

Appendix 1

Service Asset Management Plan (SAMP)

2012 - 2017

Education, Culture & Sport

Service Asset Management Plan (SAMP) 2012

Education, Culture & Sport

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Service Asset Management Plan (SAMP) 2012

Directorate: Education, Culture & Sport

Acting Director: Charlie Penman

Executive Summary

Aberdeen City Council is one of the largest local authorities in Scotland serving the third largest city in the country with a population of around 210,000. It provides employment to over 10,000 people across the region. The Education, Culture and Sport Directorate employs over 4,000 staff working across the city supporting the following three service sectors:

- Schools and Educational Establishments
- Communities, Culture and Sport
- Educational Development, Policy and Performance

This Service Asset Plan is structured in five separate parts with a Service Asset Management Plan (SAMP) for each service:

- Schools
- Communities
- Libraries & Information Services
- Museums, Galleries & Cultural Facilities
- Sport & Recreation

These SAMPs will be used to inform bids for capital investment and enable the Council to develop a strategic approach to addressing the service's asset requirements within the overall Council's Property Asset Management Plan.

Each SAMP contains details of the condition and suitability of buildings managed by each Service. Both condition and suitability are ranked A – D.

Each SAMP contains:

- Anticipated changes to the service
- An asset demand profile
- An asset supply profile
- A supply and demand comparison
- Solutions and an outline business plan

Education Culture & Sport

The focus of the Education, Culture and Sport Directorate is to contribute to building a 'City of Learning' which empowers individuals to fulfill their potential and to contribute to the economic, social and cultural wellbeing of our communities.

The Education, Culture and Sport Service Plan for 2010 – 2013 sets out the direction for our Directorate over the next few years and will be subject to annual review and update.

Our key priorities are met through the provision of a range of services and activities:

- Delivery of pre-school and school education
- Provision of a museums, galleries & cultural facilities service
- Provision of a public library service
- Promotion of lifelong learning amongst young people and adults
- Delivery of sport and leisure opportunities through direct service provision and via partnership working including Sport Aberdeen

A sound education opens doors, not just to positive employment opportunities, but also to the enjoyment of art and culture and to the stretching of imaginations and horizons. It provides information to enable children, young people and adults to make informed lifestyle choices about, for example, their health and about their journey through life and work. As a Directorate we deliver a wide range of services including early years, schools, libraries, museums, galleries theatres, and community and leisure centres so that people can take part in learning, sport and cultural activities.

The priorities for the Directorate encompass the activities and initiatives that contribute to the achievement of the Council's key strategic objectives which are reflective of the National priorities set by the Scottish Government. Underpinning all of these priority themes are the objectives of improving attainment and achievement for all our learners and closing the gaps in learning, participation and employment outcomes that exist within the City.

The Directorate's priorities as set out in the Education, Culture & Sport Service Improvement Plan 2012 – 2016 are:

1. Curriculum for Excellence
2. Fit for Purpose Schools/Learning Centres
3. Learning in the wider community
4. Technology
5. Health and wellbeing
6. Engagement in arts, culture and heritage
7. Helping those with different needs
8. Better Performing/Value for Money
9. Skilled and Trained Staff Working together
10. Working Together

Service Approach to Asset Management

The current economic climate and associated budget pressures require prudent resource management. In the context of decreasing budgets it is essential to plan for the required capital expenditure and the revenue costs associated with capital borrowing and ongoing repairs and maintenance. Additionally core business costs including staff and utilities will continue to increase. It is therefore critical that assets are rationalised and best value achieved from the remaining asset base whilst maximising opportunities for generating income.

A Service Asset Management Plan (SAMP) has been compiled for each Service, however, there are a number of overarching principles and themes which apply to the whole of the Directorate's property portfolio. These include the following actions.

- Reviewing the estate to identify greater opportunities for shared use of buildings. Examples of this include: the provision of facilities for partner service delivery by Police and NHS in new build schools; co-location of library, community and sports facilities in schools; and the relocation of educational support services into under-utilised schools.
- Aspiring to bring all schools and facilities up to a similar standard to the of the latest schools built under the 3Rs programme.
- Declaring properties surplus to requirements at as early a stage as possible in order to minimise revenue costs and realise capital receipts.
- Ensuring proceeds from the sale of surplus properties are reinvested in the estate in line with the priorities of the SAMPs.
- Ensuring that developer contributions are sought through *Planning Gain* agreements to address the implications of new development on current education provision.
- Prioritising work for inclusion in the annual condition and suitability programme focusing on addressing deficiencies in buildings rated C and D to bring them up to a minimum of a B rating and avoiding investing in buildings that may not have a long term future.
- Working with the City Council's energy management unit to benchmark similar sized buildings to identify their performance in terms of energy consumption and energy management and support innovative approaches to improving energy efficiency including: installing insulation within the worst performing buildings; replacing oil-fired central heating with more cost effective gas; and exploring greater use of Combined Heating & Power (CHP) and alternative technologies within Education, Culture and Sport buildings.

- Seeking to improve accessibility to all Education, Culture and Sport buildings wherever possible, in line with the Disability Discrimination Act, acknowledging that many of the service's buildings are iconic elements of the Aberdeen cityscape, for which this will be particularly challenging.

Summary of Assets

Buildings	Type	No	Total
Schools	Primary	48	63
	Secondary	12	
	Additional Support Needs	3	
Community Centres	Stand alone	30	53
	Part of a School	15	
	Part of Library	2	
	Housing / Flats	4	
	Part of Customer Access Point	2	
Libraries	Stand alone	12	17
	Part of school	2	
	Part of shopping centre	1	
	Part of community centre	1	
	Part of Customer Access Point	1	
Museums & Galleries	Museums and Galleries	4	7
	Storage Facilities	2	
	Other	1	
Outdoor Education	Adventure Aberdeen	1	2
	Cromdale	1	
Sports Facilities			53
	Stand alone swimming pools	2	
	Swimming pools in a school	5	
	Sports centres with pool	6	
	Golf courses	4	
	Pavilions	9	
	Outdoor seasonal	7	
	Regional facilities	5	
	All Weather Pitches	15	
Cultural Facilities	His Majesty's Theatre Lemon Tree Music Hall Beach Ballroom City Moves Dance Space		5

Service-wide Priorities

A key element of the service's approach to asset planning is to identify the long-term requirements for service delivery, taking account of the pressures arising from the new Local Development Plan, emerging national policies and opportunities and the need to produce a balanced budget. This involves identifying the short, medium and long-term options for maintaining and developing the estate.

Each Service having identified its own priorities, the Education, Culture and Sport Senior Management Team has prioritised them on a service-wide basis as follows:

Short Term Projects (with funding in place)

1. Build a new ASN 3 – 18 years school campus and close Hazlewood and Woodlands Schools.
2. Close Bucksburn Primary School and Newhills School and amalgamate them to form a new school in a new building on the Newhills School site using funding support from the Scottish Government via the Scottish Futures Trust.
3. Build additional accommodation at Riverbank Primary School to meet the identified increase in pupil numbers resulting from new housing development.
4. Complete the construction of the Regional 50 Metre Pool and Aquatics Centre in partnership with the University of Aberdeen, sportscotland and Aberdeen Sports Village.
5. Refurbish Tullos Swimming Pool with a view to reopening to the public in 2013.
6. Undertake a review of the Primary School estate.
7. Undertake a review of the level of provision of Community Centres in the city.
8. Undertake a review of the Library provision across the city.
9. Continue the transfer of Community Centres to a leased management arrangement.
10. Continue to work with Sport Aberdeen, sportscotland, Scottish Swimming and local swimming clubs to review the provision of Swimming Pools city-wide, and develop a Water Management Plan for the city.

11. Undertake a review of all leisure assets and sports pitches across the city and develop a programme to implement the outcomes.
12. Develop a programme for the refurbishment or replacement of all weather pitches across the city.
13. Initiate a rolling programme of energy efficiency works and building improvements to reduce operational costs of running buildings and improve the Council's carbon footprint.
14. Undertake a detailed review of school security requirements, to ensure that they provide safe and secure environments.
15. Undertake the minimal essential works required to sustain and safeguard the Art Gallery and Museums store.
16. Safeguard the integrity of Provost Skene's House during the demolition of St Nicholas House.
17. Develop a programme to implement the outcomes of the Leisure Asset review and Pitch Strategy which is due to be completed by December 2012.
18. Work with Sport Aberdeen and sportscotland to review the requirement for sports facilities across the city, in the light of increasing budget pressures, as well as condition and suitability of buildings.

Medium Term Projects

1. Create a new Museums and Galleries collection Centre, potentially in conjunction with partners that will provide improved access to collections, enhanced research facilities and improved education and learning opportunities. This is necessary before the commencement of the construction phase of the Art Gallery redevelopment.
2. Redevelopment of the Art Gallery to improve access, increase opportunities and raise standards, as an integral part of Aberdeen's bid for UK City of Culture 2017. (To be opened by the first quarter of 2017)
3. Build a new school in Milltimber on the site of the Oldfold Farm development to replace the existing school and accommodate the pupils generated by the new development.
4. Replace Torry and Kincorth Academies with one single larger school to accommodate all existing secondary pupils and those generated by the proposed development at Loirston.

5. Redefine the catchment areas of Aberdeen Grammar and Harlaw Academy to enable an equitable and efficient distribution of pupils as part of the Primary School estates review.
6. Implement the recommendations arising from the review of the Primary School estate as per the instructions of the Education Culture & Sport Committee.
7. Implement a programme for the refurbishment or replacement of All Weather Pitches across the city.

