way as to exclude options. Ideally they should be specific, measurable, agreed, realistic and time-dependent (SMART).

#### 2. Consider the options

- Consider the options (i.e. the alternative ways of meeting the policy objectives). These must include a "do nothing" or "do minimum" option which provide a benchmark against which other options can be judged. It also helps demonstrate the need for the action and exposes the consequences of no action. Factors below could influence the choice of alternatives:
- risk;
- timing;
- scale and location;
- scope for shared service arrangements with other public bodies;
- degree of private sector involvement;
- capacity of the market to deliver the required output;
- alternative asset uses;
- use of new or established technology; and environmental equality.

For **Major Investment** projects as wide a range of options as possible should be considered before preparing a short list for full appraisal. Where some options are dismissed before a full appraisal the reasons should be explained.

#### 3. Identify, quantify and, where possible, value costs, benefits, risk and uncertainties of options

Identify all significant costs and benefits likely to accrue from each option. Where possible, value in real terms on an "opportunity cost" basis (generally the market value of the resource). Costs and benefits should include adjustments for optimism bias, differential tax treatment (eg in comparisons of public private partnerships versus conventional procurement), and distributional implications. Where costs and benefits cannot be valued in monetary terms, record and, where possible, quantify them. Market values may not be available for some costs and benefits involving quality issues, including some relating to the environment. Assess associated risks and uncertainties, and who is best placed to manage each risk. Assumptions about the future are subject to a margin of error (eg the risk that the demand for the service to be provided will fall off). The risk inherent in the proposal should be identified and valued wherever possible.

#### 4. Analyse the information

Provide a discounted cash flow comparison of the monetised streams of costs and benefits. Also, provide an overview of the important issues, an assessment of costs and benefits that cannot be valued, and an examination of the risks and uncertainties.

#### 5. Decide what evaluation should be performed at a future date

This should include an assessment of criteria against which outcomes can be compared to show that agreed objectives have been met.

#### 6. Present the Results

## Appendix 8 - Option Appraisal Checklist

Summarise the objectives, options considered, results obtained and what the results imply for the final management or policy decision. Provide information on underlying assumptions and calculations, for example:

- causal relationships between immediate, intermediate and ultimate objectives and outputs;
- costs and benefits not valued;
- timing of costs and benefits;
- a sensitivity analysis of the effects of changing key assumptions;
- the price basis used;
- the base date for discounting or the discount rate used.
- and describe the information needed to inform later evaluation.

### EVALUATION

#### 1. Establish what is to be evaluated and how past outturns can be measured

Specify the activity (project, programme, policy, particular aspects of one activity, or common issues affecting several activities) to be evaluated. It should be related to policy or management aims and objectives. It should not be so narrowly defined as to preclude alternative methods of meeting those aims and objectives. Define and quantify objectives and outputs as precisely as possible. Review the availability of output and performance measures and other monitoring data, and how they relate to objectives. Consider the need for additional data

#### 2. Choose alternative "states of the world" and/or alternative management decisions, for comparison with outturns

Define carefully what is being compared with what. Be aware that the outturn being better or worse than expected may be attributable to factors outside the control of the relevant body / organisation.

#### 3. Compare the outturn with the target outturn, and with the effects of the scenarios chosen for alternative "states of the world" and/or management decisions

As with appraisal, identify and measure where possible both the direct and indirect costs and benefits of the project, programme, or policy. Compare what happened with target outturn and with one or more alternative outturns which would have occurred if the state of the world and/or management or policy decisions had been different. Assess the success of the project, programme or policy in achieving its immediate and intermediate objectives, and how this achievement has contributed to the ultimate objectives.

#### 4. Present the results and recommendations

Summarise the following: why the outturn differed from that foreseen in the appraisal; how effective the activity was in achieving its objectives; its cost-effectiveness; and what the results imply for future management / policy decisions.

#### 5. Disseminate and use the results and recommendations

Results and recommendations from an evaluation should be disseminated widely and fed into future decision making. Evaluation reports should generally be placed in the public domain.

