

Aberdeenshire Council

Asset Management

**Operational Property
Performance Report 2009/10**

21 September 10

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1. Introduction

1.1 Background and Context

The Council's asset management process initially focused on the Education Estate in response to the Scottish Executive initiative "Building Our Future - Scotland's School Estate" in 2003. The Council commenced a data collection process and reported these findings in the form of Core Facts to the Scottish Executive Education Department, a process that has continued annually.

Asset management for remaining assets was the Council's response to the introduction of the Prudential Code. This resulted in a data collection process for the remainder of the operational portfolio, which covers extent, value, condition, suitability and, where applicable, maintenance and energy costs associated with the asset. This information is utilised to inform management decisions relating to assets.

It should be highlighted that the Operational Property Performance Report refers to the operational portfolio only. The Housing Revenue Account (HRA) portfolio is managed through the 30 year Housing Business Plan, and as such is currently excluded from this procedure. The non-operational and investment portfolio along with roads and associated infrastructure are also excluded from this document.

1.2 Information Collected to Date

The Council has collected data covering its operational property portfolio which covers all properties from which the Council operates/provides a service. Data collected to date covers:

Extent and ownership of the portfolio – Core Fact 1

- Provides general information on the extent, composition and ownership of the asset

Value of the portfolio, both valuations and replacement costs – Core Fact 2

- Provides information on current valuations along with replacement costs of the asset

Condition of the portfolio – Core Fact 3

- Provides an evaluation of the condition of the asset through area measurement and an A - D rating based on the mean area estimate where A is Good, B is Satisfactory, C is Poor and D is Bad.
- Provides an indication of the possible maintenance costs over a 5 year period covering critical – work required in year 1, essential – work required in year 2 and desirable – work which is required in years 3 to 5

Suitability of the portfolio – Core Fact 4 and 5

- Provides an evaluation of the suitability of the asset through a questionnaire scoring rating mechanism specific to each feature/asset

- type from 1 to -2 where 1 is Good, 0 is Satisfactory, -1 is Poor and -2 is Bad. This in turn generates an overall total score for the asset.
- Provides an evaluation of the overall suitability of the asset through an A - D rating based on the total score from scoring questionnaire where A is Good, B is Satisfactory, C is Poor and D is Bad.

Annual maintenance costs of the portfolio – Core Fact 6 pt1

- Provides information on the annual maintenance costs incurred on the asset, both planned and reactive. It also records annual service payments on facilities provided through PPP.

Annual energy consumption and running costs of the portfolio – Core Fact 6 pt 2

- Provides information on the annual energy costs, fuel type and fuel consumption of the asset.

In addition to the above, record drawings for properties within the operational portfolio have also been prepared.

1.3 Benefits of Retaining and Maintaining Accurate Data

Asset management relies on good quality and accurate information to:

- Inform asset review, appraisal, decision making and planning processes along with informing Services asset based strategies.
- Monitor and assess the implementation of asset strategies and asset performance.
- Inform and satisfy statutory and other external reporting and compliance requirements – such as Audit Scotland, Scottish Government and Benchmarking groups.
- Support the continuous management and maintenance of the asset base, informing and supporting future investment and disinvestment proposals and expenditure
- Maintain a complete and accurate asset register.

The Federation of Property Societies (FPS) which, along with RICS provides guidance on asset management within the public sector, recommends five yearly reviews of assets. Guidance from Audit Scotland for the completion of Statutory Performance Indicators relating to asset management, reinforces this in recognising that asset assessments should be undertaken at least every five years.

1.4 Comparators

A benefit of gathering data relating to the operational portfolio is the ability to assess the performance of Aberdeenshire Council's property, either against similar properties at a local level, or, against other authorities at a higher level.

Currently, opportunities to review performance of the operational portfolio takes the form of interrogation of either Audit Scotland's published SPI results covering condition and suitability of the operational portfolio or, review of Scottish Government Statistical Report concerning the school portfolio.

The Scottish Asset Management Benchmarking Group has been established, facilitated by CIPFA, to provide comparison between authorities and promote joint working to which Aberdeenshire currently subscribes. This group currently has a membership of 23 of Scotland's 32 local authorities. To date information from all member organisations has been incomplete; this is attributed to differing methods and levels of data collated by authorities.