Long Term Priorities

- Undertake a review of Cultural assets across the city to assist in the implementation of the Cultural Strategy and prioritise investment in Cultural Assets.
- Develop a new provision for pupils with social, emotional and behavioural needs based on the outcomes of the Educational Additional Support Needs Service review.

Ongoing Priorities

- Continue to prioritise the work that is undertaken through the capital condition and suitability programme across the Directorate Estate.
- Work closely with Planners, Developers and the Planning Gain Team to ensure that appropriate developer contributions are obtained to address education, culture and sport needs arising from new development across the city and region.
- Complete the roll-out of wireless technology in schools.

Service Asset Management Plan (SAMP) 2012

Schools

Directorate:	Education, Culture and Sport
Service:	Schools Service
Service Managers:	Liz Gillies, Derek Samson & Vacancy

Section 1 Introduction

The School Service Asset Plan has been compiled as part of the Education Culture and Sport Asset Plan.

The Service Asset Plan will be used to determine the priority areas for spend across the Education Culture & Sport estate in line with the Service Plan, taking into account best value and reducing budgets.

Section 2 Description of Service

Aberdeen City Council currently delivers its Schools Service through 48 Primary Schools, 12 Secondary Schools, 3 Special Schools and a range of support services such as sensory support, language support and behavior support.

The Council delivers pre school education in 47 of its 48 Primary Schools, one stand alone Nursery, one Children's Centre and 6 Social Work Family Centres, as well as securing services from 49 external partner providers.

Nearly 30% of the current primary school estate is of traditional Victorian granite construction as well as two of the 12 Secondary Schools.

A further 20% is of the flat roofed, open plan design, built primarily during the 1970s on a system build basis, and in direct response to the oil-related population expansion within Aberdeen. 14 schools, (4 secondary and 10 primary), were built in the 1960s and 70s.

Eight schools of varying design, (7 primary and 1 secondary), were built during the 1980s and 90s.

The most recent school building programme was the 3Rs, when nine schools were built and one school was completely refurbished between 2007 – 2010. Hanover Street School, a Victorian granite school was also totally refurbished in 2008 with funding from the Schools Fund.

The School Estate consists of:

- 16 Victorian granite buildings (including 1 leased)
- 13 1950's buildings
- 16 1960s/70s flat roofed single storey prefabricated buildings
- 9 1980s/90s buildings
- 9 3Rs new-build buildings

Victorian Granite	1930s/50's	1960s/70s Flat Roofed	1980s/90s	3Rs
Primary				
Ashley Road	Abbotswell	Bucksburn	Charleston	Airyhall
Broomhill	Bramble Brae	Cornhill	Danestone	Braehead
Culter	Holy Family	Cults	Forehill	Hazlehead
Ferryhill	Kingsford	Dyce	Glashieburn	Heathryburn
Gilcomstoun	Kirkhill	Fernielea	Kingswells	Kaimhill
Hanover Street	Muirfield	Greenbrae	Loirston	Manor Park
Kittybrewster	Riverbank	Milltimber	Middleton Park	Mile End
Skene Square	Seaton	Newhills		
St Joseph's	Tullos	Quarryhill		
St Peter's	West Park	Scotstown		
Stoneywood				
Sunnybank				
Walker Road				
Woodside				
Secondary				
Aberdeen Grammar	Northfield	Bridge of Don	Oldmachar	Cults
Harlaw	St Machar	Dyce		Bucksburn
	Torry	Kincorth		
		Hazlehead		
Additional Support Needs (ASN)				
		Hazlewood	Woodlands	
		Cordyce		

There are also four former school sites:

Bankhead Academy	Propose to demolish the school in 2012
Greenferns School	Cleared site to be retained pending the outcome of the School Estates Review
Linkfield Academy	Building demolished and site cleared to enable the construction of the 50 metre pool.

Braeside School

Vacated building retained pending the outcome of the School Estates Review

Section 3 Anticipated Key Changes to the Service

Legislation, National and Local Priorities and Strategies

The Directorate delivers a wide range of educational, cultural and sport and leisure services in response to legislative requirements and national and local strategies. This plan does not replicate the detail of activity contained within these frameworks, however outlines the key influences that will impact upon service needs, development and delivery over the next three years. The Scottish Government has a wide range of policies that supports the development and well-being of Scotland's children and young people, lifelong learners, sport and culture.

Scottish Ministers have high expectations and aspirations for all Scotland's children and young people. These expectations and aspirations apply across agency, service and professional boundaries. Ministers believe that children and young people should be safe, nurtured, healthy, achieving, active, respected, responsible and included.

Legislative Context

- Education (Scotland) Act 1980
- Children (Scotland) Act 1995
- Disability Discrimination Act 1995
- Education and Training (Scotland) Act 2000
- Standards in Scotland's Schools etc Act 2000
- Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002
- Education (School Meals) (Scotland) Act 2003
- Protection of Children (Scotland) Act 2003
- Civil Contingencies Act 2004
- Education (Additional Support for Learning) (Scotland) Act 2004
- School Education (Ministerial Powers and Independent Schools) (Scotland) Act 2004
- Gaelic Language (Scotland) Act 2005
- Scottish Schools (Parental Involvement) Act 2006
- Schools (Health Promotion and Nutrition) Scotland Act 2007
- Schools (Consultation) (Scotland) Act 2010

National Priorities and Strategies

- Single Outcome Agreement
- Improve the fabric of schools and nurseries
- Develop and deliver Curriculum for Excellence
- Reduce class sizes in P1-3

- Increase pre-school provision
- Expand pre-school entitlement
- Provide nutritious free school meals to all P1-3 pupils
- Extend entitlement to free school meals to all primary and secondary pupils of families in receipt of maximum child tax credit and maximum working tax credit
- Education, Employment or Training in Scotland (2006)
- 16+ Learning Choices
- Skills for Scotland: A Lifelong Skills Strategy (2007)
- Adult ESOL (English For Speakers of Other Languages) Strategy for Scotland (2007)
- Better Behaviour/Better Learning
- Single Outcome Agreement and Community Plan
- Aberdeen Learning Strategy 2009: 'What do we want for our children/learners?'
- Learning Estate Strategy

The City Council's 5 Year Business Plan (2011 – 2016) has a target to close up to five Primary Schools over the lifetime of the Plan.

In a learning and teaching context, implementing Curriculum for Excellence represents the single biggest challenge for the Schools Service and has implications on the school estate in terms of use of classrooms, general purpose areas and other learning areas and the need for access to and use of appropriate space for outdoor learning.

Financial budget pressures, both at a local and national level are likely to have a major impact on the Schools Service over coming years, particularly in relation to the provision of pupil support and administrative support for schools and the ability of local authorities to commit sufficient resources to maintain and improve their estate.

Section 4 Asset Demand Profile

In the context of joined-up service delivery, we should make best use of all our buildings, including delivery of other Council and partner services from school buildings and facilities. New buildings and major refurbishments should where possible allow for facilities for integrated service provision, including the delivery of community learning and development and other forms of partnership working.

The 3Rs project, through which two new secondary schools and eight primary schools were built or refurbished, included Police facilities in five schools, community facilities in seven and NHS facilities in two. There are also Library facilities in two of the schools and a major Sports Centre in one.

Aberdeen City Council has taken very considerable steps in recent years to review the school estate and school catchment areas to ensure

nursery/primary continuity in all primary schools, with the exception of St Joseph's, St Peter's and Holy Family Roman Catholic Schools.

In terms of disability and access, the level of modifications varies considerably across the school estate, and certain elements of the school portfolio present particular challenges. For example, within the Victorian schools, disability access has proved particularly difficult to achieve. There are also many schools with small rises and falls in floor levels which inhibit disabled access to the whole building.

There is presently some inequality in the level of modern games hall and outside games facilities. There is good geographic coverage of access to all-weather pitches, with many schools having been provided with pitches through the New Opportunities Funding, or via the 3Rs programme. However, these facilities, whilst offering vastly improved opportunities for Physical Education and sport, do have significant long-term repair and maintenance costs.

Many of the older schools are not particularly energy efficient with a number having expensive heating systems, such as oil-fired, which cannot be adjusted effectively for the requirements of different users needs. Considerable improvements have been made in many schools over recent years, including replacing heating systems, lowering of ceilings, provision of highly efficient glazing and improved insulation, though there is considerably more to do.

School security is extremely important in the design of new schools in terms of monitoring access and egress, informal supervision and site management. Some older schools, in particular Victorian Schools, do not have a reception area or office providing face to face contact with visitors to the building. This has caused significant security issues and has also resulted in difficulties welcoming visitors to school. Some building readjustment will be required to make this possible. Many schools have CCTV covering the exterior of the buildings including those built through the 3Rs programme. Any proposed new building will take account of 'Secured by Design' principles, with work being carried out in conjunction with the Police, as have been incorporated in the newly built 3Rs schools.

Section 5 Asset Supply Profile

Buildings are listed below, with details of both Condition and Suitability scores.

