

APPENDIX I

1. IMPROVEMENT PLAN 2021-2022 – Linked to the 20 Recommendations provided within the Appraisal

This improvement plan update takes account of two major developments, which has impacted its implementation during 2020/21. The first is the impact of the pandemic on the implementation of the Asset Management Change Management Plan and secondly the Council decision to form an establishment within Education for the development of a Learning Estate Strategy and Investment team. This improvement plan supersedes the previous plan agreed in 2018 and updated in 2019. The improvement plan is based on the strategic recommendations identified within the report. 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. Where recommendations are included within the Corporate Improvement and Modernisation Programme (IMP) these are cross-referenced in this Improvement Plan.

| Recommendations from the Property Asset Management Appraisal | IMP reference | Key Milestone | By | Lead Officer(s) | Complete |
|--|---------------|---------------------------------|------------|---|----------|
| | | | | | |
| <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 30/04/2021</u> | Section 1.1 | School Estate Strategy in place | March 2019 | Head of Education Resources & Communities Acting Director of Education | 100% |

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| <p>The draft learning estate strategy was presented to Children and Young People's Committee on 4 March 2020 and to a special meeting of Moray Council on 9 October 2020. Following consultation on the proposed strategic approach the final learning estate strategy was approved by Council on 16 December 2020. This recommendation is complete.</p> | | | Completed | | |
| <p><u>Recommendation 2</u> Develop a new protocol for the DSM tenants' budget – linked to Recommendation 1.</p> <p><u>Status as at 30/04/2021</u> A review of the DSM scheme was delayed due to capacity issues relating to COVID and a delay in the national timeline for review. The DSM review is now due to conclude by end March 2022.</p> | Section 1.1 | New Protocol in place | September 2019 Revised date: March 2022 | Head of Education Resources & Communities Acting Director of Education | |
| <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> | Section 1.1 | Options Appraisal tool kit in place | March 2019 | Head of Education Resources & Communities | 100% |

| Recommendations from the Property Asset Management Appraisal | IMP reference | Key Milestone | By | Lead Officer(s) | Complete |
|--|---------------|-------------------------|--|---|----------|
| <p><u>Status as at 30/04/2021</u> A draft options appraisal template has been developed and will be taken forward by the Learning Estate team within Education Resources & Communities.</p> | | | Completed | | |
| <p><u>Recommendation 4</u> A review of the Council's office estate should be completed.</p> <p><u>Status as at 30/04/2021</u> A draft Office Review has been completed and is being reported to Full Council on 30 June 2021.</p> | Section 1.1 | Office review completed | November 2019 Completed | Head of Housing & Property Services | 100% |
| <p><u>Recommendation 5</u> A further review of depots should be undertaken.</p> <p><u>Status as at 30/04/2021</u> A draft Review of Depots has been updated to take account of the impact of COVID-19 and completed. Consultation with Services within depots underway</p> | Section 1.1 | Depot review completed | November 2019 Revised date: August 2021 | Heads of Housing and Property and Environmental and Commercial Services | |
| <p><u>Recommendation 6</u> A review of storage options should be undertaken.</p> | | | August 2021 | | |

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| <p><u>Recommendation 8</u> The Council should develop a register of all its infrastructure assets.</p> <p><u>Status as at 30/04/2021</u> Direct Services maintain and update a register of infrastructure assets.</p> | N/A | Full Register in place | March 2020 Completed | Head of Environmental and Commercial Services Director of Corporate Services and Head of Financial Services | 100% |
| <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><u>Status as at 30/04/2021</u> A desktop review has been carried out and there is no case for sale and this was reported to Policy and Resources on 29 October 2019.</p> | Section 1.1 | Future of the Industrial Portfolio determined | March 2019 Completed | Head of Housing & Property Services | 100% |

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| <p><u>Recommendation 10</u> The Council should review the sites that are held within the Housing Revenue Account.</p> <p><u>Status as at 30/04/2021</u> As part of the review of the HRA Business Plan the new build programme and investment sites will be assessed in June 2021.</p> | N/A | Review of sites completed | September 2019 November 2021 | Head of Housing & Property Services | |
| <p><u>Recommendation 11</u> The Council is due to review its policy of Make Do and Mend Policy in 2018/19.</p> <p><u>Status as at 30/04/2021</u> Completed</p> | Section 1.1 | Review Completed | March 2019 Completed | Corporate Management Team and Head of Housing & Property Services | 100% |
| <p><u>Recommendation 12</u> Develop a Landlord Charter to support the management of the Property Portfolio.</p> <p><u>Status as at 30/04/2021</u> A Landlord Charter will be developed which will set out the building related Health and Safety</p> | Section 1.1 | Corporate Landlord Charter developed | September 2019 Revised date: March 2022 | Head of Housing & Property Services | |