This group has grown in membership over the past two years along with increased active participation which, it is anticipated, will result in comprehensive returns by all member authorities enabling greater opportunities to benchmark the performance of the portfolio.

1.5 Timing of Report

The information used to inform this report was current as at April 2010. This data was also used to compile and inform Audit Scotland's Statutory Performance Indicators concerning asset management which relate to the condition and suitability of operational assets.

2. Property Asset Overview

Aberdeenshire Council operates from a significant number of operational assets which extend to 848 facilities in total with a total gross internal area of 699,409 m², excluding cemeteries, graveyards, parks and playing fields etc.

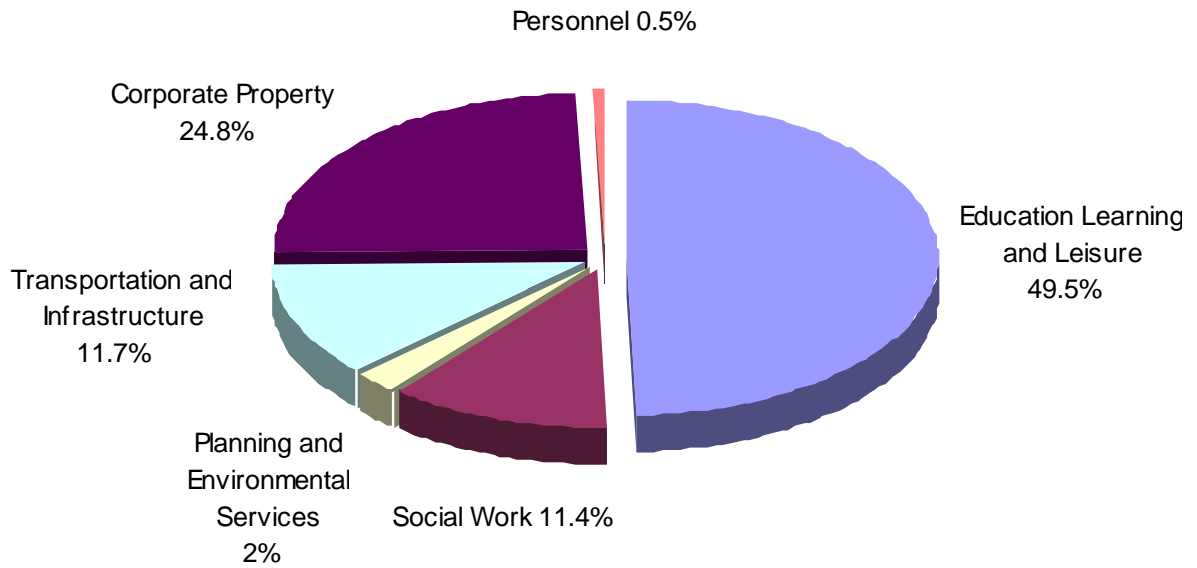
This can be broken down into the following groups:

| Operational Property | Number of Properties |
|--|-----------------------------|
| Education Learning and Leisure | |
| Primary Schools | 151 |
| Secondary Schools | 17 |
| Special Schools | 4 |
| Stand Alone Nurseries, incl detached nurseries within school grounds | 12 |
| Community Centres | 52 |
| Halls (Council) | 35 |
| Sports Centres | 7 |
| Libraries | 38 |
| Museums | 30 |
| Swimming Pools | 20 |
| Sports Pavilions | 54 |
| Housing and Social Work | |
| Care Homes | 8 |
| Childrens Homes | 3 |
| Respite Homes | 5 |
| Hostels/Homes | 41 |
| Day Centres/Social Work Projects | 29 |
| Family Centres | 11 |
| Planning and Environmental Services | |
| Household Waste Recycling Centres | 17 |
| Transportation and Infrastructure | |
| Caravan Sites | 11 |
| Depots | 56 |
| Stores | 18 |
| Quarries | 3 |
| Country Parks | 4 |
| Cemetery Lodges | 6 |
| Interchanges/Park and Ride | 2 |
| Corporate (Property) | |
| Offices | 109 |
| Council Chambers | 13 |
| Public Conveniences | 88 |
| Chief Executive | |
| Training Centres | 4 |
| Total | 848 |

Table 1

The majority of properties are owned by the Council, however a number are leased, predominantly within the office portfolio, or have trust/community involvement in their operation, namely within sports facilities and museums.