Overall Condition Gradings

- | | | |
|---|--------------|--|
| A | Good | - Performing well and operating efficiently |
| B | Satisfactory | - Performing adequately but showing minor deterioration.
(note this is a very broad category) |
| C | Poor | - Showing major defects and or not operating efficiently |
| D | Bad | - Life expired and/or serious risk of imminent failure |

Primary Schools	Condition Rating	Suitability Rating	Brief Description	Capacity	Roll Forecast
Abbotswell	B	B	1950's granite building with modern extensions	300	96% - stable
Airyhall	A	A	New 3Rs building with community and police facilities	360	87% - stable
Ashley Road	B	C	Victorian granite building which has had significant recent investment in providing new heating system and asbestos removal	415	92% - stable
Braehead	A	A	New 3Rs building	279	62% - stable
Bramble Brae	B	B	Small 1950's granite building with modern extensions	198	86% - dropping to 70%
Broomhill	B	B	Victorian granite building	450	79% - stable
Bucksburn	C	B	Victorian granite nursery and pre cast concrete panel primary – agreed in principle for replacement	180	85% - rising to 180% (111% in 2014 and continuing to rise)
Charleston	A	B	Late 1990's building	300	74% - rising to 128% (107% in 2016)
Cornhill	B	C	Large 1960's flat roofed single story building with significant unused accommodation and community wing	420	77% - stable
Culter	B	B	Victorian granite building	420	70% - stable
Cults	B	B	Large 1970's single story flat roofed building with historic community facilities	540	83% - rising to 136% (108% in 2016)
Danestone	B	B	1980's building	330	60% - stable
Dyce	B	B	Large 1970's single story flat roofed building with significant unused accommodation and	523	68% - dropping slightly

			community wing		
Fernielea	B	B	1970's single storey flat roofed building	300	79% - rising to 97%
Ferryhill	B	C	Victorian granite building	387	83% - stable
Forehill	B	C	1980's paneled building	360	59% - stable
Gilcomstoun	B	C	Victorian granite building	240	95% - stable with a peak of 102% in 2016
Glashieburn	B	C	1980's paneled building	420	57% - stable
Greenbrae	B	B	1970's single storey flat roofed building	225	69% - dropping to 59%
Hanover Street	A	B	Victorian granite building recently totally refurbished (£8M - 2008)	240	95% - stable
Hazlehead	A	A	New 3Rs building with community and police facilities	306	84% - rising to 100%
Heathryburn	A	A	New 3Rs building	279	87% - stable
Holy Family	B	B	Late 1950's	180	66% - stable
Kaimhill	A	A	New 3Rs building with community and police facilities and a public library	198	102% - rising to 118%
Kingsford	B	C	Late 1950's building	387	83% - stable
Kingswells	A	B	1990's building	450	95% - stable with a peak of 102% in 2016
Kirkhill	B	C	1950's granite building	330	69% - dropping to 60%
Kittybrewster	B	C	Victorian granite building	300	70% - rising to 84%

Loirston	B	B	1980's single storey building	480	71% - stable
Manor Park	A	A	New 3Rs building with community and police facilities	252	91% - rising to 98% with a peak of 103% in 2016
Middleton Park	B	B	1980's single storey building	240	69% rising to 108%
Mile End	A	A	New 3Rs building with community and NHS facilities	415	92% - stable with a peak of 100% in 2015 -17
Milltimber	B	C	1970's single storey flat roofed paneled building	270	80% - rising to 108%
Muirfield	B	B	1950's granite building with extensions	360	74% - dropping to 65%
Newhills	C	B	1970's paneled building	240	74% - rising to 101%
Quarryhill	B	B	1950's granite building 2 storey	390	55% - stable
Riverbank	B	C	1950's recently partially refurbished as part of amalgamation with St Machar	300	82% - rising to 120%
Scotstown	B	B	1970's prefabricated concrete building	300	71% - rising to 110% (106% in 2017)
Seaton	A	A	New 3Rs building with community and police facilities	198	90% - rising to 122% (103% in 2013)
Skene Square	B	C	Victorian granite building	420	87% - rising to 112% (104% in 2015)
St Joseph's	B	B	Victorian granite rented from Roman Catholic diocese	420	75% - dropping to 66%

St Peter's	B	B	Victorian granite building	198	100% peaking at 107% in 2016
Stoneywood	B	C	Victorian granite building	180	72% rising to 114% (101% in 2017)
Sunnybank	B	C	Victorian granite building including community facilities, recently partially refurbished including windows	360	75% - rising to 86%
Tullos	B	C	1950's art deco building	360	84% - steady, peaking at 96% in 2016
Walker Road	B	B	Victorian granite building	420	92% - steady
Westpark	B	B	1950's granite building recently refurbished including new windows as part of amalgamation with Byron Park	360	66% - rising to 75%
Woodside	B	C	Victorian granite building	420	81% - steady
Secondary Schools	Condition Rating	Suitability Rating			
Aberdeen Grammar	B	B	Mid Victorian granite building	1141	96% - stable, rising to 99%
Bucksburn	A	A	New 3Rs building	683	72% - rising to 97%
Bridge of Don	B	B	1970's flat roofed building incorporating community wing and swimming pool	799	76% - rising to 83%
Cults	A	A	New 3Rs building	1141	92% - rising to 115% (103% in 2015)
Dyce	B	C	1970's flat roofed building	653	86% - stable, dropping to 77%

Harlaw	B	B	Victorian granite building with modern extensions	907	96% - stable
Hazlehead	B	C	1970's flat roofed building	1008	89% - stable but dropping
Kincorth	B	B	1970's flat roofed building	930	68% - stable
Northfield	B	C	1950's red brick building with modern extensions	857	69% - stable but dropping
Oldmachar	B	C	1980's prefabricated building	1104	79% - stable but dropping
St Machar	B	B	1930's granite building	1035	85% - rising to 98%
Torry	B	B	1930s extended	638	69% - stable
ASN	Condition Rating	Suitability Rating			
Cordyce	B	C	1970's single storey with 2 residential units		
Hazlewood	B	A	1970's single storey		
Woodlands	B	B	1980's single storey		
St Nicholas Pupil Centre	A	A	Victorian granite building currently used for pupil support staff		

Section 6 Supply / Demand Comparison

- 6.1 A major review of Aberdeen City Council's Secondary School Estate was carried out during 2010, with a report being considered by a special meeting of the Council's Education, Culture and Sport Committee on 28 October 2010.
- 6.2 A major review of the City Council's Primary School Estate is underway with a public engagement process taking place between September and October 2012. The outcome of this exercise will be reported to the Education, Culture and Sport Committee in late 2012. Given the potential knock-on effect of any changes to secondary school zones, on associated primaries, and vice versa, it is acknowledged that this may result in a more comprehensive review of school provision, resulting from work to review the primary school estate. It is likely this report will have short, medium and long term recommendations on the management of the whole school estate.
- 6.3 In the case of both of the above reviews, the process involved a detailed evaluation of supply issues, (i.e. capacity, suitability, operational efficiency and condition of school buildings), and demand issues, (i.e.

current school rolls, projected pupil numbers, and the likely impact of development allocated in the Proposed Local Development Plan, and the requirements of schools to meet the Curriculum for Excellence).

- 6.4 An extension to Riverbank School is being built to accommodate the increased roll resulting from a new housing development taking place within the school catchment area.

Section 7 Preferred Solutions & Development of Outline 5 Year Plan

- Build a new ASN 3 – 18 years school campus and close Hazlewood and Woodlands Schools..
- Close Bucksburn Primary School and amalgamate with Newhills School in a new building on the former Newhills School site using funding support from the Scottish Government via the Scottish Futures Trust.
- Build additional accommodation at Riverbank Primary School to meet the identified increase in pupil numbers resulting from new housing development.
- Build a new school in Milltimber on the site of the Oldfold Farm development to replace the existing school and accommodate the pupils generated through the new development.
- Replace Torry and Kincorth Academies with one larger school to accommodate all existing secondary pupils and those generated by the proposed developments at Loirston.
- Refine the catchment areas of Aberdeen Grammar and Harlaw Academy to enable an equitable and efficient distribution of pupils across the adjacent school as part of the Primary School estate review.
- Develop a new provision based on the outcomes of the service review for pupils with social, emotional and behavioural needs based on the review of the Educational Additional Support Needs Service.
- Undertake a review of the Primary School estate and implement any recommendations approved by Education, Culture and Sport Committee.
- Implement the outcome of the school estate review.
- Undertake a review of school security requirements to ensure that they provide safe and secure environments.
- Complete the roll out of wireless technology for schools.

Section 8 Approval of SMT

Section 9 Comments of the Corporate Asset Group

Service Asset Management Plan (SAMP) 2012

Communities

Directorate: Education, Culture and Sport

Service: Communities

Service Manager: Gail Woodcock

Section 1 Introduction

The Service Asset Plan has been compiled as part of the Education, Culture and Sport Service Asset Management Plan.

The Service Asset Management Plan will be used to determine the priority areas for spend across the Education, Culture and Sport estate in line with the Service Plan taking into account best value in times of reducing budgets.

Section 2. Description of Service

The work of the Communities service covers the delivery of Community Learning and Development, Outdoor Education and Childcare Services:

Community Learning and Development

The Scottish Government published new CLD Strategic Guidance in June 2012. This guidance replaces Working and Learning Together (WALT) which was published by the then Scottish Executive in 2004.

The guidance document defines the purpose of CLD as “empowering people individually and collectively to make positive changes in their lives and in their communities through learning”, and identifies that CLD is essential for the delivery of Curriculum for Excellence, GIRFEC, Combating poverty, tackling health inequalities and delivering policies relating to prioritising early years.

The guidance defines that CLD outcomes are delivered through:

- Community development – building the capacity of communities to meet their own needs, engaging with and influencing decision makers
- Youth work, family learning and other early intervention work with children, young people and families
- Community Based Adult Learning, including adult literacies and ESOL
- Volunteer development
- Learning for vulnerable and disadvantaged groups in the community, i.e. people with disabilities, care leavers, offenders
- Learning support and guidance in the community

The implementation of the strategic guidance requires to be led by Community Planning Partnerships. The guidance requires the Community Planning Partnership to:

- Ensure that CLD has a core role in delivering identified outcomes for communities through a joined up approach
- Ensure that systematic assessments of community needs and strengths provide the basis for SOAs and service strategies and plans
- Ensure this assessment is based on engagement and continued dialogue with communities, utilising CLD expertise, as well as an analysis of other data
- Ensure SOAs have a clear focus on prevention and community empowerment as the foundation of reformed public services and utilise CLD provision and methods for these purposes
- Review current partnership arrangements for planning, monitoring and evaluating CLD and ensure that they are fit for the purposes as set out in the Guidance.

