

**The Highland Council**

**Resources Committee**

**26<sup>th</sup> November 2014**

Agenda Item	29
Report No	RES/84 /14

**Inverness Area Asset Management Plan**

**Report by Director of Development and Infrastructure**

**Summary**

This report presents an overview of Corporate Property Asset Management and the development of Area Asset Management Plans. It highlights the findings and actions in the draft Inverness Area Asset Management Plan which covers the City of Inverness Area. The report asks Resources Committee to note the approach to the development of Area Asset Management Plans and to agree the Inverness Area Asset Management Plan as a Council plan.

**1. Background**

- 1.1 On 18<sup>th</sup> August 2010, Resources Committee agreed a “target operating model”<sup>1</sup> for property which stated the need to develop:
- A property strategy; and
  - Asset Management Plans against the overall aims, objectives and property strategy of the Council such that a coherent corporate plan is developed.
- 1.2 The Highland Council’s Corporate Property Strategy<sup>2</sup> describes a strategic approach to property asset management to deliver an effective, efficient, and economic property portfolio that supports improved service delivery and the corporate aims and objectives.
- 1.3 The following agreed Corporate Property Asset Management (CPAM) objectives support the aims of the Corporate Property Strategy:
- a. Reduce the number of property assets held.
  - b. Generate capital receipts from the disposal of property assets that can be reinvested.
  - c. Reduce the overall revenue costs of owning and occupying property by holding fewer assets that are in better condition, and thereby spending less on property overheads such as property management, maintenance, cleaning and energy costs.
- 1.4 The Council’s approach (agreed by the Asset Management Project Board on 28<sup>th</sup> August 2012) for the development of Area Asset Management Plans (AAMP) is through cross-Service Strategic Area Property Reviews, facilitated

<sup>1</sup> [Review of Asset Management by CIPFA Property](#) approved by Resources Committee on 18<sup>th</sup> August 2010.

<sup>2</sup> [Corporate Property Strategy](#) approved by Resources Committee on 16<sup>th</sup> February 2011.

by the CPAMTeam, that will seek to identify opportunities within the Council’s operational land and property portfolio that will contribute to and support the achievement of the above CPAM and wider corporate aims and objectives, and to improved service delivery.

- 1.5 The purpose of an AAMP is for the key Council decision makers (Services, Executive Leadership Team and Members) to agree the key priority actions for the Council’s operational land and property assets for the currency of the Plan that will contribute towards the achievement of the Corporate Property Asset Management aims and objectives (sections 1.1-1.3).
- 1.6 The purpose of a Strategic Area Property Review is to:
  - Develop a clear understanding of Service delivery aims, challenges, changes and opportunities (in relation to property).
  - Identify properties that support service delivery now and in the future.
  - Identify properties that do not support service delivery and are no longer needed.
  - Identify land potentially suitable for affordable housing development.
  - Look for opportunities to improve how we use our properties.
  - Explore opportunities to share buildings across Council Services and partner organisations.
- 1.7 An AAMP will include a strategic and Service overview, agreed actions that will be led by the Corporate Property Asset Management Team and a disposal plan for the Council’s area operational property assets.
- 1.8 The draft Inverness AAMP can be found in the **Appendix 1** of this report. This Plan covers the City of Inverness Area Committee (Wards 13 – 18 and 20), and the key highlights, findings and CPAM actions for this area are presented in Section 2 below. Any reference to this will be shown as AAMP followed by the section reference e.g. (**AAMP, Section 1**) refers to section 1 in the draft Inverness AAMP.
- 1.9 This report asks Resources Committee to note the approach to the development of Area Asset Management Plans and to agree the Inverness Area Asset Management Plan as a Council plan.

## 2. Draft Inverness Area Asset Management Plan – findings and actions

- 2.1 The relative size and running costs for the operational property assets in the Inverness area and Highland are as follows:

Operational property assets	Inverness		Highland	
	Size	Running costs	Size	Running costs
Offices	13%	27%	8%	16%
Schools	57%	54%	70%	66%
Depots	5%	6%	6%	5%
Other	25%	13%	16%	13%

(**AAMP, Section 4**)

- 2.2 The delivery of the actions in the Inverness AAMP will take account of the economic, social and environmental importance of Inverness and the range of opportunities being explored by the Council and others in Inverness. (**AAMP, Section 5**)
- 2.3 Prior to the development of the Inverness AAMP, the findings and recommendations of the Inverness and Dingwall Office Review were agreed. Since then a number of office rationalisation projects have been delivered in Inverness and Dingwall. (**AAMP, Section 5**)
- 2.4 The overview of Council Services has highlighted the following initiatives that may have an impact upon Corporate Property Asset Management and will need to be taken into consideration as part of the achievement of the agreed actions in this AAMP(**AAMP, Section 6**):
- Service led property initiatives
    - School estate management and sustainable school estate reviews
    - Integrating Care in the Highlands
    - Strategic review of depot and stores facilities
  - Other initiatives
    - Community Empowerment (Scotland) Bill/Asset Transfer Requests
    - Carbon CLEVER
    - Customer Services Review
    - Transformation and modernisation agenda
    - Land Registration (Scotland) Act 2012
    - Development plans, development briefs and planning guidance
- 2.5 The Highland Public Sector Property Group provides a framework for co-operation and joint working between its members in the management of public property assets, including disposals and co-location opportunities. (**AAMP, Section 7**)
- 2.6 The focus of the Inverness AAMP is the key agreed Corporate Property Asset Management actions that were identified during the Inverness Strategic Area Property Review. They cover the operational property assets (offices and depots) which account for 33% of the running costs in the Inverness area:

No	Action	Timescale	Priority
1	Inverness office and Service Point property review	Within 12 months	High
2	Leased property review	Within 24 months	High
3	Longman area property review	Within 12 months	Medium
4	Integrating Care in the Highlands property matters	Within 12 months	Medium
5	Improve information about the Council's operational property assets	Ongoing	Low/ Medium
6	Property disposals	Ongoing	Medium
7	Area Asset Management Plan monitoring report	Ongoing	Low

(**AAMP, Section 8**)

- 2.7 Action 1 – Inverness office and Service Point property review will continue to build on this existing work (section 2.3), focusing on Inverness, and is the most significant action in the Inverness AAMP. It will be driven by the Council’s transformation programme to help the Council to achieve this and deliver efficiencies in the operational property asset portfolio. (**AAMP, Section 5**)
- 2.8 Disposals, which contribute towards the achievement of the Corporate aims and objectives and efficiency targets, are actively managed by the Corporate Property Asset Management Team with the involvement of local Members. Progress is reported to the Council’s Planning Development & Infrastructure Committee. (**AAMP, Section 9**)
- 2.10 The table below gives an overview of the types of property disposals completed in 2013/14 and those forecast for the next three financial years for the Inverness area. (**AAMP, Section 9**)

Operational property assets	Completed disposals	Forecast disposals		
	2013/14	2014/15	2015/16	2016/17
Offices	✓	✓	✓	✓
Schools	✓	✓		
Depots				
Other	✓	✓	✓	✓

- 2.11 An annual AAMP monitoring report will be prepared which will highlight latest property performance, progress on actions and the disposals plan in the area. (**AAMP, Section 10**)

### 3. Member briefing

- 3.1 A briefing was held on 4<sup>th</sup> November 2014 for local Members to present the draft Inverness Area Asset Management Plan prior to this report being brought to Resources Committee.

### 4. Resource and risk implications

- 4.1 The following resource and risk implications have been identified:
- Corporate Property Asset Management Team resource availability and capacity to deliver the actions to required timescales (**2.8 and AAMP, Section 8**) and the impact on other work areas.
  - There will be financial resource implications to prepare whole life appraisals for specific property reviews. There is no asset management budget to fund these studies so these will need to be considered on a case by case basis.
- 4.2 An existing post has been identified from within Corporate Development for consideration to support the activities of the Corporate Property Asset Management Team in the delivery of the actions contained within this Plan that

- support the Council's transformation programme and other corporate priorities.
5. **Legal, equalities, climate change/carbon clever, Gaelic and rural implications**
- 5.1 Implications arising from the actions contained within the draft Inverness AAMP will be assessed during the delivery of each action.

