

Agenda Item	<b>7</b>
Report No	<b>HP/17/20</b>

## HIGHLAND COUNCIL

**Committee:** Housing & Property Committee

**Date:** 10<sup>th</sup> December 2020

**Report Title:** Update on the Corporate Landlord and Strategic Asset Management Approach to Buildings and Assets

**Report By:** Executive Chief Officer, Housing and Property

### 1 Purpose/Executive Summary

- 1.1 The Housing and Property Committee agreed at its meeting of 13<sup>th</sup> August 2020, to adopt a [Corporate Landlord](#) and [Strategic Asset Management](#) approach to the management of the Council's owned and/or occupied property estate. The Corporate Landlord model report sets out the principles of how the Council proposes to manage its non HRA Housing buildings going forward, and the Strategic Asset Management Report set out the general approach proposed in relation to the future investment needs of Council buildings generally. It additionally sought approval for the more detailed scoping out of a formal policy and Asset Management Strategy for further discussion and development, and for reporting to, and approval from, future Housing and Property Committees.
- 1.2 This report builds on the two reports referenced in 1.1 above, providing updates on both.

### 2 Recommendations

- 2.1 Members are invited to:
  - i. **note** the content of the report and comment accordingly;

### 3 Implications

#### 3.1 Resources

- (i) The corporate landlord model will require the transfer of staff and relevant budgets from the previous responsible services.

- (ii) Potential remodelling, demolition, transfer or sale of existing assets may generate receipts but at the same time, there are cost implications from building rationalisation.  
Transferring of staff to work in other buildings and/or from home may have ongoing resource implications, eg provision of office equipment and/or in terms of homeworking, increased utility costs for staff.
- (iii) A move to a Strategic Asset Management approach will influence the future pattern of investment in Council buildings that will impact on what is invested in what buildings, at what time, and in what location. This will require a change to the Council's previous approach to capital investment in non HRA building assets. In particular, it will require reprofiling of/reprioritisation of current priorities to better justify investment based around a transparent assessment of priority, need and condition.
- (iv) Taking forward the development, implementation and on-going management of the Corporate Landlord and Strategic Asset Management initiatives outlined in this report will require input from a range of other services and functions out with Housing and Property Services.

For example, although Property Services will take the overarching project lead and bring specialisms to the table in a range of areas, other service areas will have key roles play. Their specialist knowledge, expertise, information and data from their respective service areas will be essential. Inputs will be required from functional leads from a range of services such as Finance, Energy & Sustainability, Human Resources, Business Support and Change, ICT, OHSW, and Legal. Each ECO's service area is likely to be impacted and therefore they will be key consultees and contributors to this work. Area Service Managers, and Ward Managers, will also have input.

- (v) Some of the teams referred to in (iv) above are required to recharge their time to projects, work initiatives etc. There may be a potential budget implication to be resolved in order to engage these teams' services in taking forward the proposals in this paper's initiatives.

### 3.2 Legal

There are no implications arising from this report at this time. The buildings and assets referred to in this report are either owned and occupied by the Council, or occupied by the Council under a lease or occupation agreement, or owned by and leased out by the Council to others. Future changes to building use may have implications in terms of lease conditions; these will be addressed and any necessary permissions sought as and when they arise.

### **3.3 Community (Equality, Poverty, Rural)**

The Strategic Asset Management/Corporate Landlord approach will require further discussion and consultation around to what extent investment decisions are influenced and decided at the Strategic Level, under the Corporate Landlord approach; that approach has to be balanced alongside the Council's Localism agenda and the priorities of Area Committees and the eight ECO service areas.

### **3.4 Climate Change/Carbon Clever**

There are no negative implications arising from this report at this time. Adoption of the proposed approach will enable the Council to better understand property performance and establish the investment requirements for buildings to ensure that they contribute to the Council's key outcomes for the climate change and low carbon agendas. It would for the first time mean all buildings being assessed in terms of their contributions to these outcomes, amongst a range of other metrics.