The guidance places a strong emphasis on assessment of community needs, and identifies that “Local Authorities will be supported to audit the need for CLD in line with the proposed duty in forthcoming legislation.” (The legislation referred to is expected to be the proposed Reform of Post 16 Education legislation.)

Work is currently being scoped within Aberdeen to assess the current learning offering within learning communities against what is available within these communities. This work will also cover assets that are available for the delivery of community learning and development.

Outdoor Education: Adventure Aberdeen

Adventure Aberdeen provides outdoor education, corporate and adventure activities and training. Adventure Aberdeen’s key aim is to “inspire learning through adventure”.

Outdoor education is a well established learning approach that uses adventurous activities to engage, inspire and develop individuals and groups in an education setting.

The Curriculum for Excellence has many experiences and outcomes that can be successfully approached and achieved through active learning out of doors. The Adventure Aberdeen city base is in Kingswells, however there is also a purpose built base at Cromdale, and outdoor learning and the use of outdoor classrooms, in a range of varied environments is a significant part of Adventure Aberdeen’s work and ethos.

Activities are structured, evaluated and reviewed so targets can be set for individuals and groups back in the classroom, community or home. If you

would like to find out more about the service please look at Adventure Aberdeen's web page at www.aberdeencity.gov/adventureaberdeen

The Childcare Service

The Childcare Service offers children:

- A safe, happy and caring environment
- Opportunities to play, develop new skills and make friends
- A wide range of activities to suit individual interest

The city -wide Childcare Service aims to provide affordable, accessible and quality childcare and child development activities which support community learning and engagement and participation in the life of the city.

The city-wide Childcare Service is continually developing and improving the service offered to meet the wide and diverse needs of the community.

All staff are very experienced in making children feel welcome, secure and included. Every child is supported to enjoy their time and get the full benefits of the activities on offer. Each child is treated as an individual and helped to develop their skills and talents at their own pace.

Childcare activities require facilities of a suitable design to ensure a safe and stimulating environment. Childcare activities take place in Sports Centres, Community Centres and schools throughout the city.

Section 3 Anticipated Key Changes to Service

3.1 Recent reduction in budget and staffing

The 2011 budget decision resulted in a reduction of 2/3rds of staff (i.e. 67% of contracted staff & 83% of part-time staff). This has resulted in a greater proportion of budget being spent on buildings, rather than on staff. National expectations of the service are increasing as evidenced by the recently published Scottish Government Strategic Guidance. Stronger legislative requirements are expected in forthcoming legislation expected at the start of 2013. Ongoing changes in expectations, linking to community ownership of assets and community driven service delivery will require ongoing, greater levels of community and individual capacity building support.

3.2 Moving to a Leased Community Centre model

In April 2011, the Education, Culture and Sport Committee agreed to transfer the 26 Community buildings that are currently managed by Community Learning and Development to a leased centre model. (This was subsequently amended in June 2012 to omit community centres within 3Rs buildings, Rosemount Community Centre and Torry Youth Centre, which will remain within the management and responsibility of

the Council. This means that the centres will be leased to and the programmes run by independent management committees. Implementing the decision has highlighted the quality of some of these buildings and resulted in a public perception that the quality of some centres should be improved prior to transfer.

The recent decision to retain Rosemount Community Centre within Council control will result in innovative models involving a high degree of partnership working with private, public and the third sector.

3.3 National political landscape will impact on direction

Scottish Government and the principles of the *Big Society* are likely to create greater pressure for community ownership of assets. Consultation is currently ongoing in relation to proposed new “Community Empowerment” legislation.

The new Scottish Government Strategic Guidance for CLD, highlights that CLD is essential for delivering the Curriculum for Excellence, as well as delivering GIRFEC, Combating poverty, tackling health inequalities and delivering policies relating to early years..

3.4 Access to buildings

Historically there have been reported difficulties with young people getting access to some of the existing Leased Community Centres and the Service is ensuring that access for young people is incorporated into the legal arrangements for new Leased Community Centres.

3.5 New opportunities

The service will need to develop a more robust approach to income generation taking account of community capacity to pay and the needs of regeneration areas.

With the current national economic situation, there is likely to be greater pressure to address the needs of young people who are not in education, employment or training, via the ‘More choices, more Chances’ strategy.

There is increasing potential for greater virtual and on-line learning.

Any new schools should have flexible community facilities built into their design. Care should also be taken to ensure that school facilities are flexible to cope with changing demands, so as not to put community facilities under pressure, especially given the Scottish Governments recently published guidance.

3.6 Planning/Local plan pressure

Housing developments arising from the new Local Development Plan will generate need and raised expectations for new community facilities. The largest proposed development at Grandholme will require new community provision, and early discussions need to take place about

how these should be provided, and managed, by whom. New developments should have integrated community facilities as part of schools

Section 4 Asset Demand Profile

Ideally the Service requires access to suitable locations for the delivery of daytime and evening activities across the City. Whilst in the past, these have tended to be purpose-built community centres in most locations, it is recognised that such activities could take place in a variety of locations including schools, clubs, churches, outdoors and other public buildings.

Below is an extract from the recent audit report:

Whilst Aberdeen City Council provides one community centre for every 4,118 citizens, the average number of centres for the three other Councils is one centre to 15,336 citizens*. This therefore raises the question as to whether value for money is being secured given the number of centres being operated.

***Note – this information correct as at 2011**

Council	Number of Centres	Population	Number of citizens per Community Centre
Dundee City Council	8	143,000	17,875
Aberdeenshire Council	17	243,510	14,324
Glasgow City Council	42	580,000	13,809
Aberdeen City Council	51	210,000	4,118

Section 5 Asset Supply Profile

There are currently 51 Centres, including new purpose-built facilities in 3Rs schools, units within older schools, stand alone buildings of varying age and condition some of which were purpose-built, and others which have been converted from another use such as former schools or ex-housing stock.

As part of recent condition surveys, the majority of buildings were ranked as either A or B. There are however 7 Community Centres that were been assessed as C.

Assessments were also undertaken by Community Learning and Development staff, or representatives of Leased Community Centre management

committees in relation to the Suitability of these buildings for delivering the services. The buildings are listed below, with details of both Condition and Suitability scores

Overall Condition Gradings

- A Good - Performing well and operating efficiently
 B Satisfactory - Performing adequately but showing minor deterioration
 - (note this is a very broad category)
 C Poor - Showing major defects and or not operating efficiently
 D Bad - Life expired and/or serious risk of imminent failure

Centre	Condition Rating	Suitability Rating	Location	Status
Adventure Aberdeen Base	B	A	Fairley Road, Kingswells	Converted School
Altens	C	B	Strathburn Street	Leased
Airyhall	B	B	Countesswells Road	Leased
Airyhall School	A	A	Countesswells Road	3Rs Community Facility
Balgownie	B	B	Scotstown Road	Leased
Balnagask	B	B	Balnagask Road	Leased
Beacon Centre	A	A	Bucksburn Campus Kepplehills Road	3Rs Community Facility managed by Sport Aberdeen
Bridge of Don Academy	B	B	Braehead Way	CL & D
Cairncry	B	B	Foresterhill Road	Leased
Catherine Street	B	B	Catherine Street	Leased
Cornhill Primary School	B	B	Cornhill Drive	CL & D
Cromdale Outdoor Centre	B	B	Cromdale, Speyside	Residential Outdoor Centre
Cults Primary School	B	B	Earlswells Road	CL & D
Cults Academy	A	A	Quarry Road	3Rs Community Facility

Cummings Park	B	A	Cummings Park Road	Leased
Cummings Park Flat			Cummings Park Crescent	CL & D
Danestone	B	B	Fairview Street	Leased
Dyce Carnegie Hall	B	A	Skene Place	Run by Dyce Amenities Committee
Dyce	C	B	Gordon Terrace	CL & D
Ferryhill	B	B	Albury Road	Leased
Froghall	B	A	Powis Place	Leased
Hanover	A	B	Constitution Street	Leased
Hazlehead School	A	A	Provost Graham Ave	3Rs Community Facility
Henry Rae	B	B	Manor Avenue	Leased
Hilton	A	A	Hilton Rd	Leased
Inchgarth	B	B	Aboyne Place	Leased
Kaimhill School	A	B	Pitmedden Road	3Rs Community Facility
Kincorth Customer Access Point	B	B	Faulds Rd	CL & D
Leaping Leopards	B	A	Shoe Lane	CL & D
Loirston Annexe	B	B	Cove Road	CL & D
Loirston Primary School	B	B	Loirston Avenue	CL & D
Manor Park School	A	A	Danestone Circle	3Rs Community Facility
Mastrick	B	B	Greenfern Road	CL & D
Middlefield Community Flat			Logie Place	Community (Project) Flat
Middleton Park	B	A	Whitestripes Street	Early Years Facility
Mile End	A	A	Midstocket Road	3Rs Community Facility
Northfield	B	A	Byron Square	CL & D
Pittodrie	B	A	Golf Road	Leased
Powis Gateway	B	B	11 Powis Circle	Leased
Rosemount	C	B	Belgrave Terrace	CL & D
Ruthrieston	B	C	Holburn Street	Leased
Seaton	C	B	School Road	CL & D