**Recommendation**

Resources Committee is asked to:

- I. **Note** the approach to the development of Area Asset Management Plans.
- II. **Agree** the Inverness Area Asset Management Plan as a Council plan.

Designation: Director of Development & Infrastructure

Date: 7<sup>th</sup> November 2014

Author: Graham Bull, Corporate Property Asset Manager  
Helen Cunningham, Property Manager (Asset Manager)

Background Papers:

1. Review of Asset Management by CIPFA Property, approved by Resources Committee on 18<sup>th</sup> August 2010
2. Corporate Property Strategy, approved by Resources Committee on 16<sup>th</sup> February 2011.

**Appendix 1 – Draft Inverness Area Asset Management Plan**





# Area Asset Management Plan Plana Rianachd So-mhaoin Sgìre

Inverness

Draft

November 2014







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## Executive summary

- The Highland Council's Corporate Property Strategy describes a strategic approach to property asset management to deliver an effective, efficient, and economic property portfolio that supports improved service delivery and the corporate aims and objectives. Section 1
- Area Asset Management Plans will be developed to support this strategic approach and will include a strategic and Service overview, agreed actions that will be led by the Corporate Property Asset Management Team and a disposal plan for the Council's operational property assets in the area. Section 1
- This Area Asset Management Plan covers the City of Inverness Area Committee (Wards 13 – 18 and 20). Section 2
- The vision for a Strategic Area Property Review is to work collaboratively with Services, staff, local Members and partners to identify opportunities to invest responsibly within the Council's property portfolio in quality, flexible accommodation which supports service delivery for our staff and customers. Section 3
- The relative size and running costs for the operational property assets in the Inverness area and Highland are as follows:

Operational property assets	Inverness		Highland	
	Size	Running costs	Size	Running costs
Offices	13%	27%	8%	16%
Schools	57%	54%	70%	66%
Depots	5%	6%	6%	5%
Other	25%	13%	16%	13%

Section 4
- The delivery of the actions in the Inverness Area Asset Management Plan will take account of the economic, social and environmental importance of Inverness and the range of opportunities being explored by the Council and others in Inverness. Section 5
- Prior to the development of the Inverness Area Asset Management Plan, the findings and recommendations of the Inverness and Dingwall Office Review were agreed. Since then a number of office rationalisation projects have been delivered in Inverness and Dingwall. Section 5
- Action 1 – Inverness office and Service Point property review will continue to

build on this existing work, focusing on Inverness, and is the most significant action in the Inverness Area Asset Management Plan. It will be driven by the Council's transformation programme to help the Council to achieve this and deliver efficiencies in the operational property assets.

**Section 5**

➤ The overview of Council Services has highlighted the following initiatives that may have an impact upon Corporate Property Asset Management and will need to be taken into consideration as part of the achievement of the agreed actions in this Area Asset Management Plan:

- Service led property initiatives
  - School estate management and sustainable school estate reviews
  - Integrating Care in the Highlands
  - Strategic review of depot and stores facilities
- Other initiatives
  - Community Empowerment (Scotland) Bill/Asset Transfer Requests
  - Carbon CLEVER
  - Customer Services Review
  - Transformation and modernisation agenda
  - Land Registration (Scotland) Act 2012
  - Development plans, development briefs and planning guidance

**Section 6**

➤ The Highland Public Sector Property Group provides a framework for co-operation and joint working between its members in the management of public property assets, including disposals and co-location opportunities.

**Section 7**

➤ The focus of the Inverness Area Asset Management Plan is the Corporate Property Asset Management actions that were identified during the Inverness Strategic Area Property Review. They cover the operational property assets (offices and depots) which account for 33% of the running costs in the Inverness area:

No	Action	Timescale	Priority
1	Inverness office and Service Point property review	Within 12 months	High
2	Leased property review	Within 24 months	High
3	Longman area property review	Within 12 months	Medium
4	Integrating Care in the Highlands property matters	Within 12 months	Medium
5	Improve information about the Council's operational property assets	Ongoing	Low/ Medium
6	Property disposals	Ongoing	Medium
7	Area Asset Management Plan monitoring report	Ongoing	Low

**Section 8**

- Disposals, which contribute towards the achievement of the Corporate aims and objectives and efficiency targets, are actively managed by the Corporate Property Asset Management Team with the involvement of local Members. Progress is reported to the Council's Planning Development & Infrastructure Committee.

Section 9

- The table below gives an overview of the types of property disposals completed in 2013/14 and those forecast for the next three financial years for the Inverness area:

Operational property assets	Completed disposals	Forecast disposals		
	2013/14	2014/15	2015/16	2016/17
Offices	✓	✓	✓	✓
Schools	✓	✓		
Depots				
Other	✓	✓	✓	✓

Section 9

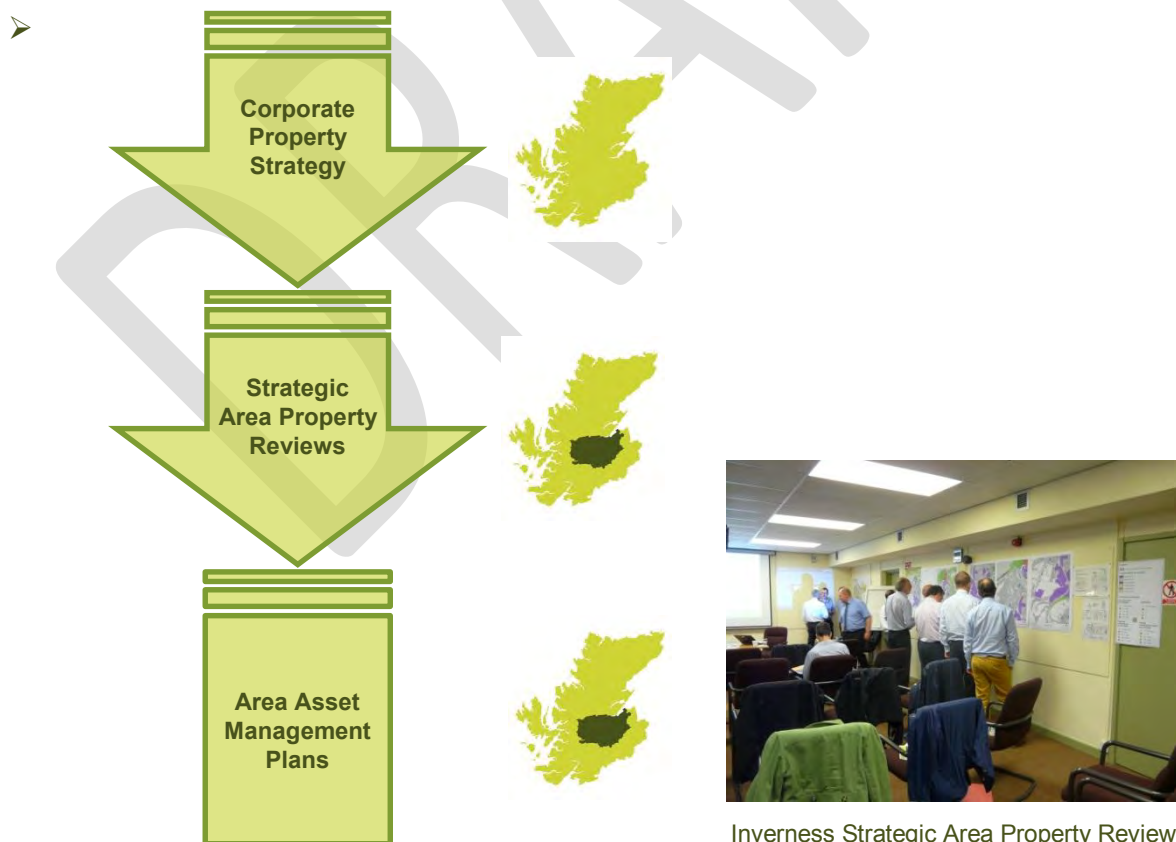
- An annual Area Asset Management Plan monitoring report will be prepared which will highlight latest property performance, progress on actions and the disposals plan in the area.