## Appendix 9 - Surplus Assets

### Potential Receipts 2011/12

| Property Address                                     | Notes   |
|--|---|
| Woodlands Special School<br>Craigton Road            | ACC have a Leasehold interest only. Ryden have been jointly instructed by ACC and NHS to negotiate lease surrender/ clawback.                             |
| Bon-accord Baths<br>Justice Mill Lane                | UNDER OFFER - Preferred bidder is Carpe Diem. Legal instructed July 2011.   |
| 12 Devanha Gardens West<br>Ferryhill                 | ON MARKET - Limited interest at this time.  |
| 20a Loirston Road, Cove                              | ON MARKET - Closing date of 06 September 2011.  |
| 30 Springfield Avenue                                | ON MARKET - Closing date of 06 September 2011.  |
| Shop - 74 Urquhart Road                              | UNDER OFFER - preferred bidder Mr C Campbell. Sold by Delegated powers.   |
| 54 - 58 Frederick Street                             | Proposed sale to NHS for Health Village   |
| Shop - 46-48 King's Crescent                         | ON MARKET - proposed closing date September. Delegated powers.  |
| Victoria Road School<br>Victoria Road<br>Torry       | ON MARKET - Limited interest at this time. Has also been advertised nationally.   |
| Glamis Cottage<br>30 Merkland Road                   | UNDER OFFER - Legal instructed June 2011  |
| Cornhill School Lodge<br>8 Beechwood Road            | UNDER OFFER - Legal instructed June 2011.   |
| Skene Square Primary School Lodge<br>61 Skene Square | UNDER OFFER - Legal instructed June 2011.   |
| Bucksburn Area Office and Flat,<br>23 Inverurie Road | Declared surplus at F & R Committee on 17 June 2011. Availability previously circulated. To be marketed. Awaiting marketing report from Ryden.            |
| Ashley Road School Lodge<br>45 Ashley Road           | UNDER OFFER - Legal instructed June 2011.   |
| Grazing Paddock Airyhall House<br>Airyhall Road      | UNDER OFFER - Legal instructed June 2011.   |
| 29 Redmoss Avenue<br>Nigg                            | ON MARKET - Closing date of 06 September 2011.  |
| Seaview Childrens Home<br>1 Seaview Road             | UNDER OFFER - Legal instructed June 2011.   |
| 26 Netherhills Avenue<br>Bucksburn                   | ON MARKET - Limited interest at this time.  |
| Former Depot, Johnston Gardens East,<br>Culter       | UNDER OFFER - Legal instructed June 2010. However, Legal are currently determining whether or not Missives are concluded and, as such, the subjects sold. |
| Aberdeen Grammar School Lodge,<br>Skene Street West  | UNDER OFFER - Legal instructed June 2011.   |
| Grove Cemetery Lodge,<br>Mugiemoss Road              | UNDER OFFER - Legal instructed June 2011.   |
| Investment Retail Portfolio - 3 Lots                 | ON MARKET - Closing date of 30 August 2011.   |

### Potential Receipts 2012/13

| Property Address  | Notes  |
|---|--|
| Mile-end Primary School<br>Midsocket Road                         | UNDER OFFER - Report to F & R Committee on 29 September 2011. (subject to planning)  |
| Industrial Site<br>105/107 Urquhart Road                          | UNDER OFFER - Report to F & R Committee on 29 September 2011. (subject to planning)  |
| Causewayend Primary School and Lodge<br>Causewayend               | ON MARKET - Limited interest at this time. Has also been advertised nationally.  |
| Dominies Road Hostel<br>1-3 Dominies Road & 26a Rowan             | UNDER OFFER - Legal instructed June 2011(subject to planning)  |
| Mains Of Dyce<br>Steading Building Dyce                           | UNDER OFFER - Legal instructed June 2011. Negotiations likely to be aborted as potential purchaser refusing to accept terms of sale. Property will be re-advertised. |
| Peterculter Area Office<br>102 North Deeside Road<br>Peterculter  | Declared surplus at F & R Committee on 17 June 2011. Availability previously circulated. To be marketed when Staff Flat above becomes vacant.                        |
| Former Leadsid Hall & adjoining<br>Workshop, 41 - 45 Leadsid Road | UNDER OFFER - Legal instructed May 2011(subject to planning) □   |
|   |  |
|   |  |