### **3.5 Risk**

The Strategic Asset Management/Corporate Landlord approach will provide the opportunity for a unified and consistent approach to how the Council invests in the buildings and assets that it owns and/or occupies, that also reflects the needs of services, the Council's Localism agenda, and the priorities of individual Area Committees. It will, in time, provide a detailed evidence base to inform robust property investment decision making and a greater consistency of approach both in relation to budget management and to procurement as opposed to the current approach.

As a Strategic Asset Management approach could potentially lead to disinvestment, disposal or demolition of current Council assets, as well as prioritising and focussing available resources towards core assets, it may be politically and reputationally sensitive and have implications for the ECO service areas. Not all buildings currently occupied by staff and/or where services are delivered to the public from will necessarily be retained and/or have the same use as currently in the medium to longer term.

### **3.6 Gaelic**

There are no implications arising from this report at this time.

## **4 Current Situation and next steps – Corporate Landlord**

4.1 For brevity and to avoid repetition, Members are directed to the [Corporate Landlord](#) report to Housing and Property Committee of 13<sup>th</sup> August, specifically sections 4 & 5 therein.

4.2 Transfer of budgets and/or staff to Housing and Property/Corporate Landlord discussions will require to take place. This process can commence once the

senior management structure of the Council has been confirmed at Council on 17<sup>th</sup> December 2020. A further update on this will be provided to the next Housing and Property Committee on 27<sup>th</sup> January 2021.

## **5 Current Situation and next steps – Strategic Asset Management overview**

5.1 For brevity and to avoid repetition, Members are directed to the [Strategic Asset Management](#) report to Housing and Property Committee of 13<sup>th</sup> August, specifically sections 4 & 5 therein.

5.2 What this approach seeks to achieve is to deliver better quality decisions on what is invested in what asset where and when and to do so through one approved and transparent methodology of assessing the performance and worth of an asset. Section 8 of this report and **Appendix C** provide further detail. This moves the Council; away from taking these decisions in the main on a service by service basis.

5.3 Key to this approach is understanding how the Council's operational property portfolio is performing in terms of meeting the Council's/Area Committee's aims, objectives, and in supporting service delivery, staff/user need, and social value. In short, the process is not solely about finances, albeit they are a key influencer.

5.4 Also fundamentally important to the process is an effective understanding of, and appropriate management of, operational property costs. This requires comprehensive, accurate, validated and up to date property performance data, as well as current and historic property cost, condition and budget information. Factors taken into account here include both what condition the portfolio is in and what property risks, issues and liabilities are present now and the foreseeable future, and additionally, what the property portfolio costs the Council to use, operate, service and maintain and how this compares with the available property budgets. Sections 6 and 7 and Appendices A and B provide additional detail.

5.5 Not every building has all of this information to hand at the present time. In part this reflects on the legacy issues concerning how these buildings have been managed to date. Where there are gaps then assumptions will be made, for example based around the condition and construction type of a building which can allow reasonably robust assumptions about the running costs (for example, utility costs).

In terms of estimating repairs and investment costs, these assumptions will become more accurate as we roll out our programme of surveys across the estate, and each building is assessed through our agreed assessment methodology which will be applied to each building.

5.6 Following this approach will enable the Council to evidence that it is investing strategically and effectively in its assets, and that they are fit for purpose now and in the medium to longer term.

It will also ensure that the Council fully understands the short, medium, and long-term resource implications, and that it is therefore better placed to plan for the availability of adequate resources to overcome these challenges, and that it is able to demonstrate value for money in its investment decisions.

- 5.7 Ultimately, the purpose of this approach is to identify high cost, poor performing properties that can be targeted for review/option appraisal by the Property Team, amongst others. That then provides the Council with a substantial evidence base upon which to take decisions on matters such as investment, disinvestment, demolition, change of use, sale and/or lease and/or community asset transfer.

## **6 Current Situation and next steps – Strategic Asset Management - Property Performance Framework.**

- 6.1 Outlined in this section is a proposed method for assessing the performance of our buildings, to enable us to address the issues summarised in section 5 above, and discussed in the previous report referenced at 5.1.

- 6.2 An effective Property Performance Framework (PPF) tool is essential to resolution of the issues identified. Some work around this topic has previously been undertaken in 2016 but was not at the time taken forward. Nonetheless conceptually that work is worth revisiting to give an example of a model that would enable us to assess our buildings and to take the correct decisions about their future.