| Recommendations from the Property Asset Management Appraisal | IMP reference | Key Milestone | By | Lead Officer(s) | Complete |
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| responsibilities which any service has in ether occupying or making alterations to a building. A Landlord Charter will be developed for the school estate first once the Educational Resources team are in place. | | | | | |
| <p><u>Recommendations 13</u> Review options that will allow the Council to store its property information in fewer ICT systems.</p> <p><u>Status as at 30/04/2021</u> The council at its meeting of 12 May 2021 agreed to fund a review of its ICT systems to scope the requirements of adopting Building Information Modelling (BIM).</p> | Section 1.1 | Corporate property asset information held on a Common Database Environment (CDE) | December 2019 Revised date: December 2021 | Head of HR, ICT & Organisational Development, Head of Education Resources & Communities, Head of Housing & Property Services Acting Heads of Education and ICT & Heads of Housing and | |

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| | | | | Property, Direct Services | |
| <p><u>Recommendations 14</u> The Council should develop baseline performance indicators to allow it to manage and monitor its property assets.</p> <p><u>Status as at 30/04/2021</u> This will be developed once the new Asset Management Structure is in place.</p> | Section 1.1 | Baseline information in place | December 2019 Revised date: December 2021 | Head of Housing & Property Services | |
| <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><u>Status as at 30/04/2021</u> The maintenance repairs strategy will be developed by the new team within Education in line with the School Estate Strategy. The budget level and responsibility will be agreed once the strategy is complete.</p> | Section 1.1 | Budget amalgamated and transferred to property | April 2019 Revised date: December 2021 | Head of Education Resources & Communities and Head of Housing & Property Services | |

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| <p><u>Recommendation 15</u></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><u>Status as at 30/04/2021</u> The Moray Council at its meeting of 9 October 2020 agreed to the reactivation of engagement on a new approach to developing a long-term strategy for the Learning Estates. The formation of a staffing establishment within Education to support this is ongoing.</p> | Section 1.1 | Review completed | December 2019 Revised date: August 2021 | Head of Education Resources & Communities and Head of Housing & Property Services | |
| <p><u>Recommendation 16</u></p> <p>The Council should develop a framework that allows it to challenge and rationalise where appropriate the non-operational portfolio.</p> <p><u>Status as at 30/04/2021</u> A 3-year property disposal programme with a target of £3m in capital receipts is being undertaken. In 2019-20 £1.4m was achieved and in 2020-21 £1.57m was achieved.</p> | Section 1.1 | Framework developed | May 2019 Completed | Head of Housing & Property Services | 100% |

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| <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><u>Status as at 30/4/2021</u> As part of the BIM Business Case it is planned to adopt the Scottish Futures Trust (SFT) Whole Life Appraisal Tool.</p> | Section 1.1 | Issues and Options identified | On adoption of BIM Business Case | Head of Education Resources & Communities and Head of Housing & Property Services | 100% |
| <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><u>Status as at 30/04/2021</u> The Property Asset Management Working Group will meet to discuss operational issues. Recommendations can come forward from this group to Asset Management Working Group.</p> | Section 1.1 | Future remit and role of the Property Asset Management Working Group determined | March 2019 Revised date: August 2021 | Head of Financial Services and Head of Housing & Property Services Director of Corporate Services and Head of | 100% |

| Recommendations from the Property Asset Management Appraisal | IMP reference | Key Milestone | By | Lead Officer(s) | Complete |
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| | | | | Housing and Property | |
| <p><u>Recommendation 19</u> The Council should decide whether it wants to change its current approach to Capital Planning.</p> <p><u>Status as at 30/04/2021</u> Approach to Corporate Capital Plan reported to Council 18 February 2021.</p> | N/A | Future approach to Capital Planning agreed | March 2020 Complete | Corporate Management Team, Chief Financial Officer Corporate Management Team and Head of Financial Services, Housing and Property & Direct Services | 100% |

| Recommendations from the Property Asset Management Appraisal | IMP reference | Key Milestone | By | Lead Officer(s) | Complete |
|--|---------------|---|-------------------------------------|--|----------|
| <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><u>Status as at 30/04/2021</u> Procurement Construction Working Group now has Administrative support from the PMO team to minute and track actions from meetings. Recommendations from the Procurement Construction Working Group will go to the Asset Management Working Group.</p> | N/A | Procedures developed to support this objective. | October 2020 Complete | Chief Financial Officer, Heads of Environmental and Commercial Services and Housing and Property Services Heads of Financial Services, Housing and Property & Direct Services | 100% |