The spread of the operational portfolio across the Services is summarised below at Figure 1.



3. Property Performance Summary

3.1 Condition

Aberdeenshire Council assesses the condition of its operational portfolio on an A – D rating, where A is good, B is satisfactory, C is poor and D is bad. Audit Scotland statutory performance indicator requires percentage of operational floor areas that are assessed as being in satisfactory condition, ie those assessed as either A or B.

Aberdeenshire's 2008/09 SPI return highlighted that 68.5% of its operational portfolio was in satisfactory condition which ranked Aberdeenshire 26th in Scotland, someway below 1st which reported 96.8% as being satisfactory. The average across all those authorities which completed the indicator was 76.7%.

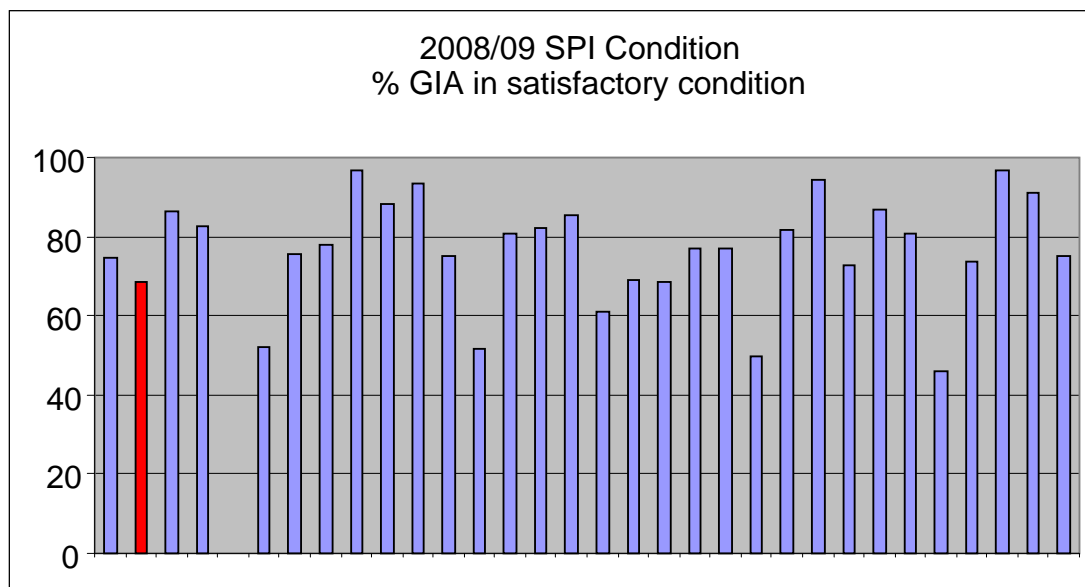


Figure 2

Aberdeenshire's figures reported in 2008/09 showed a significant improvement on the previous year, which highlighted that 38.4% of the operational floor area, was in satisfactory condition. This improvement, in part, is attributed to change in the methodology for assessing condition across the schools estate inline with Scottish Government guidelines. This new methodology is to be utilised in the forthcoming years as the programme of reassessment commences.