- 6.3 The PPF (see **Appendix A** – extract example) uses 7 key property metrics (summarised below) to help inform and assess individual property performance and to enable comparison of property performance across the portfolio:

- Condition
- Suitability
- Backlog Maintenance/m<sup>2</sup>
- Running Costs/m<sup>2</sup>
- Ownership status
- Energy Costs/m<sup>2</sup>
- Energy Consumption kWh/m<sup>2</sup>

- 6.4 There are a range of other measures that we could choose to be influenced by, with a view to including in an updated PPF model:

- Annualised running costs per property (eg. heating; lighting; power; FM staff; cleaning)
- Average cost per year for day to day repairs (historical cost and projected future costs)
- Average cost per year for capital expenditure (historical cost and projected future costs)
- Valuation basis on which asset is assessed by the Council (eg accounting value; market value)

- Underlying assumption in respect of inflation (eg CPI/RPI, 3% per annum, etc)
- Separate to RPI/CPI, underlying fluctuation in inflation costs related to building construction/investment/repairs markets.
- Social value
- Localism
- Contribution to the Climate Change/Low Carbon agenda  
Impact on Council General Fund/revenue budgets

- 6.5 We would welcome feedback and suggestions from Members around the criteria set out in 6.3 and 6.4 above, and **Appendix A**. Whilst these metrics are those most typically used in this and similar exercises, they are not the only options. There is, however, a need to balance an excessive amount of potential criteria with avoiding a process becoming too unwieldy. Similarly, criteria selected need to be capable of actually being measured and/or the information being to hand and relatively straightforwardly available. This data would be collectively pulled into or held in the Councils replacement Property Asset Management Database that will go live in 2021.
- 6.6 6.1 – 6.6 should be read in conjunction with the caveat that these sections, and the **Appendix A** data cross referenced within is relevant to 2016, when that model was under development. It should therefore be considered as an example of what we could do, subject to that approach being approved, and not an indication of the most accurate up to date position.
- 6.7 Prior mention has been made about some of the portfolio lacking some, and in some cases, any underlying data. Taking forward this model would mean that for us to capturing many of these costs on a per-property basis across the large portfolio, this will potentially require change in how the Council's Finance Service, managers/budget holders and IT systems capture and record property costs in order to gain a better, more detailed understanding of the costs of owning and occupying property.
- 6.8 It is understood that the Council's financial system (Integra) has the potential to include a specific code for each cost centre against the address of each building. If this were to be introduced, and information coded within Integra on this basis, that would greatly assist in identifying the true cost of operating our various buildings. This change would require further discussion and development or alternatively agreement on how else this information can be provided between the relevant Housing, Property and Finance Teams. This information could then be fed into the Councils new asset management database which would automate the previous manual data transfer processes carried out in the 2016 Property Performance Framework pilot model.
- 6.9 It should also be noted that there is currently no staffing resource available to undertake or support the development of this work. There are potential resolutions to this challenge, potentially via Transformation and the Change Fund and, subject to approval, ongoing service restructuring options being explored.

Detailed proposals on resource requirement and availability of required resource can be updated to Members should the proposals in this report be agreed as the way forward for the Council in terms of its approach to Strategic Asset Management.

## **7 Current Situation and next steps – Strategic Asset Management - Whole Life Appraisals/Net Present Value assessments:**