Section 10



## 1 Overview of Corporate Property Asset Management

- The Highland Council's Corporate Property Strategy<sup>1</sup> describes a strategic approach to property asset management to deliver an effective, efficient, and economic property portfolio that supports improved service delivery and the corporate aims and objectives.
- The following Corporate Property Asset Management objectives support the aims of the Corporate Property Strategy:
  - a. Reduce the number of property assets held.
  - b. Generate capital receipts from the disposal of property assets that can be reinvested.
  - c. Reduce the overall revenue costs of owning and occupying property by holding fewer assets that are in better condition, and thereby spending less on property overheads such as property management, maintenance, cleaning and energy costs.
- These aims and objectives will be achieved by the development of Area Asset Management Plans which will be delivered using a cross-Service Strategic Area Property Review approach.



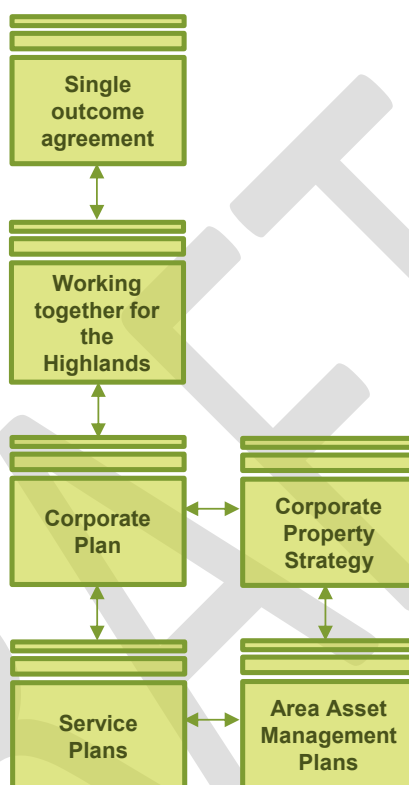
<sup>1</sup> [Corporate Property Strategy](#) approved by Resources Committee on 16<sup>th</sup> February 2011.

- The purpose of a Strategic Area Property Review is to:
  - Develop a clear understanding of Service delivery aims, challenges, changes and opportunities (in relation to property).
  - Identify properties that support service delivery now and in the future.
  - Identify properties that do not support service delivery and are no longer needed.
  - Identify land potentially suitable for affordable housing development.
  - Look for opportunities to improve how we use our properties.
  - Explore opportunities to share buildings across Council Services and partner organisations.
  
- An Area Asset Management Plan will be developed as a result of each Strategic Area Property Review and brought to Strategic Committee for formal agreement by Members.
  
- An Area Asset Management Plan will include the following:
  - Vision – relating to the approach for reviewing operational property assets in the area. Section 3
  - Area overview – key performance information for the operational property assets in the area. Section 4
  - Strategic overview – wider strategic context for the Area Asset Management Plan Section 5
  - Service overview – key property related activity in each Service. Section 6
  - Action Plan – agreed actions for the operational property assets in the area to be led by the Corporate Property Asset Management Team with timescales and priorities. Section 8
  - Disposal Plan – 3 year disposal plan for the area. Section 9
  
- It is anticipated that an Area Asset Management Plan will be reviewed on a three year cycle with annual monitoring reports.
  
- The scope of an Area Asset Management Plan is the Council’s operational property assets<sup>2</sup> based on the Chartered Institute of Public Finance and Accountancy (CIPFA) property categories below and held on the Council’s General Fund Account:
  - Other Land and Buildings
  - Schools
  - Community Assets

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<sup>2</sup> The CIPFA Best Value Accounting Code of Practice

- The Area Asset Management Plan and agreed actions support the delivery of the Council's corporate aims and objectives:
  - Single Outcome Agreement
  - Working together for the Highlands Programme 2012-17
  - The Corporate Plan
  - Corporate Property Strategy
  - Service Plans



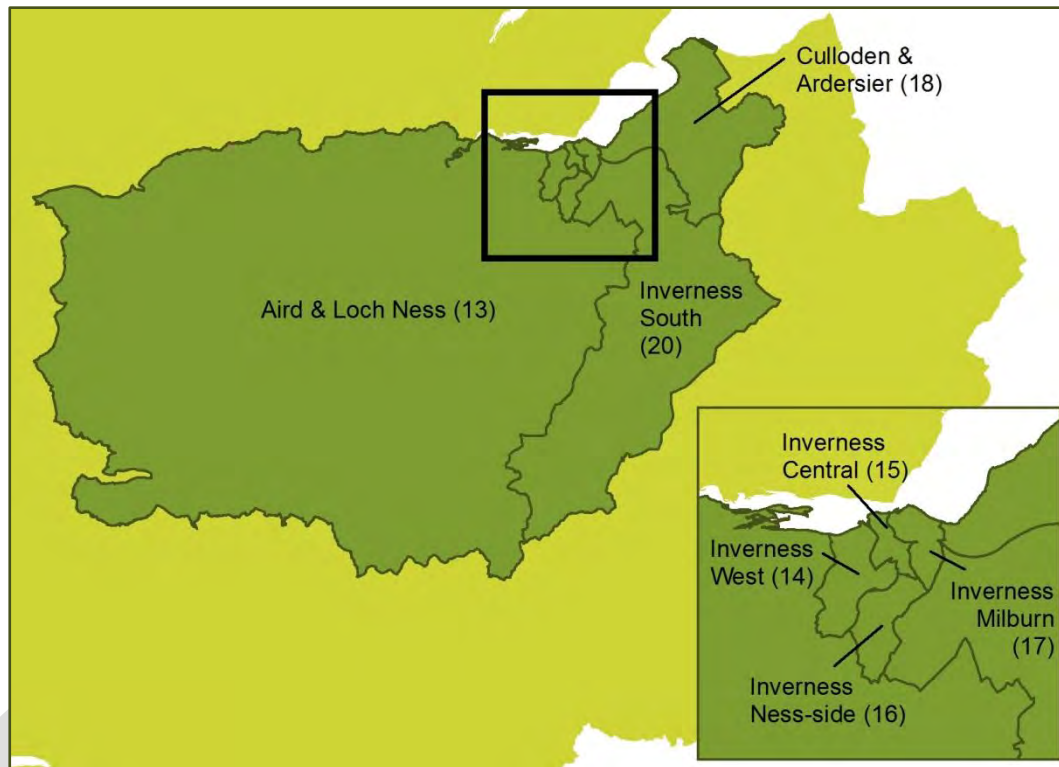
- Each Service has its own Service Plan to deliver the Council's corporate aims and objectives. It may also include Service specific property actions arising from the Strategic Area Property Reviews.

**Section 6**



## 2 Introduction to the Inverness Area Asset Management Plan

- This Area Asset Management Plan covers the City of Inverness Area Committee (Wards 13 – 18 and 20).
- The map and table below provide an introduction to the area covered by this Area Asset Management Plan. Further information about the area can be found on The Highland Council's website.



Ward	Population <sup>i</sup>	Area (km <sup>2</sup> )	Population Density <sup>i</sup>	Number of establishments <sup>ii</sup>
13 - Aird & Loch Ness	10,882	2,453	4.4	23
14 - Inverness West	8,589	14	618.6	17
15 - Inverness Central	14,699	4	3275.9	32
16 - Inverness Ness-side	10,423	11	930.9	10
17 - Inverness Milburn	8,059	7	1081.4	24
18 - Culloden & Ardersier	11,281	180	62.7	13
20 - Inverness South	15,875	522	30.4	9
<b>Inverness Area</b>	<b>79,808</b>	<b>3,191</b>	<b>25.0</b>	<b>128</b>
<b>Highland Council</b>	<b>232,910</b>	<b>26,489</b>	<b>8.8</b>	<b>697</b>

- i. [Ward statistics](#) – The Highland Council website, October 2014.
- ii. Based on the Council's operational property assets, establishments which have buildings. Some establishments may have multiple buildings associated with them e.g. Council Headquarters or a school.



