Salford

**ASSET MANAGEMENT PLAN
'DRY RUN' DOCUMENT
NOVEMBER 2000**

City of
Salford

CONTENTS

1. STATEMENT OF CONTEXT

A   Background

1.   Salford has a population of 224,800 and covers an area of 9,722 hectares.

The value of its property holdings is £822,000,000 of which £553,000,000 is its Council houses.

The cost in use, excluding council houses is £15,750,000 (excluding Capital Charges) per annum, which represents 7% of the Council's budget.

B   Defining Responsibilities

1.   Responsibility for strategic management rests with the recently created Strategic Property Management Unit. This unit is located within the Development Services Directorate and will report to the Environmental Scrutiny Committee and Cabinet.

2.   Responsibility for the day-to-day management of property (but not the delivery of property services) is spread between the Directorates of the Council.

    (a)   Operational direct service property is generally the responsibility of the Directorate delivering that service.

    (b)   Operational indirect service property is the responsibility of various Directorates.

    (c)   Operational - office/administrative property is generally the responsibility of the Development Services Directorate with the exception of a number of buildings which are the responsibility of individual occupying Directorates.

    (d)   The majority of non-operational investment estate is the responsibility of the Development Services Directorate. Exceptions include shop units for which the Housing Directorate is responsible.

    (e)   Non-operational surplus/vacant property is the responsibility of various Directorates.

Certain categories of property where there is currently mixed responsibility will be reviewed as part of the AMP process.

3.   Property Services, on behalf of the Council, are provided in-house principally by the Development Services Directorate. These services comprise:

> general property advice, architectural and quantity
> surveying services, building maintenance (planned
> and responsive), buying and selling land and
> property, undertaking property reviews, management
> of the investment estate, maintaining terrier records
> and a facilities management service for all HQ
> administrative, office support accommodation

(It should be noted that the Housing Directorate provides the property services in respect of its housing stock).

Open space is maintained and managed by Environmental Services Directorate.

4.   The Capital Programme sets out the Council's capital spending plans and funding.

In keeping with the Government's commitment to longer-term planning the Council is in the process of developing a 5-year capital programme of spending priorities and funding sources for the period 2001/02 to 2006/07. This is the responsibility of Chief

Executive's and Corporate Services Directorates, with input from all other Directorates. This programme will be in place in 2001.

The Capital Programme is monitored on a monthly basis by the Corporate Services Directorate in conjunction with the spending Directorates, with monthly reports being scrutinised by the Council's Budget Committee and variations to the programme being the subject of decision by members of the Cabinet.

C   The Asset Management Planning Team

1. The Asset Management Plan is produced as a corporate document with an input from all Directorates of the Council. The focus of and impetus for the production of the Plan is the Strategic Property Management Unit (SPMU).

    The Plan is produced by a Team comprising 2 officers from the SPMU and a senior officer from each Directorate. The meetings of the Team are chaired by the Corporate Property Officer.

D   Links with other Plans, Policies and Objectives

1. To be effective it is essential that the AMP and its production makes connections with and links as necessary to other Plans and Policies of the Council, including the existing schools AMP and the Housing Investment Programme.

2. Plans of particular significance are the Community Plan, which is still to be developed, the Strategic Plan, Service Delivery Plans, Capital Investment Strategy and Best Value Performance Plan.

3. Policies and strategies of particular significance include Agenda 21, the Environmental Strategy and the Council's Energy Policy.

4. The links between the Plans and how the processes interrelate is shown in the diagram overleaf.

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  │   Plan      │         │ & Asset Management│
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E   Relationship of Property to Corporate Objectives

1. Effective asset management is essential to support effective service delivery and the achievement of the Council's Strategic objectives.

   To manage property assets effectively performance indicators and targets must be defined and they must be derived from a consideration of the Strategic Plan and Council's Mission Statement.

   The Council's Mission Statement is "To create the best possible quality of life for the people of Salford".

   The Council's Strategic Plan sets out ten corporate objectives to guide the organisation towards its mission (see Appendix 1).

   Whilst the Mission Statement and the Corporate Objectives do not provide a straightforward or direct route to defining specific and measurable property objectives the emerging theme is that the Council is aiming to provide high quality services within a good quality environment. Such services are the product of high quality staff, good support infrastructure, sound management and the efficient use of resources including property.

2. Service Department's objectives are set out in Directorate Service Plans. The key implications for property are described in Appendix 2.