- 7.1 A Whole Life Appraisal (WLA) approach is a recognised and comparative decision making tool that is fully commensurate with a Corporate Landlord/Strategic Asset Management approach. It encourages analysis and questioning of business requirements over the life cycle of a property asset.
- 7.2 The approach enables forecasts and assessments to be undertaken of all relevant expenses, income and performance associated with the acquisition, procurement, ownership, operating and maintenance, reconfiguration, redevelopment and end of life/disposal of a property asset over its life cycle. The approach allows future costs and income projections over a property's lifecycle to be discounted back to a present day value (often referred to as Net Present Value (NPV)) which enables comparison with other property options that help to inform robust and optimal decision making.
- 7.3 To keep the size of the papers down, and because it is difficult to reproduce in print, this link [Appendix B](#) is to the detailed technical Whole Life Appraisal model being used by officers to do the detailed analysis of building performance and financial analysis. Through clicking on the relevant tabs, one can see a range of information, definitions, and obtain a picture of how we would build a detailed picture in relation to a given property/properties; therefore it can be used for undertaking Net Present Value assessments of individual properties, and can also be used for financial options appraisals for multi-property SAM reviews and initiatives.
- 7.4 Subject to approval, the PPF model (section 6) will in effect create the shortlist/priority buildings to then be assessed in the more detailed WLA model set out in this section. That will then enable us to effectively RAG rate these buildings robustly, and ensure that we can bring forward clear recommendations for approval that are supported by a substantial evidence base.

## **8 Current Situation and next steps – Single methodology approach for assessment of buildings.**

- 8.1 A rolling programme of property condition surveys (fabric M&E) across the whole operational property portfolio will be required to be implemented to understand a range of functions. These include current property condition, risks, issues amongst others. This data will inform and contribute to the updating of both Appendices A & B.

The data obtained will also enable us to plan property maintenance programmes and budgeting requirements based on accurate and up to date data. It will also inform strategic asset management decision making by helping to identify and target high, medium and low performing properties for further consideration and/or action for investment or disinvestment.

- 8.2 This approach is already partly in place in respect of the schools estate. This uses a process called the Schools Core Facts Condition, and information on what this means in detail together with an example of the data captured through that process is attached as **Appendix C**.
- 8.3 We are required to capture and submit condition data to the Scottish Government in respect of our schools through this process. It is therefore proposed that we roll out this methodology, adapted as required for non schools buildings, as this will give us reasonably comparable data to assess all of our estate, schools or non schools. This also has the advantage that it is an approach understood by and favoured by the Scottish Government and Scottish Futures Trust.
- 8.4 The property data gathered would be used to assist in the compilation of future Capital business cases so that informed decisions can be made regarding land and buildings to be used for service delivery. Decisions relating to change of use of buildings, disposals or surplus buildings will be supported by a business case, which demonstrates how the proposal links to the strategic direction of the Council. The business cases would include:
- Strategic justification – setting out the strategic context and overall objectives and outcomes of the project. These outcomes will be linked to key service delivery goals;
  - Options Identification – all options will be considered, and this will be evidenced;
  - Risk to the Council of each option;
  - Financial Assessment – each project or option will have a financial assessment to clearly identify appropriate capital and revenue costs to the council, including whole life costing and energy costs;
  - Non-financial assessment – this will include all the benefits and non-financial costs that flow from the project that cannot be determined in monetary terms;
  - Consideration of investment and divestment strategy;
  - IT implications;
  - HR implications and workforce planning objectives;
  - The approach to sourcing and procurement activities.

## **9 Current situation and next steps – service redesign and lockdown agility/future shape of the Council/Localism.**

- 9.1 It is worth noting that following the processes set out in this report will enable us to implement assessing the condition of our properties and to robustly analyse and rate/RAG rate those buildings through our proposed PPF/WLA models. However, that is only one factor; while that will provide a ranking



order of properties for investment/disinvestment based on an analysis of building performance, there are other key strategic factors that will likely influence the final shape of what we invest and disinvest in and in what order.