Seaton School	A	A	Seaton Place East	3Rs Community Facilities
Sheddocksley	B	A	Sumburgh Crescent	Leased
Sunnybank School	A	A	Sunnybank Road	CL & D
Tillydrone Community Flat			Alexander Terrace	CL & D Community Flat
Tillydrone	B	A	Gordon Mills Road	Leased
Tilly Youth Project	C	B	Formartine Road	CL & D
Torry Community Learning Centre	B	B	Oscar Road	CL & D
Torry Learning House	A	A	Balnagask Road	CL & D Community Flat
Torry (Old)	B	B	Abbey Place	In progress to becoming Leased
Tullos Primary School	B	B	Girdleness Road	CL & D
Woodside Fountain Centre	A	A	Marquis Road	ACC (former leased centre)
Webster Park Pavilion	A	A	Darbeth Grange Kingswells	Leased
Woodside Borough Hall	B	B	Clifton	Informal Community use

Section 6. Supply Demand Comparison

The Service is currently maintains 55 buildings across the city. Of these:

- 20 buildings are leased Community Centres:
- 16 are CL & D Centres that are to become leased centres
- 3 are CL & D Flats
- 3 are non CL & D Centres that are to become leased
- 8 are 3Rs Community Facilities;
- 2 are Adventure Aberdeen Buildings;
- 1 is an Early Years Building; and
- 1 is a funded Project.

Some areas of the city have a mix of leased and community learning and development centres. With the transfer of all community centres to a leased or

management model the Service will no longer control the day to day operations of these buildings. The Service will retain building responsibilities according to the terms of any lease or management agreement.

The Service will take a “Total Place” approach to undertaking a detailed audit of all community/public/private space and rooms available for community activities/use.

Section 7. Preferred Solutions & Development of 5 Year Plan

Following an evaluation of the above information, the Service has identified the following priorities and solutions for the coming years:

- Review the level of provision of community centres in the city. A comparison of provision shows that Aberdeen has more centres than Glasgow with less than half the population, almost three times the provision than Aberdeenshire and more than six times the provision than Dundee.
- Continue the transfer of community centres to a leased management arrangement where appropriate, and retain in house if appropriate.
- Where centres are to be retained in house, ensure that innovative approaches for partnership delivery are used as appropriate.

Section 8. Approval by SMT

Section 9. Comments of the Corporate Asset Group

Service Asset Management Plan (SAMP) 2012

Library and Information Services

Directorate:	Education, Culture and Sport
Service:	Library and Information Services
Service Manager:	Neil Bruce

Section 1 Introduction

The Service Asset Plan has been compiled as part of the Education, Culture and Sport Service Asset Management Plan.

The Service Asset Management Plan will be used to determine the priority areas for spend across the Education, Culture and Sport estate in line with the Service Plan taking into account best value in times of reducing budgets.

Section 2 Description of Service

The Library & Information Service in Aberdeen City operates from 16 community libraries and the Central Library which houses the head quarters and support services for the service.

The Home Service operates across the city with a vehicle deployed to deliver a library 7 information service to residents who are housebound.

The Curriculum Resources & Information Service (CRIS) – operates a resource centre at Kincorth Academy campus and the team provides advisory services, CPD for Learning Resource Coordinators in Schools and reader development and other CPD to teaching and support staff.

The Central Library comprises four main public departments:

- **Central Lending Library**
Located over two floors offering a wide range of books and talking books on CD, MP3. It also holds specialist collections in a variety of languages, special interest including business, oil and gas industry, local history and adult literacy. Reader Development initiatives are coordinated from this library across the city including national reading schemes, BBC campaigns, adult literacy and numeracy initiatives. There is a number of internet public access PCs available.

- Information Centre

Home to information enquiry services including business, government, oil and gas, patents, technical standards, Aberdeen company information, careers information etc are delivered by the Information team. The Information Centre incorporates the Local Studies service which includes resources relating to local history, genealogy, community information and has a large number of related specialist collections including maps, archives, photographs, theatre programmes, local street directories and newspapers and many more. The Europe Direct Relay Service, and various information points in libraries across the city are coordinated from the centre including Health and Migrant Information.

- Children's Library

A large range of resources for children from books, to DVDs, CDs, talking ated in this area catering for children and young people. The Early Years gifting programme is delivered citywide from this location. PCs for children are available with a wide range of online resources. School and nursery visits are regularly programmed in along with a range of reading programmes and activities including Book Bug sessions and story times.

- Media Centre

Opened in 2005, this centre houses the multi media lending collections of language courses, music CDs, DVDs and Blu-Ray discs. The Arts Equipment Lending Service from which people can borrow digital cameras, projectors, musical equipment, lap tops etc operates from here. Aberdeen College Learning Centre delivers IT classes with the 12 PCs made available to the public out with class time adding to the 22 People's Network PCs located within the Media Centre. There is also an area specifically designated for WiFi.

The main support service for the library including the IT, ordering and accessions, admin and library attendants teams is located on the lower ground level. Collections of reserve stock for lending and reference are located on this floor and the floor below which are regularly accessed during the day.

- Community Libraries

Of the 16 community libraries two are incorporated in 3Rs projects including Bucksburn Community Library and Kaimhill Library. Kincorth Library is also one of the Council Customer Access Points which delivers information on, and access to, a range of Council services as well as accepting payments for rent and parking etc. All community libraries offer a range of services and information; they have People's Network PCs, photocopying facilities, and deliver a programme of events and activities for all the community.

Section 3 Anticipate Key Changes to Services

- 3.1 Proposal to move to arms length organisation/external Trust with the Council as main funder. However this may limit the opportunities for attracting funding. There is a potential saving of over £200,000 in rates.
- 3.2 ICT offers new ways of delivering the service including Digital Scotland which aims to promote access to heritage and information resources, the Scottish Government digitisation of resources e.g. the scanning of resources, self service etc.
- 3.3 Libraries are a focus and have a key role to play in National Entitlement Cards and Accord card including residents and Visitor's passes.
- 3.4 Budget restrictions have not reduced the expectations of what the service can deliver. Current socio-economic factors and service cuts in other areas have seen a rise in demand for some services including employability support and training in basic ICT skills.
- 3.5 There will be implications for libraries resulting from other 5 Year Business Plans (e.g. the impact from the review of community centres; elderly social care etc).
- 3.6 The customer Service strategy to further develop new contact channels for customers will potentially utilise libraries.
- 3.7 As part of the 5 year business plan, there was a priority based budgeting proposal to close up to 8 libraries over 5 years to save in the region of £500,000. It is anticipated that there will be considerable public backlash and reaction to library closures, as has happened elsewhere in Scotland and England.

Section 4 Asset Demand Profile

A comparison with other similar sized cities suggests that Aberdeen City needs up to a maximum of 10 community libraries. There are currently 16, plus the Central Library. The distance to travel in a city to a library is an average of 2.5 miles. By comparison, Mastrick, Northfield & Cornhill libraries are all within 1 mile of each other. The 16 Community Libraries range from new purpose-built facilities in 3Rs schools to stand alone buildings of varying age and condition, some of which were purpose-built. Change in the communities they serve now mean that they are no longer sited in the best location.

Libraries should ideally be located where there is a growth in the population and should be located either on a shared campus or located adjacent to other community facilities taking account of public transport routes and parking. There is future potential for creating libraries in partnership with developers of housing estates or big shopping developments e.g. Danestone.

The Central Library has a regional focus and requires a central location but this could be a more suitable location with better/good accessibility and transport links. The Central Library has the highest footfall of city cultural facilities.

All libraries require a good ICT infrastructure & need a sufficient footprint to provide flexible and suitable library and information service space.

Section 5 Asset Supply Profile

A 2010 condition survey ranked all library buildings as either A or B on a scale of A (excellent) – D (poor). Assessments were also undertaken in 2011 in relation to the suitability of these buildings for delivering services. The results of this exercise showed a slightly different picture, with 7 of the 17 Libraries being assessed as a C rating in terms of suitability.

The buildings are listed below, with details of both Condition and Suitability scores.

Overall Condition Gradings

A	Good	-Performing well and operating efficiently
B	Satisfactory	- Performing adequately but showing minor deterioration - (note this is a very broad category)
C	Poor	- Showing major defects and or not operating efficiently
D	Bad	- Life expired and/or serious risk of imminent failure

Library	Condition Rating	Suitability Rating	Narrative
Airyhall	B	C	This is the busiest community library in the city. It is in a good location and houses the Home service vehicle. Ideally it needs a bigger car park and some refurbishment and rewiring.
Bridge of Don	B	C	The library is the second busiest community library in the city, is well over capacity and severely space constrained. This is 30 year old, temporary, flat-roofed building that has exceeded its lifespan. The building has been earmarked for replacement for 10 – 15 years and needs a larger car park. It is a good location with good bus routes.
Bucksburn	A	A	This is a well used library on the campus of the Bucksburn 3Rs Academy.