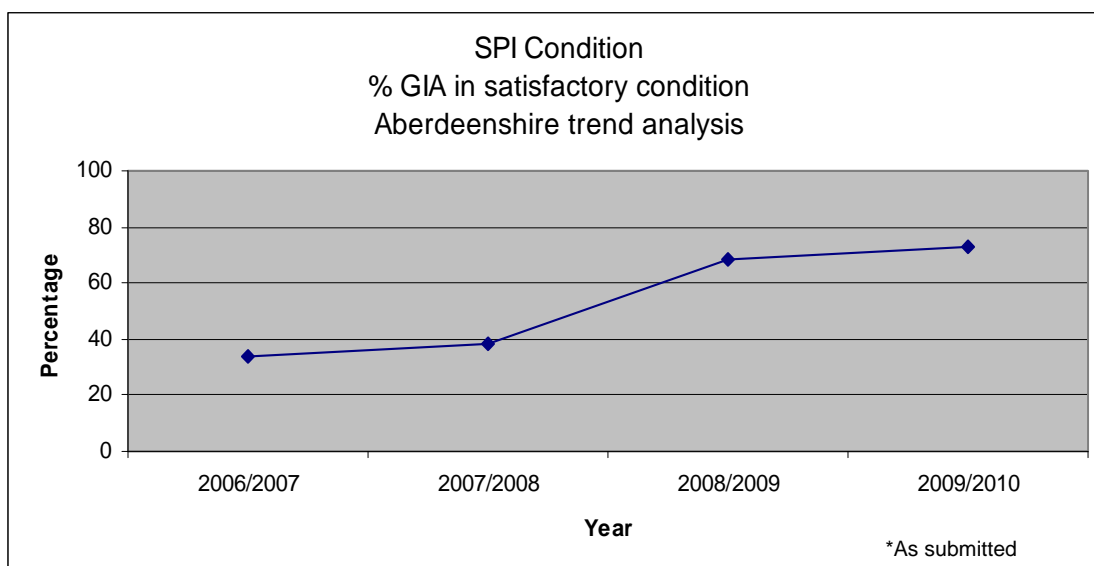


Figure 3

The 2009/10 return in June 2010 highlights that condition within the operational portfolio continues to improve, with 73.2% of the operational floor area being of satisfactory condition. This is broken down as;

| Condition | Area | Percentage of total area |
|----------------------------|-----------------------|--------------------------|
| Condition A ; good | 129,477m ² | 18.5% |
| Condition B ; satisfactory | 382,262m ² | 54.7% |
| Condition C ; poor | 175,394m ² | 25.0% |
| Condition D ; bad | 12,276m ² | 1.8% |

Table 2

As noted above, Audit Scotland SPI measures condition of the portfolio by floor area. This results in large buildings in satisfactory condition overshadowing the performance of smaller buildings in poor condition. When measured by property numbers, the percentage of buildings in satisfactory condition falls to 64.5%. This is broken down as;

| Condition | Number of properties | Percentage of total properties |
|----------------------------|----------------------|--------------------------------|
| Condition A ; good | 168 | 19.8% |
| Condition B ; satisfactory | 379 | 44.7% |
| Condition C ; poor | 244 | 28.8% |
| Condition D ; bad | 57 | 6.7% |

Table 3

Further analysis highlights that the change in methodology in assessing the school estate resulted in a significant improvement within this particular portfolio, with these assets having consistently large floor areas. It is anticipated that as reassessment of the remaining operational portfolio

progresses utilising the updated methodology, the measure of condition will be similar whether reported by area or property numbers.

The continued improvement in the overall condition of the operational portfolio as reported in SPI's should be treated with an element of caution, with figures reported concealing significant levels of investment required to improve the portfolio. This currently stands at £ 100 million to address critical backlog maintenance and a further £ 62 million to address essential and desirable maintenance items. Expenditure on repairs and maintenance in 2009/10 stood at £ 8.1 million, of which £ 3.2 million was apportioned as planned with the remaining £ 4.9 million being reactive maintenance items. Further sums were expended on essential health and safety works. A maintenance strategy is currently being developed.

Further breakdown of condition by feature type is indicated in appendix A.

3.2 Suitability

Like condition, Aberdeenshire assesses the suitability of its operational portfolio on an A – D rating, where A is good, B is satisfactory, C is poor and D is bad. Audit Scotland statutory performance indicator requires percentage of operational buildings that are assessed as being satisfactory for their current use, i.e. those assessed as either A or B.

Aberdeenshire's 2008/09 SPI return highlighted that 53.5% of its operational portfolio was satisfactory for its current use which ranked Aberdeenshire 28th within Scotland, somewhat below 1st which reported 96.3%. The average across all those authorities which completed the indicator was 72%, excluding one authority whose return was classed as unreliable.