## 4 Property performance

- This section compares the Council's operational property assets for the Inverness area with the rest of Highland.
- It considers the size and running costs (see notes on next page) of the operational property assets as these property performance indicators will help to inform the key actions and priorities for this Area Asset Management Plan that contribute to two of the Council's Corporate Property Asset Management key objectives:
  - a. Reduce the number of property assets held.
  - c. Reduce the overall revenue costs of owning and occupying property.
- It identifies the key functional areas of the operational property assets based on the CIPFA sub property categories of:
  - Offices, Administrative Buildings (shown as "offices").
  - Schools.
  - Depots, Depots and Workshops (shown as "depots").
  - All other categories (shown as "other").
- Appendices A, B and C show the operational property assets for the Inverness area in the offices, schools and depots functional areas respectively.
- Appendix D shows the type and range of functions and the number of the operational property assets in the "other" category.

Section 1

Appendices A, B and C

Appendix D



The Town House, High Street, Inverness



Inverness Service Point, Church Street

### Notes

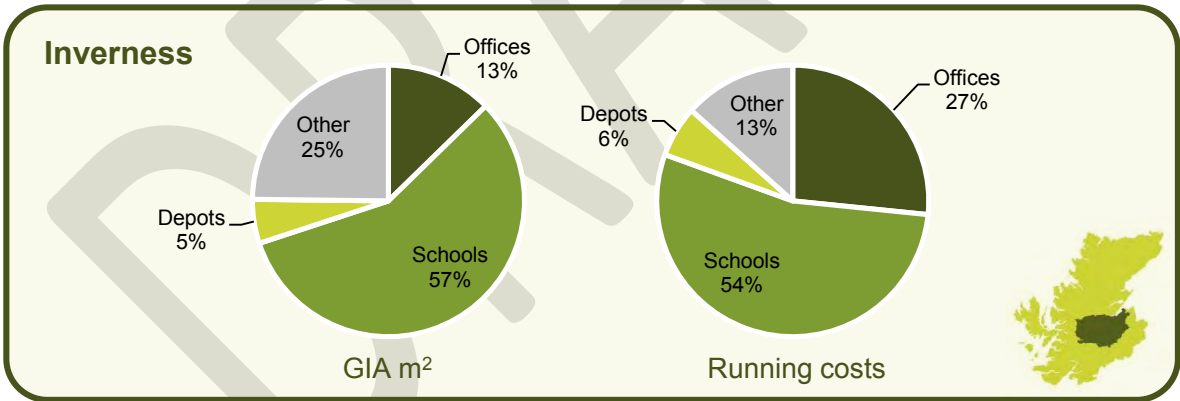
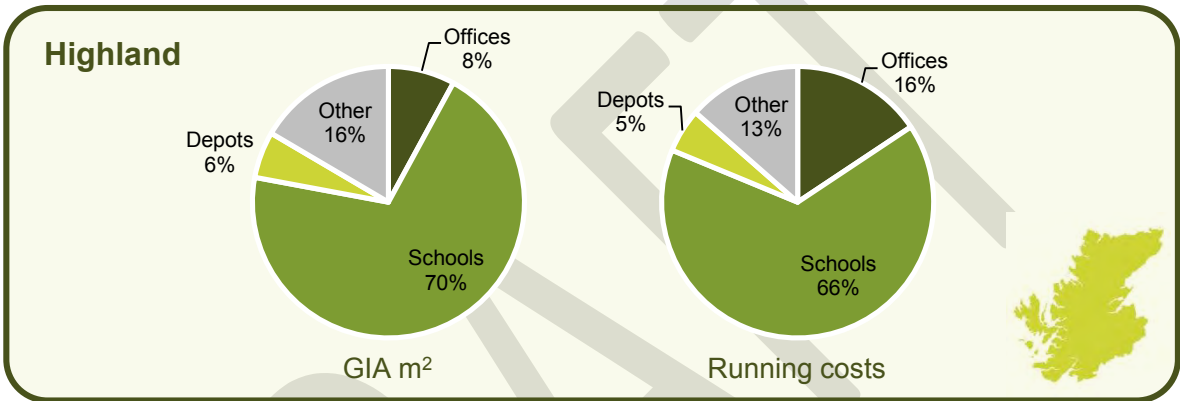
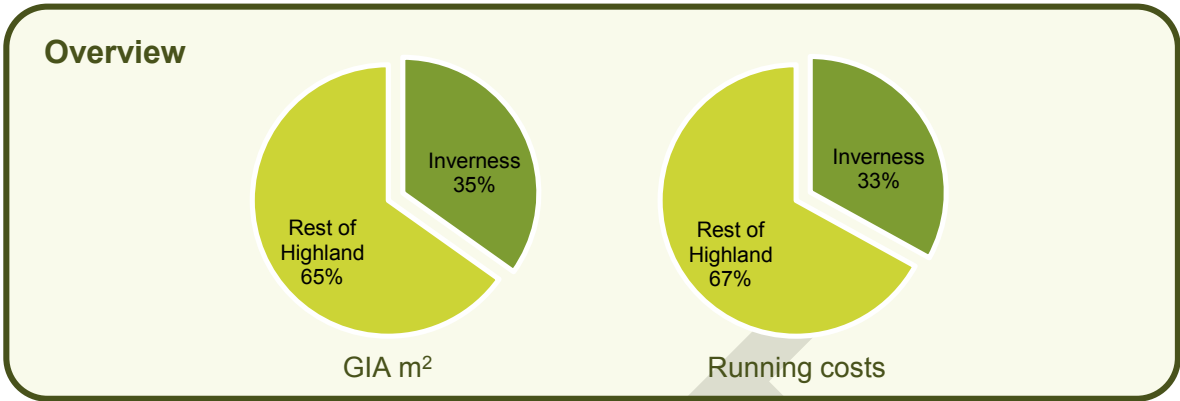
**GIA m<sup>2</sup>** – gross internal floor area of buildings in square metres.

**Running costs** – average running costs based on last 3 financial years (2011/12, 2012/13, 2013/14).

Information based on those operational assets with GIA m<sup>2</sup> and running cost data.



➤ **Operational property assets**



## 5 Strategic overview

- The Inverness City Centre Development Brief<sup>3</sup> recognises the economic, social and environmental importance of the City of Inverness.
  - The delivery of the actions in the Inverness Area Asset Management Plan will take account of this and the range of opportunities being explored by the Council and others in Inverness.
  - Prior to the development of the Inverness Area Asset Management Plan, the Council undertook a review of its office accommodation in Inverness and Dingwall.
  - The findings and recommendations were reported to the Finance, Housing and Resources Committee in October 2012<sup>4</sup>.
  - Members agreed that the Council undertake a review of the wider organisational benefits, based upon the preferred option to rationalise the Council's existing Inverness and Dingwall office estate to a new centrally located four site solution (comprising two sites in Inverness and two sites in Dingwall) leading to the development of a full business case that would identify proposals for the final design solution, funding and procurement decisions for the Council. This will inform the business case for preferred sites.
  - Since then a number of office rationalisation projects have been delivered in Inverness realising the savings and opportunities afforded by service delivery changes and lease expiries in those properties included within the remit of the review.
  - An office rationalisation project in Dingwall is currently underway. It is due to be completed in late 2014/early 2015 and will reduce the number of properties for the Council's main administrative and Service Point functions to two (Council Offices and Ross House).
  - Action 1 – Inverness office and Service Point property review will continue to build on this existing work, focusing on Inverness, and is the most significant action in the Inverness Area Asset Management Plan.
- Section 7, Action 1**
- The review will be driven by the Council's transformation programme led by the Corporate Development Service who will lead on the transformation aspects which will shape the property solutions. The Corporate Property Asset Management Team will deliver the business case that supports asset

<sup>3</sup> [Inverness City Centre Development Brief](#), adopted March 2013

<sup>4</sup> [Inverness & Dingwall Office Review – Outline Business Case](#) approved by Finance, Housing & Resources Committee on 3<sup>rd</sup> October 2012

rationalisation and the transformation and modernisation agenda.

- It will be developed in the context of Inverness City centre policies and initiatives working with all stakeholders.



