

## APPENDIX I

### 1. IMPROVEMENT PLAN 2018-2020 – Linked to the 20 Recommendations provided within the Appraisal

The improvement plan is based on the strategic recommendations identified within the report. Some recommendations are ranked short (up to 6 months), medium (up to 1 year) and long term (more than 1 year). Short term actions will include priorities that need to be progressed due to their urgency or they are quick to implement. Progress on implementing the Plan will be determined by the resources made available within each of the different service areas. Some recommendations are included within the Corporate Modernisation and Improvement Programme (CMIP) and are cross referenced in this Improvement Plan.

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<u>Recommendation 1</u> Develop a school estate strategy to address a range of property related issues and educational outcomes. This should include options for replacement/refurbishment and rationalisation where necessary. The strategy should contain key criteria to underpin key strategic decisions.  <u>Status as at 30/09/19</u> A first draft of the Learning Estate for Moray will be presented to Council in January 2020.	Section 1.5	School Estate Strategy in place          Council agree approach to the Learning Estate	March 2019          <u>By</u> Nov/Dec 2019	Acting Director of Education <b>(Post-holder retired)</b>          Head of Development Services	Short term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 2</u> Develop a new protocol for the DSM tenants' budget – linked to Recommendation 1.</p> <p><b><u>Status as at 30/09/2019</u></b> A review of the DSM Tenant Protocol has only recently began and is not expected to conclude in this financial year.</p>	Section 1.5	New Protocol in place	September 2019  By July 2020	Acting Director of Education  Head of Housing and Property	Medium Term
<p><u>Recommendation 3</u> Develop an options appraisal template to support the decision making process for the replacement/refurbishment/rationalisation of the school estate – linked to Recommendation 1.</p> <p><b><u>Status as at 30/09/2019</u></b> An options appraisal template will be informed by the outcomes from the “pilot” school projects recently announced by the Scottish Government.</p>	Section 1.5	Options Appraisal tool kit in place	March 2019  By October 2020	Acting Director of Education  Heads of Development Services and Housing and Property	Short term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 4</u> A review of the Council's office estate should be completed.</p> <p><b><u>Status as at 30/09/2019</u></b> Resource pressures have delayed completion of the review. It is intended to complete the review by 31 December 2019.</p>	Section 1.3	Office review completed	November 2019  By December 2019	Head of Housing and Property	Medium Term
<p><u>Recommendation 5</u> A further review of depots should be undertaken.</p> <p><b><u>Status as at 30/09/2019</u></b> A first draft of the report is completed. It is intended to provide an update to Council early in the New Year.</p>	Section 1.1	Depot review completed	November 2019  By January 2020	Heads of Housing and Property and Direct Services	Medium Term
<p><u>Recommendation 6</u> A review of storage options should be undertaken.</p> <p><b><u>Status as at 30/09/2019</u></b> Resource pressures have delayed completion of the review. Revised to complete Dec 2019.</p>	Section 1.1	Storage review completed	November 2019  By December 2019	Head of Housing and Property	Medium term