Central Library	B	C	There are problems with the roof and some mechanical and electrical work is needed. There are limitations with this being a historic building. It is unclear what impact the future/closure of Denburn car park will have on footfall.
Cornhill	B	B	This is part of the Cornhill Shopping Centre. It is in good condition but it competes with Northfield and Mastrick. There was a proposal to relocate the library within Cairncry Customer Access Point but this project has been shelved.
Cove	A	A	This is a relatively new library with a Grampian Police office co-located. Together with the adjacent Loirston Primary School and NHS Grampian GP surgery and Dental surgery, it forms part of a campus of local services. There are problems with window breakages. The location is good with a growing population.
Culter	B	B	Good location on the North Deeside Road but there is limited car parking. Windows and main door were replaced in 2011. Serves a local, remote population.
Cults	B	C	Previous proposals to close were met with considerable local and political resistance. It is a good central location on North Deeside Road but service needs to review overall provision for the neighbourhoods of Culter, and Cults, Bieldside and Milltimber.
Dyce	B	B	This is a good location and serves the local village community. The entrance door is too heavy.
Ferryhill	B	B	Located 1 mile from Central Library, it serves local community but the building is not fit for purpose. The entrance door is too heavy.
Kaimhill	A	A	This is part of the new 3Rs school and replaced the smallest least well used community library in the city.

Kincorth	B	B	This is a reasonable location linked to the Customer Access Point. Roof replaced and heating system flushed in 2012. Link to a possible new academy.
Mastrick	B	B	This is a good location for local community facilities and the Customer Access Point. The building dates to the 1950s and needs internal refurbishment. The flat roof has developed a major leak and is in need of repair. Vandalism problems and the metal windows are problematic and heavy and require to be replaced.
Northfield	B	C	This is a difficult building to adapt. It is linked to the Community Centre by a stair well and adaptation costs were prohibitive. Could be served by Mastrick or by facility in a future new academy.
Tillydrone	B	A	Tucked away location, quite close to the new Woodside Fountain Centre Customer Access Point where there is potentially space.
Torry	B	C	This is a historic building opened as a Reading Room. It is not well used or near other community facilities. There is limited on-street car parking.
Woodside	B	C	This is a small library with limited shelf space. There are major problems with the leaking roof and poor fire safety. It is very close to the Woodside Fountain Centre and the potential new NHS Woodside Medical Practice.
Library Mobile Unit	N/A	N/A	Decommissioned in December 2011.

Section 6 Demand Supply Comparison

There are more community libraries in the city than are needed to adequately serve the population. Not all libraries are in ideal locations to meet the needs of the local communities they serve. Whilst in Northfield, Mastrick, Cornhill there are three libraries within a mile of each other in other parts of the city where new housing has been built there is no library provision at all.

In order to ensure that provision is in the right place it will be necessary to critically evaluate need for libraries within communities, whether there is a good footfall and whether the Council has capacity in existing buildings or proposed new developments.

Section 7 Preferred Solutions & Development of 5 Year Plan

As part of the 5 year business plan there is a pending priority based budgeting proposal to close up to 8 libraries over 5 years to save in the region of £500,000. This may be revisited as part of the 2012/13 budget.

- Undertake a review of Library provision across the city.

Section 8 Approval by SMT

Section 9 Comments of the Corporate Asset Group

Service Asset Management Plan (SAMP) 2012

Museums, Galleries & Cultural Facilities

Directorate: Education, Culture and Sport

Service: Museums & Galleries

Service Manager: Neil Bruce

Section 1 Introduction

The Service Asset Plan has been compiled as part of the Education, Culture and Sport Service Asset Management Plan.

The Service Asset Management Plan will be used to determine the priority areas for spend across the Education, Culture and Sport estate in line with the Service Plan taking into account Best Value in times of reducing budgets.

Section 2 Description of Service

2.1 Museums & Galleries

The Museums and Galleries Service delivers museums and art galleries service across the City of Aberdeen. Museums are places where people can explore the past and the present; they help create a sense of identity and are a unique repository of knowledge. Our collections have strengths in themes of art, heritage, social history and culture. A key player in the provision of cultural activity in the North East, it is the third largest local authority funded museum service in Scotland.

Local Authorities have a wide-ranging role in ensuring cultural provision, including the provision of museums.

The statutes that provide the legislative framework for local authorities' delivery of cultural services, relating particularly to museums are:

- The Public Libraries Consolidation (Scotland) Act 1887, in section 10, gives local authorities power to purchase, rent or construct libraries, museums and galleries, and to maintain and furnish those buildings. Section 21 gives authorities power, amongst other things, to purchase books, works of art, maps and other articles, to lend out books and other items and preserve and sell books and other items. The Act also requires local authorities to "*manage, regulate and control all libraries or museums or galleries*" and creates restrictions as to how they may charge for these facilities.

- The Local Government and Planning (Scotland) Act 1982; sections 14 to 17. Section 14(1), as amended by Section 128 of the Local Government etc. (Scotland) Act 1994, places upon local authorities a duty to "*ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural, and social activities*".
- The Local Government in Scotland Act 2003 deals with arrangements for Community Planning, which embraces planning for cultural activities. The Act also places a duty on local authorities to achieve Best Value, to initiate and facilitate community planning and gives them the power to advance community well-being (section 20) in the context of Community Planning.

The Implementation of National Cultural Strategy: Guidance for Scottish Local Authorities acknowledges that the legislation is vague in relation to the principal statutory duties and powers. It further advises local authorities to meet their statutory responsibilities by:

- Preparing an authority-wide cultural strategy and action plans
- Ensuring the strategy and plans reflect the cultural needs of its area
- Creating a supportive infrastructure, providing adequate facilities for cultural, sporting activities etc in line with statutory responsibilities
- Provide services, either directly or by commissioning them from voluntary or private sector bodies
- Contributing to the strategies and plans of other bodies, acting in partnership.

(Ref: Implementation of the National Cultural Strategy: Guidance for Scottish Local Authorities published March 2003).

Museums and Galleries is further governed by the Accreditation Scheme (The UK standard for Museums and Galleries) currently operated by Museums Libraries and Archives (MLA), the Scottish Government's Recognition Scheme (for museums which hold collections that are recognised as being of national significance to Scotland) and by the guidelines for professional practice enshrined in the Museums Association's Code of Ethics

There are 69.58 full time equivalent posts on the establishment of Museums and Galleries, delivering a variety of services from security and customer care to specialised collections-based knowledge. The service is currently managed by the Art Gallery & Museums Manager, who reports to the Service Manager responsible for Culture and Sport. A Service Redesign took place in 2009 following budgetary pressures on the staffing budget and a workforce planning exercise conducted in collaboration with colleagues in Human Resources.

The service operates from a number of venues: Aberdeen Art Gallery, Aberdeen Maritime Museum, Provost Skene's House, the Tolbooth, the Cowdray Hall, Reserve and Study Collections at Frederick Street and Kittybrewster. Central to the Service are the various collections that are housed in the Art Gallery and Museums and that exist in a wider sense in the form of archaeological sites, monuments, sculpture and plaques throughout

the City. Core activities include documentation, exhibition and display, education and interpretation.

The service operates two retail and two catering sites – Aberdeen Art Gallery café and shop, Provost Skene's House cellar café bar and Aberdeen Maritime Museum shop. A third café facility at Aberdeen Maritime Museum is operated by an external contractor, currently by Sodexo. Lloyd's Library and the McBey Art Library hold specialist books and periodicals available for public consultation.

Two specialist committees support the service – the Cowdray Hall Committee and the Marguerite McBey Trust, each with focussed remits. The Friends of Aberdeen Art Gallery & Museums help by raising funds for special projects and by organising a number of events, including private views.

The number of in person visitors and usages of the collections are reported on an annual basis as a Statutory Performance Indicator.

The figures for 2009/10 are:

- Number of visits / usages of the collections, including user sessions of our web pages – 732,636
- Number of visits in person – 339,858

The service was placed in the upper quartile for 2009/10. Figures for 2010/11 are not available yet.

Aberdeen Performing Arts, (APA), was established in 2004 as a charitable trust specifically to take over the operation of the City Council's performing arts facilities, which were transferred in 2005.

2.2 Cultural Facilities

Aberdeen Performing Art's (APA) vision is: 'to lift the spirits, engage the mind and stimulate the imagination through the presentation of the performing arts.'

Their mission is: 'to present work of the highest standard on our stages and ensure the comfort of our customers by developing and maintaining our buildings and facilities.'

A key part of Aberdeen Performing Art's role is to provide a varied and high quality programme of performing arts and music events to appeal to widest possible cross-section of residents and visitors to Aberdeen. To support this APA receives annual revenue funding from the City Council, and in turn they contribute significantly to the delivery of the City's Cultural Strategy 'Vibrant Aberdeen' (2010-2015).

As a registered charity, APA operates its policies and delivery of services in accordance the requirements of the Office of the Scottish Charitable Regulator, (OSCR), and the Company's main Charitable Objectives.

Whilst the City Council's cultural facilities are managed by APA, the City Council retains the operation of the Beach Ballroom and the leased dance studio used by City Moves Dance Agency.

Section 3 Anticipated Key Changes to the Service

- 3.1 Museums Galleries Scotland – development of a new National Strategy for museums services in Scotland(12 months from June 2011)
- 3.2 Arts Council England is taking over the operation of the current Museums Libraries and Archives role, which manages the national sector standard Accreditation Scheme. The Museums and Galleries service is required to meet this minimum standard to access external funding. A new standard Accreditation 2011 will be launched in October 2011.
- 3.3 A new quality assurance system, 'How Good is our Culture and Sport' is currently being rolled-out for local authority services in Scotland.
- 3.4 Insurance for high value collections and exhibitions – the Government Indemnity Scheme is making more challenging conditions on our venues (security and environmental control) to meet the required standard for Government Indemnity insurance. Without this the service is unable to attract high value exhibitions.
- 3.5 Cross-over between Economic Development and Culture – The links between Museums and Galleries and the cultural and tourist economy and the economic impact of cultural venues and activities.
- 3.6 Council Priorities – 5 year Business Plan (attraction and retention of residents and visitors to City) agreed that an options appraisal to move the service to an arms-length organisation / trust be undertaken
- 3.7 Key changes to the service would be agreed as part of Aberdeen Performing Art's Business Plan.