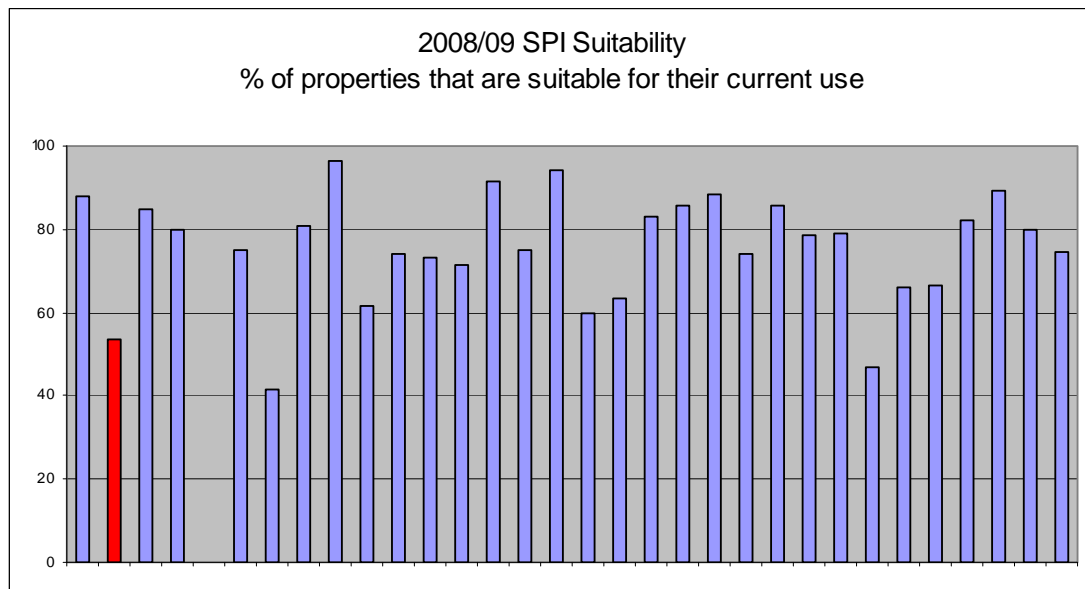


Figure 4

Aberdeenshire's figures reported in 2008/09 showed steady improvement in the suitability of its operational portfolio. This return also saw revised suitability assessment methodology, as promoted by the Scottish Government, being used for the first time to assess the school estate.

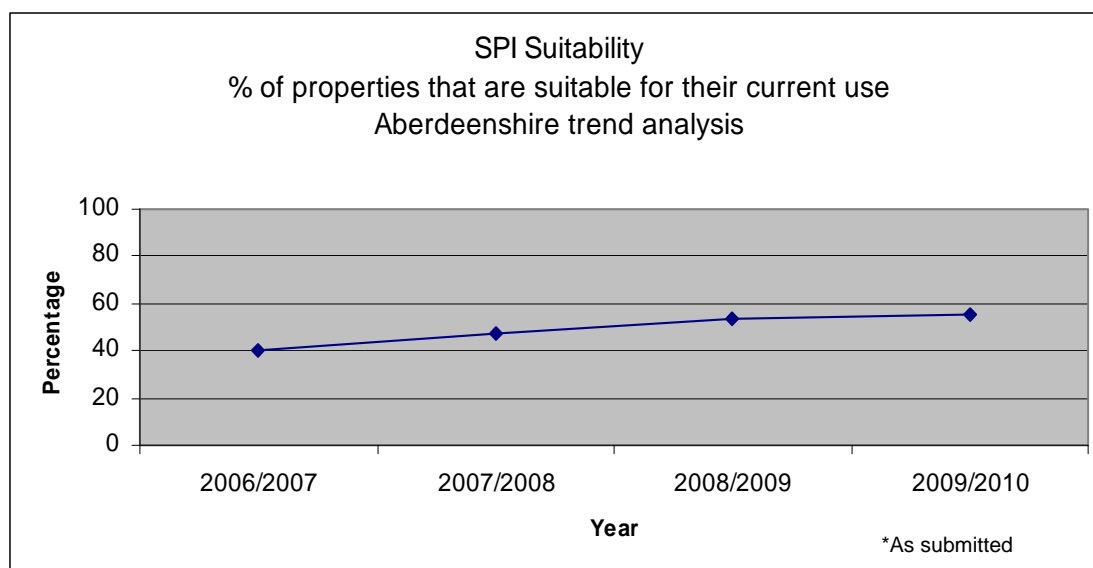


Figure 5

The 2009/10 return in June 2010, highlights that suitability within the operational portfolio continues to improve, with 55.7% of the operational portfolio assessed as being satisfactory for its current use. This is broken down as;

| Suitability | Number of properties | Percentage of total properties |
|------------------------------|----------------------|--------------------------------|
| Suitability A ; good | 99 | 11.7% |
| Suitability B ; satisfactory | 373 | 44.0% |
| Suitability C ; poor | 332 | 39.1% |
| Suitability D ; bad | 44 | 5.2% |