## Appendix 9 - Surplus Assets

| <b>Receipts Post 2012/13</b>   |   |
|--|---|
| Property Address   | Notes   |
| Grazing<br>Off Great Northern Road<br>Devil's Den                        | Local development plan allowance for 330 houses with adjoining site owned by LADS. Long term no dates of price info. at this time.  |
| Hilton Nursery School<br>Hilton Avenue                                   | Whole site declared surplus Dec 2010. Terms agreed to surrender NHS lease. Committee 16 June 2011 instructed legal to review lease. Ongoing title issues with legal since Dec 2010 now resolved. Marketing likely to commence October 2011.   |
| Former St Peters Nursery,<br>Spital                                      | ON MARKET - Remarketing following withdrawal of previous approved offer.  |
| Craighill Primary School<br>Hetherwick Road<br>Kincorth                  | Declared surplus Dec 2010. Under discussion as part of National Housing Trust RSL model and subject of report to F&R 29 September 2011.   |
| Burnside Centre<br>Mastrick Drive  | Declared surplus Dec 2010. On market via Ryden. Positive interest from house builders. Internal interest from Occupational Therapists (OT) April 2011. Options appraisal has indicated excessive costs to remodel. Active marketing of enlarged site to resume subject to adjoining Hillylands Centre being declared surplus by EC&S and no further interest from OT. |
| Carden School<br>Gordon Terrace<br>Dyce                                  | Retained until Learning Estate Strategy finalised. No active marketing until EC&S review completed. Expected September 2011.  |
| Lochinch Farm  | Part of proposed JV with Hermiston Securities. Likely to be phased release over a number of years.  |
|  |   |
|  |   |
|  |   |
| <b>Assets to be transferred to HRA</b>                                   |   |
| Property Address   | Notes   |
| St. Machar School<br>Harris Drive  | Full Committee approval (12 November 2008) given for transfer to Housing Account. HRA to confirm when they intend to purchase.  |
| Braehead School (formerly Balgownie)<br>Tarbothill Road<br>Bridge Of Don | Declared surplus Dec 2010. Interest from HRA and awaiting formal feedback. Demolition complete. No current marketing activity. □  |
| Smithfield Community School<br>Clarke Street                             | Declared surplus Dec 2010. Demolition complete. Interest from HRA and awaiting formal feedback. No active marketing.  |
| Victoria Lodging House & Store<br>84 West North Street                   | HRA have Committee approval to buy. Application made to Scot. Gov. HELD FOR HRA.  |
| Aberdon House<br>Coningham Road  | Transfer to HRA awaiting approval from Scottish Office.   |
|  |   |
|  |   |
| <b>HRA Sales</b>   |   |
| Property Address   | Notes   |
| 254 Queen's Road   | Declared surplus by H and E on 01 March 2011. Needs Scottish Min. approval to sell.   |
| Former Cairnfield Community Centre.<br>6 Balgownie Drive. Br of Don      | Declared surplus by HRA 12 January 2011. Now awaiting Scot Minister approval.   |
| 5 Affleck Place  | UNDER OFFER - Legal instructed August 2010  |
| 8G Walker Place  | UNDER OFFER - Legal instructed December 2010  |
| 136G Walker Road   | UNDER OFFER - Legal instructed December 2010  |
| 2 Elmbank Road   | Declared Surplus - Application made to Scot. Minister for approval to sell.   |
|  |   |
|  |   |
| <b>Common Good Assets</b>  |   |
| Property Address   | Notes   |
| Former Ruthrieston Depot.<br>Ruthrieston Road                            | UNDER OFFER - Legal instructed October 2010. Planning application currently being considered.   |
| Former WCs. High Street.<br>Old Aberdeen                                 | UNDER OFFER - Legal instructed October 2010.  |
|  |   |
|  |   |
|  |   |
|  |   |

## Scottish Local Authority Property Benchmarking Group



## Annual Report

July 2011

Within Scotland the condition of Local Authority buildings graded as good or satisfactory has improve by over 12% over the last three years and now stands at 79.4%. However during the same period the maintenance need in buildings rated as average or poor has also increased as shown by the rapid rise in the cost of maintenance per square metre of the estate which now stands at £158/m2.