3. The property aims derived from the corporate objectives are outlined in Appendix 3.

4. The objectives for property and how these link to the aims are shown in Appendix 4.

5. As well as the DETR's performance indicators 'local', Property Performance Indicators are being developed from the objectives for property (See Appendix 5).

2. PLANNING AND CONSULTATION

A   The Strategic Property Management Unit

1. The Strategic Property Management Unit was established as one of the results of the first phase of the Council's Best Value Asset Management and Property Review. The Unit has been established to ensure that the Council adopts a co-ordinated strategic approach to property. Its functions will include developing a corporate property strategy, reviewing data and performance, balancing corporate and Directorate requirements, capital planning and procurement of property services.

    The Unit, with the Asset Management Planning Team, has the task of producing the Asset Management Plan.

    The Unit is established within the Development Services Directorate with corporate-wide terms of reference and reports to the Environmental Scrutiny Committee and the Cabinet.

B   The Asset Management Planning Team

1. The team comprises individual senior members from all stakeholder Directorates. This representation ensures that property implications of service delivery plans are identified, that individual aims and objectives for property are recognised and changing property requirements are reflected in the planning process.

    This also ensures ownership of the plan by all Directorates and raises their awareness of the importance of property to efficient service delivery. This will enable the reasons for holding property to be continuously challenged.

C   The Corporate Property Officer

1. Meetings of the Team are chaired by the Corporate Property Officer who is responsible for the production of the plan.

D   Consultation with other Directorates

1. Consultation with other Directorates is fundamental to successful asset management planning. This is taking place in a number of ways:

    (a)   Through Directorate representatives being members of the Asset Management Planning Team

    (b)   Through one-to-one interviews with individual team member's representatives and others to identify key property issues

    (c)   High level surveys to establish current perceptions and needs

    (d)   User satisfaction surveys within best value processes

    (e)   Capital monitoring meetings.

    This work has established key issues and broad implications for property as shown in Appendix 2.

3. DATA MANAGEMENT

A   Statement of Assets

1.   A complete record of all the Council's land and property (excluding Council house stock) is kept on the Council's Asset Register. To assist with Asset Management planning work, this base data has been transferred onto a Microsoft Excel spreadsheet system for easy data handling and subdivision into the DETR categories.

B   Data

1.   The system currently contains core data principally taken from the Council's Asset Register. The core data comprises address, use, area, asset category, and function. A description of the property is yet to be included.

2.   The system also includes some intermediate and transient data. This is most developed in relation to the operational office and administrative property. Sources of further Intermediate and transient data are being investigated and will be pursued in tandem with the definition of PIs and benchmarks to ensure that only appropriate data is collected.

C   Condition Survey

1.   Work is currently underway to categorise properties into the basic A to D school's condition categories contained in the DFEE guidance. A robust approach has been adopted at this stage to enable a first year plan to be developed. This should enable a broad assessment of repair costs to be made.

D   Unique Property Reference Number (UPRN)

1.   The existing system defines a UPRN for each property asset which links the terrier records, the Asset Register and Rent Invoicing systems within the Development Services Directorate. It is not a universally accepted system used across all Directorates.

E   System Development

1.   The Council is introducing a new system of financial accounting. As part of this new system a universally accepted UPRN will be adopted.

   This new system should enable immediate access to appropriate up-to-date intermediate and transient data.

F   Data Needs

Some performance indicators have already been defined in Appendix 5 and appropriate data requirements have been identified in Appendix 6.

Consideration will need to be given to the data required to support the DETR PIs.

4. PERFORMANCE MONITORING AND MEASUREMENT

A   Existing System

1. Each Directorate has supplied information regarding its Performance Indicators. Development Services Directorate's PIs include property related PIs. Other Directorates' PIs do not currently measure property performance. As such, the contribution which property costs and their control can make to effective service delivery is not fully appreciated. Currently Directorates report individually on their performance to Members.

B   Development

1. The establishment of a Strategic Property Management Unit and Asset Management Plan will raise the profile of property and enable appropriate PIs to be developed and performance targets to be set. These PIs and their supporting data will enable both internal and external comparison through benchmarking to be made and improvement to be monitored.

C   Information Gathering

1. Each Directorate will collect the data in respect of the properties for which they are responsible. This data will be forwarded to the Strategic Property Management Unit. Subject to its successful introduction, the system development described in Section 3E should permit automatic data collection.