- 9.2 One key influencer is the impact of service redesign. Clarity will be required from services as to how services will be structured in the future and around preferences for services to be located and how they want to operate. This will be a key factor in identifying opportunities for rationalisation and so this work needs to move at a pace.
- 9.3 The impact of Covid has been significant. Until relatively recently we have been working under the assumption that there would be phased return to normality as we moved through what then was the four phases of lockdown being lifted. On one analysis the current return to phased lockdowns and restrictions is likely to last a number of months yet, potentially into mid 2021. This will have a temporary impact on building rationalisation work as the Council needs to remain agile in its responses.
- 9.4 The challenges of 9.3 notwithstanding, work around options for returning staff to the workplace had identified options around a hub and spoke model, and that work will also be an influencer of key locations which may be suitable to concentrate Council activities from in the future – subject to them meeting the assessment criteria set out. The detail around hub and spoke offices and the basis for a proposed partial phased return to HQ are in the process of being finalised at the present time and will be reported on separately.
- 9.5 A further influencer is what the Council sees as the future way in which it wants to engage with Staff. A move to an assumption for those who can that they would continue to work from home in the future only coming in as necessary would be one option and that clearly influences what buildings we need in the future. Again, discussions are ongoing about what future workstyles and locations should be – and that will clearly influence the process of assessment and ranking of buildings.
- 9.6 A further key influencer will be the Council's Localism agenda. We recognise that the processes set out in this report and Appendices A and B are in some places quite technical, and have a focus in the main on that which can be valued and/or have a price applied. That is inevitable when looking to determine value for money and to understand the contribution of an asset to the Council, or indeed the extent to which it is a negative drag. Nonetheless, we do not propose that the model is solely 100% focussed on money. Social Value and Localism will be key influencers.
- 9.7 When the process is fully embedded – likely to be in approximately 2 years when all survey data and modelling and analysis has completed – we will have, in brief summary:

A ranking order and RAG rating of buildings which from a technical perspective require a decision on retain, remodel or dispose, supported by a substantial evidence base

The order in which those decisions are taken will then be subject to the other factors listed in section 9 – key interdependencies essentially – and these will then further reprofile this “ranking order” and indeed the decisions taken ultimately on retain, remodel or dispose, and the timelines for them to occur.

- 9.8 9.7 above does not however suggest that it is only at the point in time, in approximately 2 years, when all of the data has been gathered and analysed, at which decisions to retain, remodel or dispose can be taken. We have a reasonable idea of some of the key target buildings for survey and analysis even if there are some data gaps currently, which we will be plugging as a part of this process. Surveying activity, data gathering and modelling the results through the processes set out in this report will be targeted on these buildings and brought forward for discussion and approval ongoing from essentially now.
- 9.9 We now intend to move to the implementation stage, and the model will be shaped and influenced in particular by a number of other key factors as summarised in this section 9. It would therefore be our intention to report back to future meetings of this Committee not only in respect of our progress on implementation, but also the impacts of the factors mentioned in this section.

Designation: Executive Chief Officer, Housing and Property

Date: 18th November 2020

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## Appendix A - CLL/SAM - Property Performance Framework – DRAFT

This shows an example of a draft Property Performance Framework (PPF), developed by the CPAM Team, and shows a range of (7) property metrics (see column headers) to help inform and assess individual property performance and to compare performance across the portfolio. More metrics could be added (see section 6.4 of report) if felt necessary. This should be seen as a “prequalifying” table, eg basic information is gathered at this point in time to indicate potentially suitable properties for investment, disinvestment and rationalisation, and these can be subjected to the more detailed Whole Life Appraisal approach as set out in section 7 of the report and Appendix B).

Please note that the data below is indicative only at this time and relates to 2016 when the model was in development. It will require updating.