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<p><u>Recommendation 7</u> The Council needs to reach decisions with regards to the Leisure Review and Museum buildings.</p> <p><b><u>Status as at 30/09/2019</u></b> An update on the Leisure Review will be presented to Policy and Resources in January 2020.</p> <p>A report on Museum Buildings is to be presented to Policy and Resources Committee in October 2019.</p>	Section 3.3	Decisions made	<p>November 2019</p> <p><u>By</u> November 2020</p> <p><b>Completed</b></p>	Head of Development Services	Medium term
<p><u>Recommendation 8</u> The Council should develop a register of all its infrastructure assets.</p> <p><b><u>Status as at 30/09/2019</u></b> Direct Services maintain and update a register of infrastructure assets.</p>	N/A	Full Register in place	<p>March 2020</p> <p><b>Completed</b></p>	Director of Corporate Services and Head of Financial Services	Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 9</u> The Council should consider whether it wishes to retain its industrial portfolio (in full or in part) or sell the estate (in full or in part) to generate capital receipts.</p> <p><b><u>Status as at 30/09/2019</u></b> A desk top review has been carried out and there is no case for sale.</p>	Section 1.1	Future of the Industrial Portfolio determined	March 2019  <b>Completed</b>	Head of Housing and Property	Short term
<p><u>Recommendation 10</u> The Council should review the sites that are held within the Housing Revenue Account.</p> <p><b><u>Status as at 30/09/2019</u></b> This has not progressed due to the current secondment of the Head of Housing and Property. This will be progressed once the Head of Service secondment comes to an end.</p>	N/A	Review of sites completed	September 2019  <u>By</u> September 2020	Head of Housing and Property	Medium term
<p><u>Recommendation 11</u> The Council is due to review its policy of Make Do and Mend Policy in 2018/19.</p> <p><b><u>Status as at 30/09/2019</u></b> MDAM Policy ended in February 2019.</p>	Section 1.1	Review Completed	March 2019  <b>Completed</b>	Corporate Management Team and Head of Housing and Property	Short term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 12</u> Develop a Landlord Charter to support the management of the Property Portfolio.</p> <p><b><u>Status as at 30/09/2019</u></b> A draft Landlord Charter has been developed and will be rolled out once the new Asset Management Structure is in place.</p>	Section 1.1	Corporate Landlord Charter developed	September 2019  <b>Completed</b>	Head of Housing and Property	Medium term
<p><u>Recommendations 13</u> Review options that will allow the Council to store its property information in fewer ICT systems.</p> <p><b><u>Status as at 30/09/2019</u></b> This has not progressed due to limited staff resources to review options.</p>	Section 4.1		December 2019  <u>By</u> December 2020	Acting Heads of Education and ICT & Heads of Housing and Property, Direct Services	Long term
<p><u>Recommendations 14</u> The Council should develop baseline performance indicators to allow it to manage and monitor its property assets.</p> <p><b><u>Status as at 30/09/2019</u></b> This will be developed once the new Asset Management Structure is in place.</p>	Section 4.1	Baseline information in place	December 2019  <u>By</u> December 2020	Acting Heads of Education and ICT & Heads of Housing and Property, Direct Services	Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 15</u></p> <p>i) Council should combine the repairs and maintenance budgets for the school estate and corporate buildings.</p> <p><b><u>Status as at 30/09/2019</u></b> This will be taken forward once the new Asset Management Structure is in place</p> <p>ii) A review of staff structures involving Property/Education should be completed transferring the duty for managing the property elements of the school estate to Property Services.</p> <p><b><u>Status as at 30/09/2019</u></b> Two Change Management Plans are complete. New Jobs still have to be evaluated but it is intended to present a revised staffing structure to Council in November 2019.</p>	Section 1.1	Budget amalgamated and transferred to property	April 2019	Director of Education/Head of Housing and Property	Medium term
	Section 1.1	Review completed	December 2019  By November 2019		Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 16</u> The Council should develop a framework that allows it to challenge and rationalise where appropriate the non-operational portfolio.</p> <p><b><u>Status as at 30/09/2019</u></b> A revamped disposal programme is now in place with £1m target set for 2018/19.</p>	Section 1.1	Framework developed	May 2019  <b>Ongoing</b>	Head of Housing and Property	Medium Term
<p><u>Recommendation 17</u> The Council should consider whether it wishes to introduce criteria that capture “full life” costs when it is considering refurbishment projects.</p> <p><b><u>Status as at 30/09/2019</u></b> Whole life costings will now be part of future option appraisals.</p>	Section 1.1	Issues and Options identified	July 2019	Heads of Housing and Property, Direct Services and Finance	Medium term
		Council decision taken on “full life” costs	<b>Completed</b>		

<b>Recommendations from the Property Asset Management Appraisal</b>	<b>CMIP reference</b>	<b>Key Milestone</b>	<b>By</b>	<b>Lead Officer(s)</b>	<b>Ranking</b>
<p><u>Recommendation 18</u> The Council should decide whether it wants to enhance the role of the Property Asset Management Working Group to improve its oversight and governance of “lower value” property projects.</p> <p><b><u>Status as at 30/09/2019</u></b> The Asset Management Working Group are considering the role of the Property Asset Management Working Group. Any changes are dependent on having the new Asset Management Structures in place.</p>	Section 1.1	Future remit and role of the Property Asset Management Working Group determined	<p>March 2019</p> <p><u>By</u> April 2020</p>	Director of Corporate Services and Head of Housing and Property	Short term
<p><u>Recommendation 19</u> The Council should decide whether it wants to change its current approach to Capital Planning.</p> <p><b><u>Status as at 30/09/2019</u></b> The Council will consider its current approach to the 10 year Capital Plan as part of a review in 2020/21.</p>	N/A	Future approach to Capital Planning agreed	<p>March 2020</p> <p><b>Completed</b></p>	Corporate Management Team and Head of Financial Services	Long term

Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Ranking
<p><u>Recommendation 20</u> The Council should ensure that the Procurement Team play an active and earlier role in property related projects.</p> <p><b><u>Status as at 30/09/2019</u></b> The Construction Working Group is currently considering how the Procurement Team can work more closely with staff from services who are involved in major construction projects. This approach will be further developed once the new Asset Management staffing structure is in place.</p>	N/A	Procedures developed to support this objective.	Sept 2019  <u>By</u> Oct 2020	Heads of Financial Services, Housing and Property & Direct Services	Medium term