D   Reporting to Members

1. Corporate PIs and targets are formulated by the Strategic Property Management Unit working in conjunction with individual Directorates. These PIs and targets are further developed with and reported to members at the appropriate Scrutiny Committee. Once approved, performance details will be reported back annually to the Scrutiny Committee. Reporting of corporate property PIs will commence in 2001.

5. PROGRAMME DEVELOPMENT

A   Assessment of Need

1. In order to assess property requirements consultation was undertaken with each Directorate to identify the property implications of service plan objectives and to explore the potential impact of any authority wide issues and trends. Authority wide issues and their property implications are set out in the table below. Issues derived from service plans were shown in Appendix 2.

    These tables seek to assess how changing stakeholder requirements, trends in service delivery, and authority-wide initiatives will affect the property needs of the organisation over the period of the plan (see Appendix 7).

B   Current Assets

All assets are being identified and categorised into both the DETR categories and by individual Directorate responsibility. The principal components of the Council's property portfolio include:

110	Schools
25	Day Centres/Nurseries/Children's Homes
16	Libraries
4	Museums
9	Sports Centres
9	Elderly Persons' Homes
50	Administrative office support buildings

In addition, its non-operational estate, including Industrial Units, Shops, markets, Ground leases (commercial and industrial), advertisement hoardings and miscellaneous lettings, produce an annual revenue of £4.94m.

C   Aligning Property to Needs

1. Within the Best Value process the requirements to align existing office support accommodation to needs has been undertaken and an Implementation Plan is being prepared. This task remains to be done for the remaining DETR categories of property.

2. This process will include an identification of problems, opportunities, the setting out of options, option appraisal and statement of preferred strategy.

3. The Council has now agreed a set of criteria which will be adopted to assess individual capital projects for inclusion within the five year Capital Programme. These core criteria are:

    (a)   how a project complements the strategic objectives within the Community Plan and Strategic Plan and how the project will improve service delivery

    (b)   the extent to which a project impacts on and improves front line services

    (c)   how a project fulfils statutory requirements and national priorities

(d)   value for money:

- [ ] the revenue resources required as a consequence of undertaking a project
- [ ] the extent to which long term savings can be made by implementing a project
- [ ] the extent to which a project will maximise the use of specific assets
- [ ] the degree of other funding attracted to a project without skewing priorities

(e)   the extent to which a project incorporates a joint delivery of service

(f)   if a project is a discretionary one, the benefits that will accrue to the Council by implementation

(g)   what a project will achieve in terms of outputs and outcomes

4. Currently there is not a well established system of monitoring and evaluation. It is intended a system in line with DETR Good Practice Guidelines will be established during the first year of the plan period.

5. Shared use of premises is already being pursued as part of the Office Support Administrative Review and through the work of Community and Social Services Directorate and the Area Health Authority. Further opportunities will be identified through the future work of aligning property to need.

6. The work being undertaken in the initial condition survey of buildings will include a brief element of planned/required maintenance. This will identify in broad terms future funding requirements which can then be fed in the Council's investment strategy.

6. UNDER USE AND DISPOSAL

1. The Office Support Accommodation Review has in a systematic way identified underused office premises. The ongoing work of aligning property to needs, in respect of other property categories (see Section 5C), will identify property for disposal.

2. The estimated value of these assets will be fed into the planning of the Capital Receipts Targets which forms part of the Council's Capital Investment Strategy. Sales will be programmed to secure receipts in line with targets.

7. SPENDING AND OUTPUT/OUTCOME INFORMATION

A   5 Year Plan

1. The Council has set out its 5-year Capital Investment Strategy and is in the process of compiling a 5-year Capital Programme which will cover all the key aspects of capital expenditure within the authority for the period 2001/02 to 2005/06. Programme bids from services which reflect their service plans are currently being assessed against the core criteria contained in the Capital Investment Strategy with a view to mapping investment needs against possible available resources following the announcement of Government funding in December.

B   Forecast Range

1. In parallel with the above process, the Council is also in the process of identifying its range of Capital Receipts targets for the same period to determine a funding strategy to meet its priority investment needs. It is estimated the Council will have to achieve a minimum of £5m worth of usable Capital Receipts annually over the period, with up to £10m being required to 2001/02 and possibly also in 2002/03 to fund certain expenditure to be financed from capital in support of a 3 year revenue budget strategy of modernising services.