These are the main results of the first annual report of the Scottish Local Authority Property Benchmarking Group. The group was formed three years ago by Local Authorities in Scotland working with CIPFA (Chartered Institute of Public Finance and Accountancy and NBVBS Ltd (National Best Value Benchmarking Scheme). The group has members from 24 of the 32 councils in Scotland together with Strathclyde Fire and Rescue and meets three times a year to consider the data that has been submitted and to discuss how they can learn from each other and improve their efficiency.

On the wider arena the group has worked closely with Audit Scotland on the development of Performance Indicators for property and were noted in the latest report Property Management.

The group use two sets of indicators to measure the performance of the building stock. Firstly the two Statutory indicators on Condition and Suitability which were developed jointly by the Federation of Property Societies in Scotland (FPS Scotland) and Audit Scotland and secondly the FPS Scotland Property indicators which were also develop in conjunction with Audit Scotland.

These indicators cover the areas of:

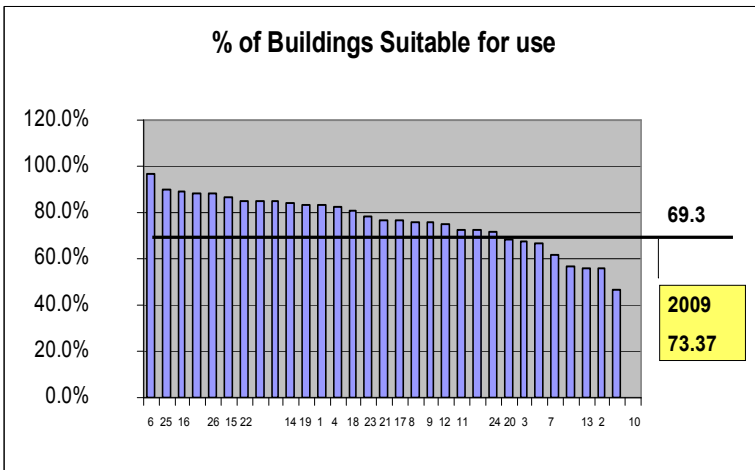
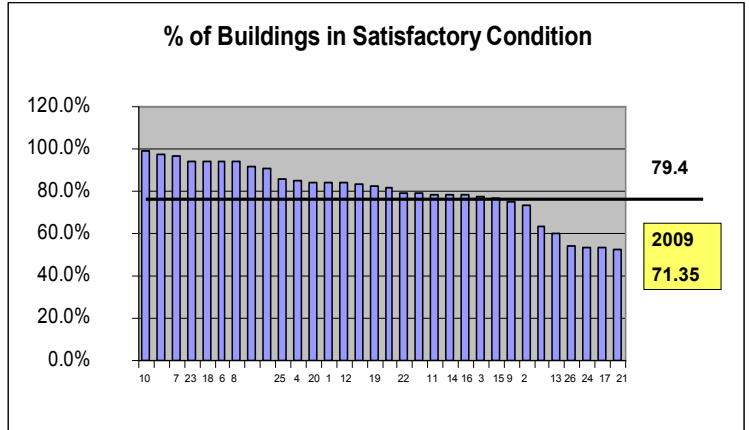
- ❖ Spend
- ❖ Stock
- ❖ Sustainability
- ❖ Suitability
- ❖ Sufficiency



## Trends in the year 2010-2011

Over the last three years the percentage of Local Authority buildings in a satisfactory condition has improved by 13% to 79.4% and the percentage of buildings suitable for use has increased by 7% to 69.3%