The Highland Council Headquarters



Carbon CLEVER cycle scheme, HQ

DRAFT

## 6 The Highland Council service overview

- Changes to The Highland Council structure have been implemented since April 2014. The Council comprises five Service departments along with the Chief Executive:
  - Care and Learning Service
  - Community Services
  - Corporate Development Service
  - Development and Infrastructure Service
  - Finance Service
- The table below shows the key functional areas of the operational property assets by Service:

Service	Offices	Schools	Depots	Other
Chief Executive	✓			
Care & Learning <sup>i</sup>	✓	✓		✓
Community Services	✓		✓	✓
Corporate Development	✓			
Development & Infrastructure	✓			✓
Finance	✓			

*i. Including High Life Highland*

- The rest of this section provides an overview of each Service:
  - Main functions.
  - Service led property initiatives.
  - Other initiatives that may have an impact on Corporate Property Asset Management.
- As a result of the changes to the Service structure there may be new opportunities to review how the Council uses its operational property assets to deliver its services.
- The resource implications of any Service led initiatives that have an impact on the Council's General Fund operational property assets will need to be reviewed alongside the agreed actions in this plan.



## 6.1 Chief Executive



The **Chief Executive** is supported by the following teams:

- Policy and reform
- Corporate leadership support
- Corporate communications office



### **Service property related activity**



The Community Empowerment (Scotland) Bill was introduced in the Scottish Parliament in June 2014. It provides a framework for empowering communities including through the community control of land and buildings, meaningful community participation in the decisions affecting people and communities and improving community planning. Enactment is expected by summer 2015.



Part 5 of the Bill – Community Control of land and buildings: Asset Transfer Requests is of particular relevance for Corporate Property Asset Management and the Council's operational property assets. It provides for community organisations to request ownership, lease or management of publicly owned buildings or land, whether or not they are available for sale or deemed surplus to requirements by the owning body.



The Highland Council will consider a report<sup>5</sup> about the Community Empowerment Bill at its meeting on 30<sup>th</sup> October 2014. It explains that, in relation to Asset Transfer Requests, the financial implications identified so far include difficulties in meeting annual targets for capital receipts from the sale of land and buildings if a community seeks ownership or leases at below market value.



To support the new legislative duties from the community empowerment legislation the Council has created a new role of Community and Democratic Manager.



The purpose of the post will be to work as part of the senior ward management team to improve the Council's approach to community empowerment, enabling community action in the design and delivery of council services. A key task will be developing a strategic and collaborative approach to promote successful community asset transfers.



Another key policy area for Corporate Property Asset Management is the Council's Carbon Management Plan and carbon CLEVER declaration for a carbon neutral Inverness and low carbon Highlands by 2025.

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<sup>5</sup> [Community Empowerment Bill – update, implications and opportunities](#), Highland Council, 30<sup>th</sup> October 2014

## 6.2 Care and Learning Service and High Life Highland

➤ The main functions of the **Care and Learning Service** are:

- Children's services
- Education
- Adult services
- Criminal justice
- Mental health
- Additional needs
- Catering, cleaning and facilities management

➤ The main functions of **High Life Highland** are:

- Adult learning
- Archives
- Arts
- Community centres
- Libraries
- Leisure and community facilities
- Museums, galleries and attractions
- Outdoor education
- Sport
- Youth

➤ **Service property related activity**

➤ The Care & Learning property estate and capital programme is managed by the Resources Team in the Care & Learning Service. Appendix B lists the operational property assets in the "schools" category in the Inverness area.

➤ Sustainable school estate reviews, school capacity and catchments, the future management of the educational residential properties, free school meals, additional child care provision and looked after children will be considered by the Education, Children and Adult Services Committee.

➤ £145 million in the Capital Programme is allocated to Care & Learning projects over the next three financial years (2014/15 to 2016/17). This includes £0.5 million per year allocated to High Life Highland projects and £1 million per year for adult services.

➤ Sustainable School Estate Review – The Council is working with the Scottish Government to develop a 10 year programme to provide modern schools in the Highlands.

➤ **Integrating Care in the Highlands** – In March 2012, the Council and Highland Health Board, operating as NHS Highland, entered into a

partnership agreement to improve outcomes for the people of Highland through the development of integrated services. From 1<sup>st</sup> April 2012 NHS Highland became the lead agency for adult services and Highland Council became the lead agency for children's services.

- The Corporate Property Asset Management Team is contributing to the joint work being undertaken by the partners to develop a long term model for property occupation and management.
- There are now lease arrangements in place for the remainder of the term of the partnership agreement for the 29 properties occupied by the Council prior to 1<sup>st</sup> April 2012 and now wholly occupied by NHS.
- There are approximately 28 properties owned or leased by the Council that are occupied on a shared basis with NHS. Arrangements are being finalised with NHS for the remainder of the term of the partnership agreement.
- **High Life Highland** – a property agreement<sup>6</sup> is in place between the Council and High Life Highland for the properties from which it delivers its culture and leisure services.
- The agreement seeks to align High Life Highland's operational service delivery requirements with the Council's Strategic Maintenance and Asset Management Planning process. This will be supported by The Corporate Property Asset Management Team.
- There is an Inverness Cultural regeneration project underway that will give consideration to library, art gallery and museum facilities within the city.
- West Link sports hub – There is a corporate sports project bid being prepared to obtain Scottish Government funding for the work on a new regional facility.



Improvements to Inverness Royal Academy



Inverness Museum & Art Gallery

<sup>6</sup> Property Agreement between The Highland Council and High Life Highland, 30<sup>th</sup> September 2011



## 6.3 Community Services



The main functions of **Community Services** are:

- Housing
- Road maintenance
- Waste management
- Community works
- Cleansing
- Transport
- Environmental health
- Emergency planning
- Harbours
- Street lighting

### ➤ **Service property related activity**

➤ Community Services will be undertaking a strategic review of all its depot and stores facilities including Inverness that will explore potential opportunities to co-locate and share services internally and with Transport Scotland. This will be supported by the Corporate Property Asset Management Team.

➤ This was one of the key themes at the Inverness Strategic Area Property Review and will address a number of service delivery areas operating from depots that have been brought together in the new Community Services.

➤ Other property related activity is connected to community asset transfers and business improvements.

➤ The Council's housing stock is part of the Council's Housing Revenue Account and is outwith the scope of this Area Asset Management Plan.



Lotland Street Depot



Building Maintenance Depot, Harbour Road



## 6.4 Corporate Development Service



The main functions of the **Corporate Development Service** are:

- Human resources
- Legal and democratic services
- Information and communication technology
- Council performance
- Customer services



### **Service property related activity**



A **Customer Services** Board has been established to:

- Undertake a rolling consultation of Members, staff, partner agencies, and the public on the future of the Service Point network.
- Consider customer service provision in each of the 23 communities with a Service Point not designated a Community Hub.
- Agree a future service delivery model for each such community on the basis of a business case which took into account the impact on service users and the Council's commitment to remote and rural communities.



Any changes to the service delivery model on the operational property assets will need to be considered in conjunction with the Corporate Property Asset Management Team as part of this review.



**ICT, People & Performance and Corporate Improvement Programme** – These areas are central to the Council's transformation and modernisation agenda and will be responsible for delivering a shift of focus from "business as usual" to transforming the ways in which the Council operates<sup>7</sup>. This includes how we use our offices, manage our information and take advantage of technology.



It is anticipated that these will help to deliver efficiencies in the operational property assets and will be considered as part of any actions in this plan.



Land Registration (Scotland) Act 2012 – All land within the Highland Property Portfolio is to be registered with the Registers of Scotland. This follows Scottish ministers' invitation to the Keeper of the Registers of Scotland to complete the Land Register in 10 years, including registering all public sector land within five. The Act comes into force in December 2014.



Input from the Corporate Property Asset Management Team, along with other areas of the Council, will be necessary to support this new priority.

<sup>7</sup> [Proposed amendments to Service structure](#), The Highland Council, 24<sup>th</sup> October 2013

## 6.5 Development and Infrastructure Service



The main functions of the **Development and Infrastructure Service** are:

- Planning
- Capital projects
- Housing development
- Design
- Energy management
- Economic development
- Europe
- Environment
- Trading standards
- Assets



### **Service property related activity**



The Development and Infrastructure Service is responsible for development plans, development briefs and planning guidance which cover the Inverness area (below). These will need to be considered within the development of the actions in this Area Asset Management Plan.