C   Maintenance Cost Projection

1. As part of the work to be completed prior to June 2001 a condition survey and broad assessment of the cost of necessary repairs is being made. Whilst this assessment is not a definitive statement of cost it will be useful within the first year plan period to build into financial planning and early assessments of property performance.

D   Output/Outcome Targets

1. Bids for Capital Investment must make the case for such investment against the capital investment core assessment criteria (see Section 5C3). This process will identify where and which output/outcome targets are dependent on such investment.

E   Best Value Review Summaries

1. The Administrative Support Accommodation Best Value Review recommendations are attached at Appendix 8.

F   Integration with Best Value Reviews

1. The Asset Management Planning process will take information from Best Value Reviews.

8. **MONITORING AND SUBMISSION**

    A   Analysis of Key Issues

    The following initial conclusions can be drawn from the key issues effecting the Council.

    1.   The Council will require less property in the future to deliver its services which will lead
         to identification of surplus properties available for disposal to raise Capital Receipts to
         feed into the Capital Investment Strategy.

    2.   Staff moves from, to and within the Core Accommodation will facilitate the best use of
         property.

    3.   Investment will be required to provide:

         (a)   IT infrastructure in buildings must be in place to enable the necessary staff
                moves to proceed.

         (b)   Investment in appropriate furniture to enable space standards to be achieved.

    4.   It is anticipated that the condition survey will assist in identifying properties and the
         amount of investment required to bring retained properties up to a satisfactory level (ie,
         Category B) and those suitable for disposal.

    B   Monitoring Review and Feedback

    The Asset Management process will involve an annual review of Performance Indicators,
    evaluate output/outcome of Capital Investment bids and monitor the progress of
    implementation plans for future Best Value Reviews. This information will feed back into
    the following year's Asset Management Plan.

CORPORATE OBJECTIVES

The Council's Corporate Objectives and the implications of these objectives for the provision of property and property services are outlined below:

	COUNCIL'S CORPORATE OBJECTIVES	IMPLICATIONS FOR PROPERTY AND PROPERTY SERVICES
1.	Ensuring the best possible standards of personal health and social care	
2.	Giving people the opportunity to live in good quality homes	These elements will be reflected through the identification of property implications arising out of individual Directorates Service Delivery Plans
3.	Raising aspirations and achievements through high quality learning and development opportunities	
4.	Ensuring excellent employment prospects	
5.	Providing opportunities for recreation, leisure and cultural enhancement	
6.	Making Salford a safer place	Taking account of Secure by Design criteria in new buildings and works
7.	Ensuring a clean, healthy and sustainable environment	Taking account of the requirements of Agenda 21
8.	Maximising investment	Using property assets where appropriate to secure funding and match funding
9.	Balancing development needs and environment quality	Ensure that property assets within regeneration areas are identified and dealt with appropriately
10.	Promoting Salford as a City of national importance.	Ensuring that property assets contribute where appropriate to Economic Development and Urban Regeneration Strategies

DIRECTORATE SERVICE PLANS

DIRECTORATE	KEY ISSUES	PROPERTY IMPLICATIONS
Education and Leisure	☐ Schools Surplus Space Review	Surplus schools for disposal/other use
	☐ Early Years Accommodation	Responsibility for extra accommodation
	☐ Partnerships (in Leisure provision)	Transfer of responsibilities to third parties
	☐ Outsourcing -v- in-house	Transfer of responsibilities to third parties
	☐ SEN Transport outsourcing -v- in-house	Potential for additional accommodation
	☐ Libraries Review	Venue changes/potential surplus property
	☐ Fair Funding	Potential for reduced Admin Support Accommodation
	☐ Future of catering and commercial venues	Potential for surplus property for disposal
	☐ Office support accommodation review	Increased need for core accommodation
	☐ Pupil Referral Units	Additional replacement property required
Community and Social Services	☐ Partnerships	Potential for surplus property for disposal or transfer of responsibility to third party.
	☐ Outsourcing -v- in-house	
	☐ Increasing Government Standards	Planned closures
	☐ Office support accommodation review	Potential for surplus property/new property
Development Services	☐ Partnerships	Potential for surplus property for disposal
	☐ Centralisation of Property Services	Increased need for core accommodation
	☐ Office support accommodation review	Impact on property services arrangements
Chief Executive	☐ Partnerships	Reduced need for core accommodation
	☐ Externally funded staff	
	☐ Government policy – Community Involvement and Action Plans	Using property to support regeneration on area basis
Environmental Services	☐ Office support accommodation review	Reduced need for core accommodation
	☐ Rationalisation of operational depots	Potential for surplus property for disposal
	☐ Shared operational facilities	
	☐ Centralisation of Support Services	Increased need for core accommodation
Personnel Services	☐ Workplace strategies	(Authority wide) Potential to reduce need for office accommodation
	☐ Storage space review	
	☐ Training Facilities Review	Could release space