Please select the function		Operational		Please Select the Area					
If required, select a sub-function				Or if required Select a Ward					
		Criteria in comment	Criteria in comment						
HC Code	Property	GIA	Suitability Score	Condition Score	Backlog Maintenance Costs (per m <sup>2</sup> )	Running Costs (per m <sup>2</sup> )	Ownership Status	Energy Cost (£ per m <sup>2</sup> )	Energy Consumption (kWh per m <sup>2</sup> )
HC 00007	Kinmylies Building	1770.16	B	B	£92.08	£173.83	Feuhold	£15.03	120.21
HC 00030	Morven Youth Club	166.51	No Data	No Data	No Data	£22.63	Feuhold	£88.30	3031.03
HC 00036	Garage, 1 Laurie Terrace, Thurso	15	B	B	£700.00	No Data	Feuhold	No Data	No Data
HC 00038	Garage, 3 Laurie Terrace, Thurso	15.98	B	B	£438.05	£16.08	Feuhold	No Data	No Data
HC 00065	Cnoc Udais Radio Station	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00080	Drummuie Offices	2815.16	B	A	£5.51	£129.94	Feuhold	£16.61	109.94
HC 00173	Auchtertyre Community Education	232.96	B	C	£0.00	£21.99	Feuhold	No Data	No Data
HC 00221	Ruthven House & Ness House	884.41	B	B	£34.49	£155.47	Feuhold	No Data	No Data
HC 00290	Nairn Library	290.5	B	B	£70.57	£96.05	Leasehold	£20.05	210.47
HC 00341	Old Academy Cottage, Tulloch Street, Dingwall	0	No rating	No Data	No Data	No Data	No Data	No Data	No Data
HC 00372	Muir of Ord Library	446.6	B	B	£4.48	£22.78	Feuhold	£0.36	12.05
HC 00377	Averon Leisure Centre	1890	No Data	No Data	£121.43	£37.04	Feuhold	£19.88	252.26
HC 00379	The Place	233.71	B	B	£130.50	£38.35	Feuhold	£4.58	65.00
HC 00383	Kinlochell Outdoor Centre	109.49	C	B	£333.36	£82.05	Feuhold	£11.13	86.14
HC 00392	The Orchard Childrens Centre	704.04	B	B	£73.15	£135.96	Feuhold	£16.98	427.64
HC 00394	Bruce Gardens Day Centre	598.73	No Data	No Data	£192.91	£65.65	Feuhold	£13.86	114.96
HC 00399	Ferry House	98.55	C	B	£476.92	£39.38	Feuhold	£4.64	33.39
HC 00420	Golspie Youth Centre, Com Ed Office	297.75	C	B	£329.14	£18.68	Leasehold	£18.83	767.42
HC 00460	Kinlochberrie Roads Depot	170.6	B	A	£0.00	£95.64	Feuhold	£6.93	53.19
HC 00472	Brora Repair Depot	1141.08	B	C	£0.00	£2.32	Feuhold	£6.62	56.37
HC 00473	Garages	157.49	B	C	£0.00	No Data	Feuhold	No Data	No Data
HC 00475	Depot Buildings	321.16	B	B	£512.21	£279.24	Feuhold	£1.91	11.42
HC 00480	Helmsdale Harbour Building	113.57	B	C	£0.00	£11.38	Feuhold	£17.57	132.33
HC 00488	TEC Services Depot Achiltibuie	71.35	C	B	£0.00	£104.28	Feuhold	£22.59	177.11
HC 00494	Ferry / CalMac Ticket Office	204.7	No Data	No Data	No Data	£0.00	Feuhold	No Data	No Data
HC 00497	Dundonnell TEC Services Depot	75.6	C	A	£0.00	£30.98	Feuhold	£6.02	37.55
HC 00501	Gairloch, Pier Road Public Toilets	23.09	C	B	£0.00	£55.26	Feuhold	£28.16	196.51
HC 00504	Gairloch Roads Depot	1075.88	C	B	£363.42	£20.11	Feuhold	£1.27	8.14
HC 00512	Tullich Roads Depot	116.63	B	A	£0.00	£144.57	Feuhold	£45.67	374.73
HC 00513	Bealach Nam Bo Garage	22.74	B	B	£0.00	£5.38	Feuhold	No Data	No Data
HC 00523	Community Services Dingwall Roads & Streetlighting Dep	2049.67	B	D	£0.00	£92.52	Feuhold	£11.77	186.15
HC 00526	Westend Roads Depot	340.78	No Data	No Data	No Data	£0.00	Feuhold	£0.35	No Data
HC 00529	Craigwood Store	146.83	C	C	£0.00	No Data	Feuhold	No Data	No Data
HC 00533	Whinhill Quarry Sub Depot	12.32	B	B	£0.00	£41.50	Feuhold	No Data	No Data
HC 00535	Alness TEC Services Depot - Site 5A	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00564	Kyle Oil Depot (Part) Pipeline	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00572	Broadford Roads Depot	136.47	B	B	£0.00	£161.75	Feuhold	£45.17	371.54
HC 00576	Portree Harbour Masters Office / Stores	195.45	C	No Data	£0.00	£20.55	Feuhold	No Data	No Data
HC 00578	Oil Tank Storage	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00594	Strontian Roads Depot	206.7	B	C	£249.15	£74.58	Feuhold	£12.68	102.35
HC 00596	Kilchoan Depot	26.6	B	B	£225.56	£21.32	Feuhold	No Data	No Data
HC 00628	Cameron Youth Centre, Com Ed Office	643.48	B	C	£297.60	£73.40	Leasehold	£9.37	75.78
HC 00670	Spectrum Centre	1421.33	B	B	£22.87	£81.02	Feuhold	£14.81	415.90
HC 00672	Culcabock Child Guidance Centre	265.13	A	B	£878.81	£301.12	Feuhold	£41.00	9.56
HC 00676	High Life Highland Office	616.44	B	B	£72.19	£112.98	Feuhold	£20.60	206.97
HC 00682	Street Lighting Store - Unit 7B	152.29	A	A	£0.00	£111.93	Feuhold	No Data	No Data
HC 00685	Wick Roads Depot	1732.72	C	C	£29.43	£87.79	Feuhold	£9.46	78.43
HC 00691	Brabstermie Radio Station	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00723	Diriebught Roads Depot	2841.96	B	B	£147.96	£178.94	Feuhold	£15.42	160.11
HC 00724	Former Bettyhill Roads Depot	158	No Data	No Data	No Data	£11.40	Feuhold	No Data	No Data
HC 00739	Dornoch Roads Depot	0	No Data	No Data	No Data	No Data	Feuhold	No Data	No Data
HC 00744	Ardgay TEC Services Depot	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00745	Rogart Roads Depot	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00747	Rhives Explosives Magazine	0	No Data	No Data	No Data	No Data	No Data	No Data	No Data
HC 00756	Ord Place Roads Depot	48.04	B	A	£707.74	£7.67	Feuhold	£2.66	No Data
HC 00773	Plockton Village Hall Library	32.23	A	A	£0.00	£50.52	Leasehold	No Data	No Data
HC 00774	Aviemore Social Work Offices	116.9	B	B	£89.82	£506.29	Leasehold	£9.74	65.50
HC 00778	Wick Library	538.06	B	B	£6.50	£83.30	Feuhold	£23.42	241.30
HC 00779	Thurso Library & Art Gallery	653.78	B	B	£146.84	£77.13	Feuhold	£12.09	143.99
HC 00781	Dingwall High Life Highland Office	336.19	B	B	£263.24	£45.51	Feuhold	£16.29	406.45
HC 00784	Tain Library	167.09	B	A	£218.45	£103.14	Feuhold	£21.69	226.43
HC 00789	Fort William Library	385.19	B	B	£132.40	£112.35	Feuhold	£16.46	267.39