Section 4 Asset Demand Profile

- 4.1 There is an identified need for suitable storage to house the parts of the collections currently stored in buildings that are going to be disposed of. Frederick Street and Linksfield Academy were both vacated in the summer/autumn of 2011.
- 4.2 There is a lack of suitable storage available in the Art Gallery which is creating pressures on the collections and art handling programme. The need for suitable storage for the collections and any future redevelopment of the Gallery are interlinked, requiring a long-term solution. The service believes this is best resolved by creating a Community Collections Centre which will increase access to the

collections for the public and ensure sustained long-term care of these assets.

- 4.3 In order to increase the amount of the collection on display there is a need for additional floor and wall space. This is also required to promote more permanent exhibition space plus better environmental controls and educational facilities and activities in gallery.
- 4.4 Challenges of Fire Risk Assessments & Theatre Licence Inspections include cost and build issues.
- 4.5 Continued issues around meeting Visit Scotland requirements for visitor facilities (for example toilets and cafes). These are currently falling below the standard at the Art Gallery and Maritime Museum and are bringing down the overall rating at both venues.
- 4.6 Political commitment to transfer services to a new Cultural Trust by April 2013. An options appraisal to be completed by November 2011.
- 4.7 Impact of closure and demolition of St Nicholas House on Provost Skene's House.
- 4.8 The Local Government and Planning (Scotland) Act 1982; sections 14 to 17. Section 14(1), as amended by Section 128 of the Local Government etc. (Scotland) Act 1994, places upon local authorities a duty to "*ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural, and social activities*".
- 4.9 Whilst there has been much discussion and debate around the concept of 'adequacy of provision', national standards for provision of cultural facilities have never been developed.

Section 5 Asset Supply Profile

The 2000 Access Audit identified that a number of improvements were required to make the building DDA compliant and enable full unaccompanied access for disabled visitors rather than the current arrangement whereby staff accompany visitors.

The conservation survey of the Art Gallery undertaken in 2010 identified that a considerable amount of work is required to improve the environmental performance and external shell of the building. There is an ongoing problem with water ingress and the roof needs regular maintenance and repair. Other problems include maintaining the correct environment for the Collections and exhibitions. This is hampering our ability to attract major exhibitions to the city.

- 5.1 There is a general view, which is also reflected in the Vibrant Aberdeen Strategy that Aberdeen has some high quality cultural venues, including

those operated by APA, but that the city has historically relied on this fairly limited and aging infrastructure.

5.2 As part of condition surveys, the above cultural facilities were all ranked as satisfactory overall with the exception of the Beach Ballroom which was assessed as poor.

5.5 Assessments were also undertaken by APA and Council staff in relation to the suitability of these buildings for delivering services. Whilst the majority of buildings were scored as either A or B, the City Moves dance space, which the Council leases, was assessed as C. The buildings are listed below, with details of both Condition and Suitability scores.

Overall Condition Gradings

- A Good - Performing well and operating efficiently
 B Satisfactory - Performing adequately but showing minor deterioration (note this is a very broad category)
 C Poor - Showing major defects and or not operating efficiently
 D Bad - Life expired and/or serious risk of imminent failure

Asset	Type	Age	Condition	Suitability	Detail
Aberdeen Art Gallery	Museum - Freehold		B	C	A full condition survey was undertaken in 2010 which details the work needed to bring the building up to a suitable standard and make it DDA compliant. Immediate issues include the roof.
Cowdray Hall	Auditorium located adjacent to the Art Gallery		C	C	The hall has excellent acoustics but is in need of upgrading and is not fully DDA compliant.
Provost Skene's House	Museum - Leasehold		B	B	The building lacks storage, has inadequate toilet facilities and has accessibility problems as well as water ingress.
Aberdeen Maritime	Museum - Freehold		B	A	The building is in good condition but

Museum					suffers from a lack of storage and educational facilities.
Tolbooth Museum	Museum		B	B	This is a shared building with limited access for visitors and toilet facilities only for staff.
Reserve Collection – Powis Terrace	Depot – Freehold		B	C	This is a shared building which holds the most valuable collections. There is poor access and the environmental controls are not fit for purpose.
Temporary collections storage in Dyce					

Aberdeen Performing Arts managed facilities

Asset	Type	Condition	Suitability
His Majesty's Theatre	Large Victorian theatre with a modern extension.	B	A
Aberdeen Music Hall	Performing arts venue (predominantly music)	B	B
Lemon Tree	Small studio theatre	B	B

Non- Aberdeen Performing Arts managed facilities

Asset	Type	Condition	Suitability
Beach Ballroom	Conference venue with ballroom	C	B
City Moves Dance Space	Leased Dance Studio	B	C

Other

Carrillon	Bell ringing machinery at St Nicholas Church	Not applicable	Not applicable
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Whilst Aberdeen Performing Arts (APA) operates the performing arts facilities on a day-to-day basis, under a licence arrangement, the buildings are still owned by, and ultimately the responsibility of the City Council. This means that any detailed asset management planning needs to be led by the City Council, in conjunction with APA. In addition to the facilities that APA manages on behalf of the City Council the City Council also operates the Beach Ballroom via staff employed by Education, Culture and Sport.

This document therefore sets out some of the basic data relating to the cultural facilities, including the results of Condition Surveys carried out by the City Council, and Suitability Assessments carried out by APA staff. It is however recognised that more detailed work needs to be undertaken in conjunction with APA to identify priorities and preferred solutions for the service's assets.

Section 6 Supply / Demand Comparison

No significant work has yet taken place on the supply/ demand comparison for these cultural facilities though this work will clearly link to the actions arising from the Visit Aberdeen Strategy.

There are a number of challenges facing the service. In particular the Art Gallery is deteriorating and needs considerable work to restore it. An options appraisal for the refurbishment and extension of the building has been undertaken and the costs are significant. Although there is a possibility of attracting Heritage Lottery Fund this would need to be matched by the Council.

Aberdeen lacks a generic Museum so museums tend to focus on specific aspects of collection (eg Costume, Maritime), and bits of collections not accessible. The service has significant levels of goodwill which leads to projects such as the Lewis Chessman Exhibition in partnership with The British Museum and National Museums Scotland.

Storage is a major problem with the need for purpose built accommodation with the environmental controls required to house valuable collections. An open store (Community Collections Centre) is a realistic means of displaying more of the collections and increasing accessibility for locals and tourists.

Section 7 Preferred Solutions & Development of Outline 5 Year Plan

- Undertake the minimal essential works required to sustain and safeguard the Art Gallery and Museums store.
- Create a new Museums and Galleries collection Centre, potentially in conjunction with partners that will provide improved access to collections, enhanced research facilities and improved education and learning opportunities. This is necessary before the commencement of the construction phase of the Art Gallery redevelopment.

- Safeguard the integrity of Provost Skene's House during the demolition of St Nicholas House.
- Undertake a review of Cultural assets across the city to assist in the implementation of the Cultural Strategy and prioritise investment in Cultural Assets.
- Redevelopment of the Art Gallery to improve access, increase opportunities and raise standards, as an integral part of Aberdeen's bid for UK City of Culture 2017. (To be opened by the first quarter of 2017)
- Work with Aberdeen Performing Arts, Creative Scotland, and local Arts organisations to consider the future requirements for upgrading and maintaining cultural assets across the city, taking account of increasing budget pressures, as well as the condition and suitability of buildings.

Section 8 Approval of SMT

Section 9 Comments of the Corporate Asset Group

Service Asset Management Plan (SAMP) 2012

Sport & Recreation

Directorate: Education, Culture and Sport

Service: Sport & Recreation

Service Manager: Neil Bruce

Section 1 Introduction

The Service Asset Plan has been compiled as part of the Education, Culture and Sport Service Asset Management Plan.

Aberdeen City Council's Sport and Recreation Service was transferred to a new Arm's Length Trust, Sport Aberdeen, in July 2010. Whilst Sport Aberdeen operates the full range of City Council sports facilities on a day-to-day basis, under a 10 year licence arrangement, the buildings are still owned by, and ultimately the responsibility of the City Council. This means that any detailed Asset Management Plan, and associated priorities, would need to be developed by the City Council, in conjunction with Sport Aberdeen.

This document therefore sets out some of the basic data relating to the sports facilities, including the results of Condition Surveys carried out by the City Council, and Suitability Assessments carried out by Sport Aberdeen staff. It is however recognised that more detailed work needs to be carried out, in conjunction with Sport Aberdeen to identify priorities and preferred solutions for the service's assets. In particular, the City Council is currently leading a piece of work, to review Swimming Pools city-wide, and develop a Water Management Plan for the city, which could have a major impact on the swimming pool facilities managed by Sport Aberdeen.

Section 2 Description of Service

Sport Aberdeen was specifically established in 2010 to provide sport and related services that enhance the lives of residents and visitors to the City on behalf of Aberdeen City Council to enable the local authority to effectively discharge its statutory responsibilities, policies, strategies and objectives in respect of the delivery of sport and physical activity services to the Community.

A key part of Sport Aberdeen's role is to provide programmed, as well as casual use, of some 30 city council sports facilities across the city, and contribute to the delivery of the City's Sport and Physical Activity Strategy 'Fit for the Future', 2009-15.

The Council's expectations of Sport Aberdeen are set out within the Funding and Service Provision Agreement, and their use of City Council buildings is governed by the Facility Licence Agreement.