Directorate	Key Issues	Property Implications
Corporate Services	☐ Partnerships ☐ Market Testing ☐ Centralisation of finance Support Services ☐ Cabinet style government ☐ Call Centre ☐ One Stop Shops ☐ Joint working with other agencies ☐ Home working/hot desking	Potential for surplus property for disposal Increased need for core accommodation and release outlying accommodation Movement of staff within core accommodation Refine uses of existing area based accommodation Shared costs issues Reduced need for accommodation
Housing Services	☐ Centralisation of Support Services ☐ Area offices ☐ Future role in housing provision ☐ Linkages to Local Housing Plans	Increased need for core accommodation Potential for moves, acquisition and disposals Potential to transfer responsibility or dispose of property

From the table it can be seen that the amount of accommodation required by the Council will reduce. This will result in surplus property being available for disposal. There will be staff movements, both into and away from the core accommodation.

PROPERTY AIMS

	OVERALL AIMS FOR PROPERTY
A1	To provide accommodation and property services efficiently, effectively and economically to meet corporate and service department requirements.
A2	To manage property taking into account corporate priorities and service department priorities.
A3	To ensure that the provision of property encourages equal opportunity.
A4	To ensure effective use of accommodation.
A5	To enhance and maintain the value of land and buildings through prudent asset management.
A6	To use property assets, where appropriate, to secure additional funding for the City, and in support of urban regeneration objectives.
A7	To make the City a safer and more sustainable environment through the design, management and location of Council property.
A8	To provide a workplace environment that supports the management, recruitment and retention of a competent, confident and motivated workforce.
A9	To provide best value for money in the provision of property and property services and to achieve aims and objectives at minimum cost.

PROPERTY OBJECTIVES

No.	OVERALL OBJECTIVES	LINKS TO AIMS
O1	To improve year on year with respect to a series of key performance indicators of efficiency, effectiveness and economy.	A1, A9
O2	To utilise space at a level of efficiency commensurate with best practice in the sector, taking into account the limitations of the building stock.	A1, A4, A9
O3	To provide accommodation that meets the needs of users in terms of quality and quantity.	A1, A8
O4	To maintain an up-to-date accommodation strategy which balances user requirements with corporate priorities.	A2, A5, A9
O5	To maximise operating cost efficiency, including energy cost efficiency.	A1, A7, A9
O6	To retain only that accommodation that is necessary to meet user requirements.	A4, A6, A9
O7	To improve disabled access to comply with statutory duties.	A3
O8	To comply with all health and safety requirements.	A7, A8
O9	To ensure that all accommodation meets minimum condition standards, and to minimise the backlog of repair liabilities.	A5, A8
O10	To provide accommodation in locations accessible to workers and visitors.	A7

Additional Objectives for specific property categories to be added.

PROPERTY PERFORMANCE INDICATORS

Proposed Performance Indicators

OBJECTIVE	PERFORMANCE INDICATORS
To improve year on year with respect to a series of key performance indicators of efficiency, effectiveness and economy.	The band of the Herriot Watt University Edinburgh variance tool into which the Authority's office accommodation fall, measured by customer survey.
To utilise space at a level of efficiency commensurate with best practice in the sector, taking into account the limitations of the building stock.	Average sq m per person measured using net internal area. % occupancy of workstations Occupants per workstation
To provide office accommodation that meets the needs of users, occupiers and visitors in terms of quality and suitability.	Condition: measured in terms of % of buildings that are assessed as good, satisfactory, fair or hazardous.
To provide office accommodation that meets the needs of users, occupiers and visitors in terms of accessibility.	Accessibility: measured in terms of % of workstations that are in buildings that have adequate staff and visitor car parking And % of workstations that are in buildings that have public transport availability within 100 metres.
To maintain an up-to-date Asset Management Plan	Is there An Asset Management Plan? Yes/No
To maximise operating cost efficiency, including energy cost efficiency.	Average cost per square metre.
To retain only that accommodation that is necessary to meet user requirements.	Surplus space as a % of total space measured using agreed space standards.
To improve disabled access to comply with statutory duties.	The % of buildings in which all public and office space are suitable for and accessible to disabled people.
To maximise the revenue produced from the investment estate.	To measure the rental income as a return against the capital value of the investment estate.