- Inner Moray Firth Local Development Plan
- City Centre Development Brief
- Torvean and Ness-side development brief
- Inverness city centre action plan (being prepared)
- Muirtown and South Kessock development brief (being prepared)
- Inshes and Raigmore development brief (being prepared)
- Town Centre Action Plan – the Scottish Government Response



In April 2015 a Townscape Heritage Initiative focusing on the regeneration of Academy Street in Inverness begins.



**Housing development** – one of the objectives of a Strategic Area Property Review is to identify Council owned land potentially suitable for affordable housing development.



During the Inverness Strategic Area Property Review the Housing Development Team recorded a number of sites with potential for housing development (subject to availability). A number of sites are currently progressing and feasibility studies are being carried out on others.

## 6.6 Finance Service



The main functions of the **Finance Service** are:

- Finance
- Revenue and exchequer
- Internal audit
- Procurement
- Business support



### **Service property related activity**



Council services are often location specific which may require local Business Support. The outcome of office reviews may provide the Council with the opportunity to deliver services from a reduced number of buildings thereby reducing the related efforts required in covering receptions and contact points. Any such opportunities will be considered as part of any review.

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## 7 Public sector and community interests

### 7.1 Public sector partners

- The Highland Public Sector Property Group was established in September 2011 by the Highland Public Services Partnership Board.
- The constitution provides a framework for co-operation and joint working between the members of the Highland Public Sector Property Group in the management of public property assets, including disposals and potential for co-location opportunities.
- The Corporate Property Asset Manager is a member of the group.
- The development of the actions in this Area Asset Management Plan will explore the opportunity to work with public sector partners and the Third sector.

### 7.2 Community interests

- One of the seven themes in the “Working together for the Highlands” programme is “empowering communities”.
  - Information relating to the Council’s operational property assets and the Community Empowerment (Scotland) Bill can be found in section 5.1 of this plan.
- Section 6.1**
- Currently local Ward Managers are the key Council contact for communities enquiring about assets transfers relating to the Council’s operational property assets.



## 8 Action plan

- The focus of the Inverness Area Asset Management Plan is the Corporate Property Asset Management actions that were identified during the Inverness Strategic Area Property Review.
- The actions cover the operational property assets (offices and depots) which account for 33% of the running costs in the Inverness area.  
**Section 4, Appendices A and C**
- Actions to do with schools (54% of the running costs) are managed by the Care & Learning Service. An overview is provided in Appendix B.  
**Section 4, Appendix B**
- The remainder of the operational property assets accounts for 13% of the running costs in the Inverness area. Appendix D shows the type and range of functions and the number of the operational property assets in the “other” category.  
**Section 4, Appendix D**

No priority actions were identified for these operational property assets (Appendix D). Any actions arising during the currency of this Area Asset Management Plan will need to be reviewed alongside the agreed actions in this plan.

- The actions for the Inverness Area Asset Management Plan are shown below. Each action has been given a priority and an indicative timescale:

Priority	Timescale
High	Short term – within 12 months
Medium	Medium term – 12 – 24 months
Low	Long term – more than 24 months
	Ongoing – ongoing activity



Action 1	
Inverness office and Service Point property review	
<p><b>Description</b></p> <p>Undertake options appraisals to identify preferred property solution(s) and location(s) for the Council's main administrative offices, democratic function and Service Point in Inverness. This will include:</p> <ul style="list-style-type: none"> <li>• Confirmation of in-scope offices, staff and service delivery requirements taking account of recent organisational and property changes</li> <li>• Review of long list of potential site options</li> <li>• Links to Inverness City centre policies/initiatives (Sections 5 and 6.5)</li> <li>• Development of strategic, financial and risk appraisals</li> <li>• Links to wider organisational transformational benefits (Sections 5 and 6.4)</li> <li>• Assessment of the wider environmental and economic impacts on Inverness City centre, including transport issues</li> <li>• Assessment of funding models</li> <li>• Development of business case for Committee approval</li> <li>• Key stakeholder involvement (including Members)</li> <li>• Key public and third sector partner engagement to explore the potential for co-location</li> </ul>	
<b>Timescale</b>	Short term
<b>Priority</b>	High
<p><b>Resources</b></p> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Property – Corporate Property Asset Management Team</li> <li>• Workplace transformation – Corporate Development (ICT, People, Performance and Corporate Improvement)</li> </ul> <p><b>Other key stakeholders</b></p> <ul style="list-style-type: none"> <li>• All Services, Members, public sector partners, Third sector, trade unions</li> <li>• Property (design and cost consultancy, property maintenance, energy)</li> <li>• Finance</li> </ul>	



Planning office, Kintail House, Beechwood Park



Trading Standards and Environmental Health office, Harbour Road

Action 2	
<b>Leased property review</b>	
<p><b>Description</b></p> <p>Undertake options appraisals to identify preferred property solution(s) for the Council's leased properties at lease expiry and break dates. This will include:</p> <ul style="list-style-type: none"> <li>• Identification of lease expiry and break opportunities</li> <li>• Linking to other actions in this plan</li> <li>• Validation of service delivery requirements and site options</li> <li>• Development of strategic, financial and risk appraisals</li> <li>• Assessment of funding models</li> <li>• Development of outline business case for Committee approval</li> <li>• Key stakeholder involvement (including Members and partners)</li> </ul>	
<b>Timescale</b>	Short to medium term
<b>Priority</b>	High
<p><b>Resources</b></p> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Corporate Property Asset Management Team</li> </ul> <p><b>Other key stakeholders</b></p> <ul style="list-style-type: none"> <li>• Affected Services, Members, public sector partners, trade unions</li> <li>• Property (design and cost consultancy, property maintenance, energy)</li> <li>• Finance</li> </ul>	



Action 3	
<b>Longman area property review</b>	
<p><b>Description</b></p> <p>The Council delivers a range of Services (offices, depots, other uses) in the Longman area of Inverness from a mix of owned and leased properties.</p> <p>Undertake a review of the operational property assets in the Longman area to identify opportunities to rationalise the property portfolio in this area that will:</p> <ul style="list-style-type: none"> <li>• Confirm if the operational property asset links to other actions in this plan or other Service led property initiatives</li> </ul>	
<b>Timescale</b>	Short term
<b>Priority</b>	Medium
<p><b>Resources</b></p> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Corporate Property Asset Management Team</li> </ul> <p><b>Other key stakeholders</b></p> <ul style="list-style-type: none"> <li>• Community Services, Development &amp; Infrastructure, Care &amp; Learning, High Life Highland</li> </ul>	



Action 4	
Integrating Care in the Highlands property matters	
<b>Description</b> Continuation of existing work on property arrangements between the Council and NHS.	
<b>Timescale</b> Short term	<b>Priority</b> Medium
<b>Resources</b>	
<b>Leads</b>	
<ul style="list-style-type: none"> <li>Property (Corporate Property Asset Management Team and property maintenance)</li> <li>Legal Services</li> <li>NHS Highland</li> </ul>	
<b>Other key stakeholders</b>	
<ul style="list-style-type: none"> <li>Finance</li> </ul>	



Action 5	
Improve information about the Council's operational property assets	
<b>Description</b> Improve the information about the Council's operational property assets to support the Corporate Property Asset Management and the actions in this plan. This will include: <ul style="list-style-type: none"> <li>Accessible and accurate property financial information (lead – Finance).</li> <li>Developing and implementing a property performance framework (lead – CPAM Team).</li> <li>Using the key performance indicators to support options appraisals and Strategic Area Property Reviews (lead – CPAM Team).</li> </ul>	
<b>Timescale</b> Ongoing	<b>Priority</b> Low/Medium
<b>Resources</b>	
<b>Leads</b>	
<ul style="list-style-type: none"> <li>Corporate Property Asset Management Team</li> <li>Finance</li> </ul>	
<b>Other key stakeholders</b>	
<ul style="list-style-type: none"> <li>Property (property maintenance, energy)</li> </ul>	





Action 6	
Property disposals	
<p><b>Description</b></p> <p>Complete property disposals in the Disposal Plan. This may include:</p> <ul style="list-style-type: none"> <li>• Property sales (lead – CPAM Team)</li> <li>• Lease exits (lead – CPAM Team)</li> <li>• Community asset transfers (lead – Ward Managers/Services)</li> </ul>	
<b>Timescale</b> Ongoing	<b>Priority</b> Medium
<p><b>Resources</b></p> <p><b>Leads</b></p> <ul style="list-style-type: none"> <li>• Corporate Property Asset Management Team</li> <li>• Ward Managers</li> <li>• Services</li> </ul> <p><b>Other key stakeholders</b></p> <ul style="list-style-type: none"> <li>• Legal Services</li> <li>• Finance</li> </ul>	