## Appendix C

We propose to use an amended version of the property condition assessment system used in our schools estate, amended as necessary to reflect the non schools estate. This is principally for comparison to our schools estate and because it is familiar to the Scottish Government and Scottish Futures Trust. It is based on the following criteria:

**A: Good** – Performing well and operating effectively (physical element carries out function totally as new including consideration of the transverse elements<sup>3</sup>)

**B: Satisfactory** – Performing adequately but showing minor deterioration (physical element carries out function satisfactorily, may show signs of age and including consideration of some transverse elements)

**C: Poor** – Showing major defects and/or not operating adequately (physical element does not carry out function effectively without continuous repair, shows signs of age and does not consider most of the transverse elements)

**D: Bad** – Economic life expired and/or risk of failure

In brief, the benefits of this approach is that it allows us to:

- provide consistent data,
- assess performance and allow improvements to be focused on areas of greatest need,
- enable the provision of safe buildings,
- assess buildings on their suitability for supporting learning to deliver Curriculum for Excellence,
- inform spending and investment decisions,
- encourage best practice, and
- measure progress in delivering the vision and aspirations of the school estate strategy.

The detail of the process as it applies to schools is contained in the documents below. Double click on each with a mouse to open them.



School Core Facts  
Condition.pdf



School+Estates+Co  
re+Facts+2020+gui



Core Facts  
Overview.pdf



School+Estates+Co  
re+Facts+2020+dat