Additional service delivery driven/property related PIs are still to be developed.

Targets in respect pf each PI to be defined.

PERFORMANCE INDICATOR	DATA REQUIRED TO MEASURE PERFORMANCE	IS DATA CURRENTLY AVAILABLE?
The band of the Herriot Watt University variance tool into which the office accommodation falls measured by customer survey	Herriot Watt University questionnaire and results analysis	Yes
Average sq m per person using net internal area % occupancy of work stations occupants per work station	Net internal area Number of staff Survey of occupancy trends	Not complete Not complete No
Condition measured in terms of A-D DFEE categories	Building survey - A-D categories	Not complete No
Accessibility - % of work stations that have adequate car parking % of work stations within 100m of public transport	Numbers of work stations per building Numbers of car parking spaces Survey of nearness of public transport to buildings	Not complete
Is there an Asset Management Plan	Asset Management Plan - YES/NO	No
Average cost per sq m	Details of all building costs	Not complete
Surplus space as a % of total space - using agreed space standards	☐ Staff numbers ☐ Building areas ☐ Defined space	Not complete
% of buildings that are suitable (or accessible) to disabled people	Survey of compliance	No
To measure the rental income as a return against the capital value of the investment estate	Total rental income for investment estate	Yes
	Total capital value of investment estate	No

• As further PIs are developed their data requirements will be defined. This can be built into the development of the new SAPs system (see 3E above).

AUTHORITY-WIDE ISSUES AND TRENDS	COMMENT AND PROPERTY IMPLICATIONS
Government Policy	Modernising Local Government agenda - localised service delivery and access centralising back office functions.
Demographic trends - impact on RSG	Population decline reduces resources, increased pressure to reduce property holdings
Demographic trends - impact on needs for services	Population decline but some service needs increasing
Trends in ICT	Service information to be accessed electronically - reduced personal contact, less space would be needed
IT cabling	Need to modernise existing facilities which will facilitate staff moves
Call Centres	To be provided within existing 'core' office space and home working. No significant implication
One-Stop Shops	Need for space in service delivery areas - Rationalisation of existing stock - Directorates share single buildings potentially with other public service providers. New property may be needed.
Centralisation/devolution	Centralisation of back office facilities - significant staff movement surplus property will be identified
Partnerships	Who will own/be responsible for property?
Facilitator/Provider issues	
Outsourcing v in-house	Potential for significant reduction in space requirements
PFI initiatives	First application to schools - will reduce need for property service staff
Forthcoming BV Services Reviews	Significant change likely - either reducing overall stock or transferring responsibility elsewhere
Workplace Strategies	Need for flexible work space increased - possible down sizing through remote/home working.
Centralisation of finance support services	Staff moves to the core or within core. Small reduction in overall space needs.
Home working	Future reduction in space needs dependent on extent of home working introduced.

The tables are an initial assessment of issues and trends which will be developed with Directorates during the first year of the plan. This will include a suitability and sufficiency analysis.

RECOMMENDATIONS OF THE BEST VALUE REVIEW - PHASE 1, OFFICE SUPPORT ACCOMMODATION

Recommendation 1

This authority does not currently have arrangements in place for the effective strategic management of property. Following consideration by the Panel and Environmental Scrutiny Committee it is recommended that a Strategic Property Management Unit be formed and located within the Development Services Directorate (see paragraph 7.4 of report for more detail).

Recommendation 2

The average space utilisation in this authority's 50 office buildings is currently 21m² per person. Following consideration by the Panel and Environmental Scrutiny Committee it is recommended that the authority sets

a)   a maximum target within existing buildings of an average of 11m² per person (net internal area); and

b)   a target in new buildings or refurbished existing buildings of an average of 8m² per person (net internal area)

to be achieved over a period of 3 years.

This should be pursued broadly in line with Option 2 in the report, whereby the authority consolidates its administrative activities onto three or four main sites, supported by a small (to be determined) number of shared satellite offices, and adopting flexible working practices where appropriate.