**Section 8**



Action 7	
Area Asset Management Plan monitoring report	
<p><b>Description</b></p> <p>Produce an annual Area Asset Management Plan monitoring report. This will include:</p> <ul style="list-style-type: none"> <li>• Latest property performance</li> <li>• Progress on actions</li> <li>• Disposals plan</li> </ul>	
<b>Timescale</b> Ongoing	<b>Priority</b> Low
<p><b>Resources</b></p> <p><b>Lead</b></p> <ul style="list-style-type: none"> <li>• Corporate Property Asset Management Team</li> </ul> <p><b>Other key stakeholders</b></p> <ul style="list-style-type: none"> <li>• All Services, Members, public sector partners, trade unions</li> </ul>	

**Section 9**

- The table below shows how the actions in the Inverness Area Asset Management Plan will contribute to the Council's corporate aims and objectives:

Action	Working together for the Highlands/ Corporate Plan	Service Plans	Corporate Property Strategy
1 – Inverness office and Service Point property review	✓	All	✓
2 – Leased property review	✓	Affected Services	✓
3 – Longman area property review		Affected Services	✓
4 – Integrating Care in the Highlands property matters	✓	Care & Learning	✓
5 – Improve information about the Council's operational property assets		Development & Infrastructure	✓
6 – Property disposals		Development & Infrastructure	✓
7 – Area Asset Management Plan monitoring report		Development & Infrastructure	✓

- There are links between Actions 1, 2, 3 and 6. The coordination of these by the Corporate Property Asset Management Team will ensure that the operational and strategic actions taken for the Council's operational property assets will be aligned.

## 9 Disposals plan

- Each Area Asset Management Plan will have an Area Disposal Plan.
- The disposal of surplus operational property assets contributes to the Council's Corporate Property Asset Management key objectives:
  - a. Reduce the number of property assets held.
  - b. Generate capital receipts from the disposal of property assets that can be reinvested.
  - c. Reduce the overall revenue costs of owning and occupying property by holding fewer assets that are in better condition, and thereby spending less on property overheads such as property management, maintenance, cleaning and energy costs.

### Section 1

- Disposals are actively managed by the Corporate Property Asset Management Team with the involvement of local Members. Progress is reported to the Council's Resources Committee.
- In a bid to reduce rental payments, space requirements and running costs the Asset Management Project Board operates under a "presumption in favour of terminating leased-in accommodation" at lease breaks and expiries, unless the occupying Service delivers a robust business justification to remain in the respective accommodation.
- This contributes to two of the Council's Corporate Property Asset Management key objectives (see a and c above).

### Section 1

- The table below gives an overview of the types of property disposals completed in 2013/14 and those forecast for the next three financial years for the Inverness area:

Operational property assets	Completed disposals	Forecast disposals		
	2013/14	2014/15	2015/16	2016/17
Offices	✓	✓	✓	✓
Schools	✓	✓		
Depots				
Other	✓	✓	✓	✓

## 10 Monitoring and review

- An annual Area Asset Management Plan monitoring report will be prepared which will highlight:
  - Latest property performance
  - Progress on actions
  - Disposals plan
- This will be presented to the local area committees and ward business meetings.
- Outcomes from the actions in this Area Asset Management Plan will be considered by the Council's Asset Management Project Board and relevant strategic or area committee.

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## Appendix A – Offices

- There are 28 operational property assets in this category in the Inverness area.
- Offices **highlighted** were identified as in-scope for the Inverness & Dingwall Office Review Outline Business Case.

Reference	Address	Tenure	Inverness Area Asset Management Plan comment
HC 06949	Beechwood Planning Office, 2nd Floor Kintail House, Beechwood Park, INVERNESS IV2 3BW	Leased	Confirm property status (in/out of scope) for Actions 1 and 2.
HC 01386	Care & Learning Office, 5 Ardross Street, INVERNESS IV3 5NN	Owned	Confirm property status (in/out of scope) for Action 1.
HC 00992	Clachnaharry Old School, Clachnaharry Road, INVERNESS IV3 8RB	Owned	Confirm property status (in/out of scope) for Action 1.
HC 00672	Culcabock Child Guidance Centre, 11-13, Culcabock Avenue, INVERNESS IV2 3RG	Owned	Confirm property status (in/out of scope) for Action 1.
HC 01397	Culduthel Community Service Office, 196 Culduthel Road, INVERNESS IV2 6AD	Owned	Confirm property status (in/out of scope) for Action 1.
HC 01385	Dochfour Hutted Accommodation, Dochfour Drive, INVERNESS IV3 5EB	Owned	Confirm property status (in/out of scope) for Action 1.
HC 01345	Emergency Operations Centre, MacKintosh Road, INVERNESS IV2 3TX	Owned	Confirm property status (in/out of scope) for Action 1.
TP 06476	Great Glen Way Ranger Office, Auchterawe, FORT AUGUSTUS PH32 4BT	Other	No action.
HC 00676	High Life Highland Office, 12-13, Ardross Street, INVERNESS IV3 5NS	Owned	Confirm property status (in/out of scope) for Action 1.
HC 01338	Highland Council Headquarters, Glenurquhart Road, INVERNESS IV3 5NX	Owned	Confirm property status (in/out of scope) for Action 1.
HC 05319	Hilton Service Point & Social Work, 17-18, Hilton Village, INVERNESS IV2 4HT	Other	Confirm property status (in/out of scope) for Action 1.
HC 02477	Inverness Castle, Castle Hill, INVERNESS IV2 3EE	Owned	Confirm property status (in/out of scope) for Action 1.
HC 01655	Inverness Service Point & Offices, 21/23, Church Street, INVERNESS IV1 1DY	Leased	Confirm property status (in/out of scope) for Actions 1 and 2.

Reference	Address	Tenure	Inverness Area Asset Management Plan comment
HC 02858	Inverness Town House, High Street, INVERNESS IV1 1JJ	Leased	Confirm property status (in/out of scope) for Actions 1 and 2.
HC 00007	Kinmylies Building, Leachkin Road, INVERNESS IV3 8NN	Owned	Confirm property status (in/out of scope) for Action 1.
HC 00804	Library Support Unit, Longman Industrial Estate, 31A Harbour Road, INVERNESS IV1 1UA	Leased	Confirm property status (in/out of scope) for Actions 1, 2 and 3.
HC 06272	Mental Health Offices, Larch House, Stoneyfield Business Park, INVERNESS IV2 7PA	Other	Confirm property status (in/out of scope) for Action 1.
TP 06400	New Craigs Hospital Social Work, 6-16, Leachkin Road, INVERNESS IV3 8PJ	Other	Confirm property status (in/out of scope) for Action 1.
HC 02983	Office, 5 Quayside Court, Thornbush Road, INVERNESS IV3 8AF	Owned	No action.
HC 02679	Office, 6 Quayside Court, Thornbush Road, INVERNESS IV3 8AF	Owned	No action.
HC 01428	Offices, Stores, etc., 14/16, Kenneth Street, INVERNESS IV3 5NR	Owned	Confirm property status (in/out of scope) for Action 1.
HC 02744	Rowan House (Unit 4), Longman Industrial Estate, 39-41, Harbour Road, INVERNESS IV1 1UF	Leased	Confirm property status (in/out of scope) for Action 1, 2 and 3.
HC 00221	Ruthven House & Ness House, Drummond Road, INVERNESS IV2 4NZ	Owned	Confirm property status (in/out of scope) for Action 1.
TP 06402	Social Work Office, Porterfield Prison, Duffy Drive, INVERNESS IV2 3HH	Other	Confirm property status (in/out of scope) for Action 1.
TP 06399	Social Work Office, Raigmore Hospital, Old Perth Road, INVERNESS IV2 3UJ	Other	Confirm property status (in/out of scope) for Action 1.
HC 06131	The Bridge, 10a-12/14, Seafield Road, INVERNESS IV1 1SG	Leased	Confirm property status (in/out of scope) for Actions 1, 2 and 3.
TP 07031	The Rowans, New Craigs Hospital, Leachkin Road, INVERNESS IV3 8PJ	Other	Confirm property status (in/out of scope) for Action 1.
HC 00985	Trading Standards Office, Longman Industrial Estate, 38 Harbour Road, INVERNESS IV1 1UA	Owned	Confirm property status (in/out of scope) for Actions 1 and 3.