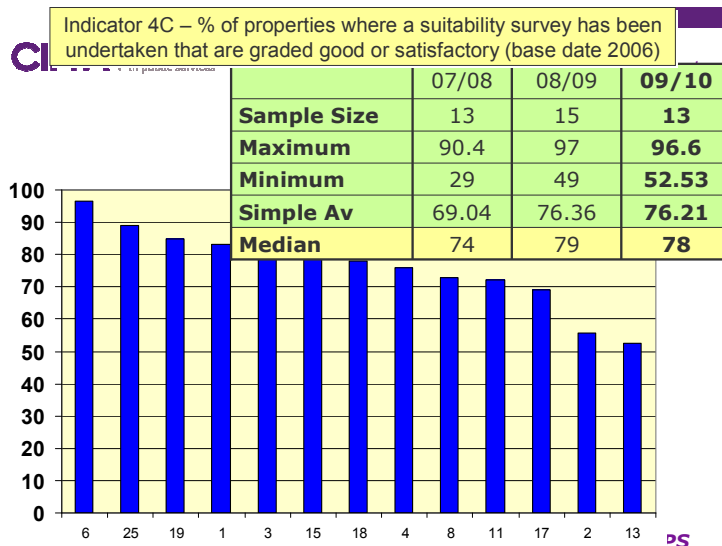
These figures are supported by the information from the group which show satisfactory condition at 77% but interestingly suitability at 76% which is



7% higher than the National figure.

However over the same period the cost of required maintenance per square metre has risen and now stands at £158/m<sup>2</sup>. This would indicate that some buildings, particularly those in category D, are in a worse condition than previously.

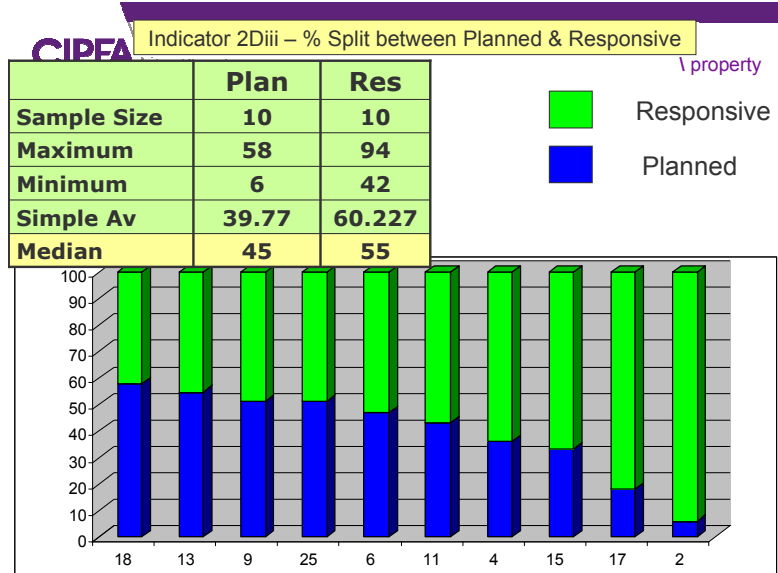
The data shown in the chart on the right is the suitability figures for the Authorities in the group





## Planned and Reactive Maintenance

The relationship of planned to responsive maintenance also continues to get worse. Audit Scotland recommends a figure of 60% planned to 40% responsive. However the figures within the group show that an average of only 40% of the work is currently planned within Scottish Local Authorities. This likely to be due to reducing maintenance budgets due to reductions in overall spending.



## Sustainability

The group evaluates sustainability issues by collecting data on CO2 emissions and usage figures for electricity and water. In relation to CO2 emissions the data supplied by the submitting councils remain fairly constant over the past three years. However during the same period the usage of electricity per square metre of the stock has risen by 15%. This could well be as a result of increased IT usage in buildings.

The failure of the CO2 figures to show a similar increase is likely to be due to the energy conservation work that has been carried out by councils.

The group meets three times a year with facilitators from both CIPFA and NBVBS to review the data that has been generated and to discuss the implications of the figures. Authorities learn from each other by sharing best practice, reports and developments. During the coming year the group will be looking at target setting and how this process can assist a more effective use of resources.