As a registered charity, Sport Aberdeen operates its policies and delivery of services in accordance the requirements of the Office of the Scottish Charitable Regulator, (OSCR), and the Company's main Charitable Objectives, which are as follows:

- to advance public participation in sport;
- to provide facilities, or assist in the provision of facilities, in the interest of social welfare for recreation and other leisure-time occupation so that their conditions of life may be improved;
- to advance education;
- to advance community development;
- to advance the arts, heritage and culture; and/or
- to advance such similar charitable purposes as the directors may determine from time to time.

Whilst the majority of the City Council's sport and recreation facilities are managed by Sport Aberdeen, there are a small number that have either been retained by the Council, or in the case of Aberdeen Snowsports Centre, at Garthdee, which is managed by an independent Sports Trust.

Section 3 Anticipated Key Changes to the Service

- 3.1 Key changes to the service would be agreed as part of Sport Aberdeen's Business Plan.
- 3.2 The City Council recently agreed to progress with the construction of a 50 metre pool and aquatics centre on the site of the former Linksfield Academy, in partnership with the University of Aberdeen and Aberdeen Sports Village. It is acknowledged that this will have a major impact on swimming provision in the city, which will need to be reviewed.

Section 4 Asset Demand Profile

- 4.1 The Local Government and Planning (Scotland) Act 1982; sections 14 to 17. Section 14(1), as amended by Section 128 of the Local Government etc. (Scotland) Act 1994, places upon local authorities a duty to "*ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural, and social activities*".
- 4.2 Whilst there has been much discussion and debate around the concept of 'adequacy of provision', national standards for provision of sports facilities have never been developed. However, the national sports agency, Sport Scotland have developed a Sports Facilities Planning Model, which can be used as a tool to help review sports provision,

using the benchmarks of provision of different types of sporting provision across Scotland.

Section 5 Asset Supply Profile

- 5.1 Aberdeen City Council has long been considered as having a relatively high level of sports provision including both public and school facilities in comparison to similar sized cities.
- 5.2 Over recent years there has been considerable investment in new sports facilities within Aberdeen City by a wide range of providers. These include:
- new regional sports facility at Aberdeen Sports Village;
 - Transition Extreme sports facility at the beach;
 - Aberdeen Snow Sports at Garthdee;
 - a range of private fitness and sports facilities;
 - a range of new sports facilities incorporated within 3Rs buildings including a 25 metre pool at Cults Academy, refurbished sports facilities at the Beacon Centre and all weather pitches in all schools; and
 - A new 50 metre pool and aquatics centre which is due to be completed in 2014.
- 5.3 As part of City Council budget savings, a number of facilities have either been closed, or have reduced their level of operation. These include:
- Bon Accord Baths – closed in 2008
 - Alex Collie Sport and Community Centre – reduced public programme from April 2009
 - The Jesmond Centre – reduced public programme from April 2009
 - Sheddocksley Sports Centre – reduced public programme from April 2009
 - Peterculter Sports Centre – reduced public programme from April 2009
 - Linksfild Pool – closed in October 2010
 - Northfield Swimming Pool – reduced public programme from April 2011
- 5.4 As part of recent condition surveys, the majority of buildings were ranked as either A or B. There are however 2 Golf Starters Boxes which were assessed as C.
- 5.5 In addition to the City Council condition surveys, detailed building surveys were carried out for each of buildings, immediately prior to the transfer to the Sports Trust, and these will form the basis of detailed discussions with Sport Aberdeen in relation to maintenance and development of their facilities.
- 5.6 Assessments were also undertaken by Sport Aberdeen staff in relation to the Suitability of these buildings for delivering the services. Whilst the

majority of buildings were scored as either A or B, Hazlehead Pool, Sheddocksley Sports Centre, and a number of the Golf Starters Boxes, Pavilions and Outdoor Sports Centres were assessed as C. The buildings are listed below, with details of both Condition and Suitability scores.

Overall Condition Gradings

- A Good - Performing well and operating efficiently
 B Satisfactory - Performing adequately but showing minor deterioration (note this is a very broad category)
 C Poor - Showing major defects and or not operating efficiently
 D Bad - Life expired and/or serious risk of imminent failure

Sport Aberdeen managed facilities

Asset	Type	Condition	Suitability
Bridge of Don Pool	Swimming Pool – within school	B	B
Bucksburn Pool	Swimming Pool	B	B
Northfield Pool	Swimming Pool	B	B
Cults Pool	Swimming Pool – within school	A	A
Kincorth Pool	Swimming Pool – within school	B	B
Hazlehead Pool	Swimming Pool – within school	C	B
The Jesmond Centre	Community Sports Centre	A	B
Kincorth Sports Centre	Community Sports Centre	B	B
Peterculter Sports Centre	Community Sports Centre	B	B
Sheddocksley Sports Centre	Community Sports Centre	B	B
Lord Provost Alex C. Collie Sports and Community Centre	Community Sports Centre	B	B
Torry Youth and Leisure Centre	Community Sports Centre	A	B
Beach Leisure Centre	Regional Level Facility	B	B
Linx Ice Arena	Regional Level Facility	B	B
Westburn Tennis Centre	Regional Level Facility	A	B
Beacon Centre	Regional Level Facility	B	B

Hazlehead Golf Courses (2 x 18 hole, 1 x 9hole, 1x pitch and putt)	9 Hole Golf Course Starters box	B	C
	18 Hole Golf Course Starters box	C	B
Balnagask Golf Course	Golf Course Starters box	C	C
Kings Links Golf Courses 1 x 18 hole	Golf Course Starters box	B	B
Jack Wood Pavilion (Inverdee Outdoor Sports Centre)	Football Pavilion	B	C
Joe Paterson Pavilion (Hazlehead Outdoor Sports Centre)	Football Pavilion	A	A
Aulton Pavilion	Football Pavilion	A	B
Nelson Street Playing Field	Football Pavilion	A	B
Westburn Outdoor Sports Centre	Outdoor Seasonal Facilities	B	B
Ruthrieston Outdoor Sports Centre	Outdoor Seasonal Facilities	B	B
Albury Outdoor Sports Centre	Outdoor Seasonal Facilities	B	B
Hilton Outdoor Sports Centre	Outdoor Seasonal Facilities	B	B
Northfield Outdoor Sports Centre	Outdoor Seasonal Facilities	B	C
Torry Outdoor Sports Centre	Outdoor Seasonal Facilities	B	B

Non- Sport Aberdeen managed facilities

Asset	Type	Condition	Suitability
Tullos Pool	Closed Swimming Pool	N/A	N/A
Aberdeen Snowsports Centre, Garthdee	Artificial Ski Slope, All Weather Pitch & Lodge – operated by independent Sports Trust	A	B
Allan Park Pavilion, Cults	Sports Pavilion	N/A	N/A
Harlaw Academy Pavilion, Groats Road	Sports Pavilion	B	B
Harlaw Playing Field Pavilion, Harlaw Road	Sports Pavilion	B	D

Rubislaw Pavilion, Rubislaw	Sports Pavilion	A	A
Torry Academy Pavilion	Sports Pavilion	B	C
Kaimhill Outdoor Sports Centre	Outdoor Seasonal Facilities – operated under informal arrangement by voluntary committee	B	B

All Weather Pitches

Asset	Type	Condition
Airyhall Primary School	Sand Filled	A
Bucksburn Academy	Sand Filled	A
Cults Academy	Sand Filled	A
Hazlehead Primary	Sand Filled	A
Heathryburn Primary	Sand Filled	A
Garthdee Sports Trust Playing Fields	3 rd Generation	B
Kaimhill School	Sand Filled	A
Kincorth Academy	Sand Filled	C
Manor Park	Sand Filled	A
Mile End	Sand Filled	A
Nelson Street Plying Field (Closed)	Sand Filled	D
Oldmachar Academy	Sand Filled	B
Rubislaw Playing Fields	Sand Filled	B
St Machar Academy	Sand Filled	B
Tullos Playing Field	Sand Filled	C

Section 6 Supply / Demand Comparison

- 6.1 sportscotland has developed a Facilities Planning Model as a planning tool to help inform decisions about the provision of community sports facilities. Specifically in relation to Swimming Pools, the City Council is working with sportscotland to use the model to assist with reviewing swimming pool provision. This will help the Council develop a Water Management Plan, which it is hoped to report to committee in late 2012.
- 6.2 The Facilities Planning Model provides an objective assessment of the relationship between the likely demand for sports facilities in an area and the actual supply. It takes into account the distribution of the local

population and its demographic structure, as well as the capacity and availability of facilities in the area and their catchment areas.

- 6.3 Using this data, the model is able to distribute demand from the study area to available facilities on the basis of catchment areas, linking people (demand) to facilities (supply) in terms of realistic travel patterns. It then identifies 'unmet demand', (i.e. demand which cannot be accommodated by existing facilities). This may be because existing facilities are full to capacity, or because there is demand arising from out with their catchment areas.

Section 7 Preferred Solutions & Development of Outline 5 Year Plan

- Continue to work with Sport Aberdeen, sportscotland, Scottish Swimming, local swimming clubs and other providers to review Swimming Pools city-wide, and develop and a Water Management Plan for the city.
- Develop a programme to implement the outcomes of the Leisure Asset review and Pitch Strategy which is due to be completed by December 2012.
- Work with Sport Aberdeen and sportscotland to review the requirement for sports facilities across the city, in the light of increasing budget pressures, as well as condition and suitability of buildings.
- Develop a programme for the refurbishment or replacement of all weather pitches across the city.

Section 8 Approval of SMT

Section 9 Comments of the Corporate Asset Group