*Other – Sharing third party premises or other occupancy agreement*

## Appendix B – Schools

- There are 46 operational property assets in this category in the Inverness area.

Reference	Address	Tenure	Inverness Area Asset Management Plan comment
HC 00222	Aldourie Primary School, Aldourie, INVERNESS IV2 6DP	Owned	
HC 00223	Ardersier Primary School, Cameron Drive, Ardersier, INVERNESS IV2 7SL	Owned	
HC 00224	Balloch Primary School, Culloden Road, Balloch, INVERNESS IV2 7HQ	Owned	Capacity/future roll projections being assessed as part of Sustainable School Estate Review (SSER).
HC 00225	Balnain Primary School, Balnain, Drumnadrochit, INVERNESS IV63 6TJ	Owned	
HC 00226	Beauly Primary School, Croyard Road, BEAULY IV4 7DJ	Owned	Replacement school included in Council's 10 year capital programme.
HC 00227	Bishop Eden Primary School, 73 King Street, INVERNESS IV3 5HX	Leased	
HC 06145	Bun-sgoil Ghàidhlig Inbhir Nis (PPP), Gaelic Primary School, Sir Walter Scott Drive, INVERNESS IV2 6BA	PPP	Capacity/future roll projections being assessed as part of SSER.
HC 00228	Cannich Bridge Primary School, Cannich, BEAULY IV4 7LN	Owned	
HC 00229	Cauldeen Primary School, MacKay Road, INVERNESS IV2 4HZ	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 06149	Cawdor Primary School (PPP), Cawdor, NAIRN IV12 5XP	PPP	This school is part of the Nairn Associated School Group.
HC 00230	Central Primary School, Kenneth Street, INVERNESS IV3 5DW	Owned	Two blocks currently being refurbished.
HC 00274	Charleston Academy, General Booth Road, INVERNESS IV3 8ET	Owned	
HC 00231	Cradlehall Primary School, Cradlehall Park, Westhill, INVERNESS IV2 5DB	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00232	Crown Primary School, Kingsmills Road, INVERNESS IV2 3JT	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00233	Croy Primary School, Croy, INVERNESS IV2 5PG	Owned	
HC 00275	Culloden Academy, Keppoch Road, Culloden, INVERNESS IV2 7JZ	Owned	



Reference	Address	Tenure	Inverness Area Asset Management Plan comment
HC 00234	Dalneigh Primary School, St. Ninian Drive, INVERNESS IV3 5AU	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00235	Daviot Primary School, Daviot, INVERNESS IV2 5XL	Owned	
HC 00236	Dochgarroch Primary School, Dochgarroch, INVERNESS IV3 8JG	Owned	
HC 00237	Drakies Primary School, Drumossie Avenue, INVERNESS IV2 3SG	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 06595	Drummond School (PPP), Drummond Road, INVERNESS IV2 4NZ	PPP	
HC 00239	Duncan Forbes Primary School, Keppoch Road, Culloden, INVERNESS IV2 7NY	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00240	Farr Primary School (Inv), Farr, INVERNESS IV2 6XJ	Owned	
HC 00241	Foyers Primary School, Foyers, INVERNESS IV2 6XU	Owned	
HC 05996	Glen Urquhart High School (PPP), Balmacaan Road, Drumnadrochit, INVERNESS IV63 6UT	PPP	
HC 00242	Glenurquhart Primary School, St Drostans, Drumnadrochit, INVERNESS IV63 6UT	Owned	
HC 00243	Hilton Primary School (Inv.), Temple Crescent, INVERNESS IV2 4TP	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00244	Holm Primary School, Stratherrick Road, INVERNESS IV2 4YL	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 06144	Inshes Primary School (PPP), Inshes Road, Inshes, INVERNESS IV2 3RF	PPP	Capacity/future roll projections being assessed as part of SSER.
HC 00006	Inverness High School, Montague Row, INVERNESS IV3 5DZ	Owned	Refurbishment included in Council's 10 year capital programme.
HC 00277	Inverness Royal Academy, 192 Culduthel Road, INVERNESS IV2 6RE	Owned	New school to open in 2016.
HC 00278	Kilchuimen Academy, Fort William Road, FORT AUGUSTUS PH32 4DL	Owned	
HC 00246	Kinmylies Primary School, Assynt Road, INVERNESS IV3 8PB	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 02265	Kirkhill Primary School, St. Marys Road, Kirkhill, INVERNESS IV5 7NX	Owned	
HC 00249	Lochardil Primary School, Lochardil Road, INVERNESS IV2 4LB	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00250	Merkinch Primary School, 56 Telford Road, INVERNESS IV3 8HY	Owned	Capacity/future roll projections being assessed as part of SSER.



Reference	Address	Tenure	Inverness Area Asset Management Plan comment
HC 06630	Millburn Academy (PPP), Diriebught Road, INVERNESS IV2 3QS	PPP	
HC 06924	Milton of Leys Primary School, Milton of Leys, INVERNESS IV2 6GY	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00252	Muirtown Primary School, King Brude Road, INVERNESS IV3 8LU	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00253	Raigmore Primary School, King Duncans Road, INVERNESS IV2 3UF	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00255	Smithton Primary School, Smithton Park, Smithton, INVERNESS IV2 7PD	Owned	Capacity/future roll projections being assessed as part of SSER.
HC 00256	St Joseph's RC Primary School, King Street, INVERNESS IV3 5DG	Leased	
HC 05973	Strathdearn Primary School (PPP), Tomatin, INVERNESS IV13 7YP	PPP	
HC 00005	Stratherrick Primary School, Gorthleck, INVERNESS IV2 6UJ	Owned	
HC 00257	Teanassie Primary School, BEAULY IV4 7AE	Owned	
HC 00258	Tomnacross Primary School, Kiltarlity, BEAULY IV4 7HW	Owned	

## Appendix C – Depots

- There are 3 operational property assets in this category in the Inverness area.

Reference	Address	Tenure	Inverness Area Asset Management Plan comment
HC 00723	Diriebught Roads Depot, 94 Diriebught Road, INVERNESS IV2 3QN	Owned	Confirm property status (in/out of scope) for Community Services' strategic review of depot facilities in Inverness.
HC 02473	TEC Services Depot (Inverness), Longman Industrial Estate, 31-33, Lotland Street, INVERNESS IV1 1ST	Owned	Confirm property status (in/out of scope) for Community Services' strategic review of depot facilities in Inverness and Action 3.
HC 02899	Building Maintenance Depot, Longman Industrial Estate, 30 Harbour Road, INVERNESS IV1 1UA	Owned	Confirm property status (in/out of scope) for Community Services' strategic review of depot facilities in Inverness and Action 3.

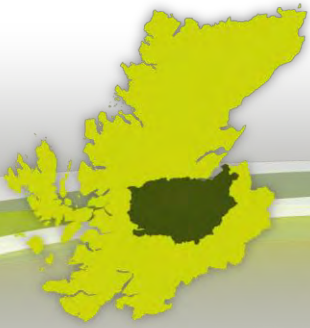


Diriebught Road Depot

## Appendix D – Other operational property assets

- There are 303 operational property assets in this category in the Inverness area.

Type of establishment	No of establishments
Car Parks	16
Cemeteries & Crematoria (land)	40
Community Buildings	5
Education Non-Schools	3
Information Centres	2
Libraries	3
Museums and Galleries	2
Other Community Asset	36
Other Operational Asset	68
Parks	112
Public Conveniences	7
Residential Homes and Day Centres	4
Sports Centres and Pools	5
<b>Total</b>	<b>303</b>



# Area Asset Management Plan Plana Rianachd So-mhaoin Sgìre

Inverness

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Prepared by the Corporate Property Asset Management Team  
November 2011