The group maintains close working relationships with other Asset Management Groups including FPS Scotland and the ACES asset management group.

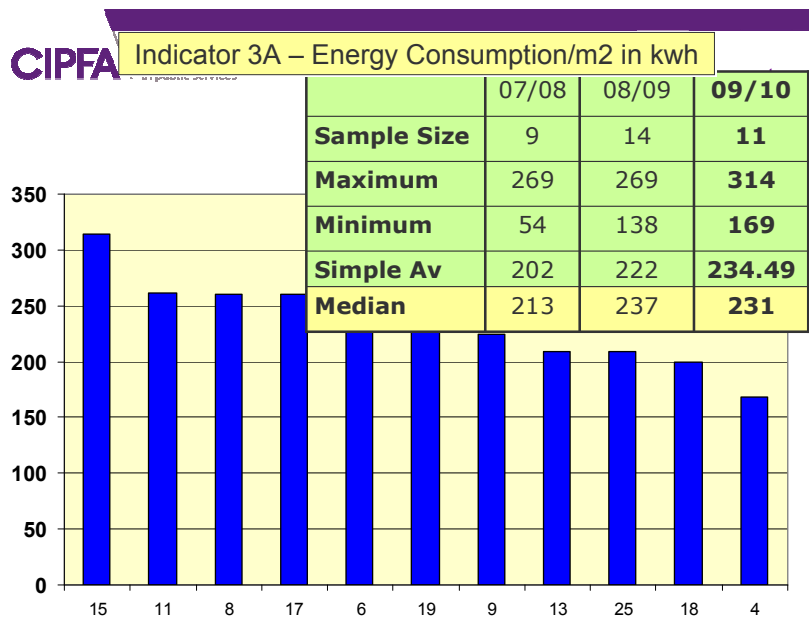
**Members of the Group:**

The following Authorities are members of the Scottish Local Authority Property Benchmarking Group.

Aberdeen City – Aberdeenshire – Argyll and Bute – Conhairle nan Eilean Siar – Clackmannanshire – Dundee City – East Ayrshire – East Lothian – East Renfrewshire – Edinburgh City – Falkirk – Glasgow City – Highland – Midlothian – Moray – North Ayrshire – North Lanarkshire – Perth and Kinross – Renfrewshire – Scottish Borders – South Ayrshire – South Lanarkshire – Strathclyde Fire and Rescue – West Lothian

If your Authority is not a member of the group you are missing out on developing Asset Management Best Practice in your Council

Details of membership from Susan Robinson (CIPFA) [susan.robinson@cipfa.org.uk](mailto:susan.robinson@cipfa.org.uk) or Alan Tyler (NBVBS) [abtyler@nildram.co.uk](mailto:abtyler@nildram.co.uk).



Appendix 11 – TNRP Progress Summary

| <b>Property Grouping</b> | <b>Report to F&amp;R Committee</b> | <b>Outcome</b>   | <b>Progress Since</b>  |
|--------------------------|------------------------------------|--|--|
| Shops                    | 02/12/10                           | Part retain / part sell  | Preferred offer to be reported to Finance & Resources on 29/9/11 |
| Farms                    | 17/06/11                           | Retain pending planning opportunities  | Watching Brief   |
| Business Centres         | 02/12/10                           | Retain pending possible redevelopment of adjacent site at Granitehill. Seek to maximize income from both | Under review   |
| Advance Factories        | 21/04/11                           | Retain and cost out required works   | Costing being progressed   |
| Advertising Sites        | 21/04/11                           | Retain pending eventual various redevelopment  | Watching Brief   |
| Offices                  | 06/12/11                           | N/A  | N/A  |
| Licensed Premises        | 06/12/11                           | N/A  | N/A  |
| Premises (Industrial)    | 06/12/11                           | N/A  | N/A  |
| Sites (Industrial)       | 06/12/11                           | N/A  | N/A  |
| Common Good              | 19/6/12                            | N/A  | N/A  |