Table 4

Further breakdown of suitability by feature type is indicated in appendix A.

Suitability Assessment Methodology

As noted above, the Scottish Government produced guidance for suitability assessments of the schools estate. This methodology was further developed locally to assist in the completion of the assessment by individual assessors and to enable greater understanding of the performance of the estate. This in turn has enabled resources to be channelled to address elements of poor performance and therefore improve the estate

It is proposed that this methodology be further developed to produce common sections/headings which will be used to assess the suitability of all other feature/asset types with feature specific sub-headings. Areas to be assessed comprise;

- **Location** – key elements regarding the asset’s location for serving its customers and stakeholders along with identifying links/relationships to other facilities/services off site, *e.g. for a care home these would include links to public transport, location within settlement, proximity to medical facilities, day centres etc*
- **External facilities** – external elements which affect the overall suitability and functionality of the asset, *e.g. for a care home, ‘sub-areas’ would include external circulation (vehicle and pedestrian), parking arrangements (visitor, staff and transport), external social facilities (gardens etc)*
- **Core Accommodation** – main/key elements of accommodation required for the asset to fulfil its primary function, *e.g. for a care home these ‘sub-areas’ would include bedrooms, resident bathrooms/toilets, common rooms etc*
- **Ancillary Accommodation** – secondary, or a second level of elements of accommodation required to support the asset in fulfilling its primary function, *e.g. for a care home these ‘sub-areas’ would include kitchens, office accommodation, staff facilities, laundry, internal circulation etc.*

This suggested methodology, which brings commonality to assessing both the school and remaining operational portfolio, has also been shared with other authorities as work to develop a common methodology progresses as recommended by Audit Scotland in their report “Asset Management in Local Government”. At time of preparation of this Operational Property Performance Report, this common methodology has yet to be finalised and agreed.

In addition to the above information which is required to measure and inform the suitability assessment of the asset, further miscellaneous information is also collected. Such information, whilst not required in determining overall suitability, helps to provide greater understanding and knowledge of the asset, and therefore assists in future investment decisions. Extent of additional information collected is feature/asset type specific.

3.3 Sufficiency/Utilisation

The effective utilisation of the Council’s assets and resources are fundamental in realising both the Council’s vision and strategic priorities.

The efficient use of property is a key element of Asset Management; by identifying utilisation the council can map current and future demands for

assets. To assist in this process, in conjunction with suitability assessments, utilisation reviews are to be conducted.

A key element of these utilisation reviews is the identification of under utilised assets, which will be examined to determine alternative proposals to either, maximise utilisation of the asset or, to provide the service alternatively, thereby enabling the asset to be declared surplus and offered for disposal.

To date, comprehensive utilisation information has only been collected for the school portfolio; the result of this is indicated below;

| Primary Schools | Number | Percentage |
|---------------------------------|---------------|-------------------|
| Roll greater than capacity | 23 | 15.2 % |
| Roll 85 – 100% of capacity | 22 | 14.6 % |
| Roll 60 – 85 % of capacity | 60 | 39.7 % |
| Roll 40 – 60 % of capacity | 30 | 19.9 % |
| Roll less than 40 % of capacity | 16 | 10.6 % |

Table 5

| Secondary Schools | Number | Percentage |
|---------------------------------|---------------|-------------------|
| Roll greater than capacity | 5 | 29.4 % |
| Roll 85 – 100% of capacity | 9 | 52.9 % |
| Roll 60 – 85 % of capacity | 3 | 17.7 % |
| Roll 40 – 60 % of capacity | 0 | 0 |
| Roll less than 40 % of capacity | 0 | 0 |

Table 6

Work is currently ongoing to establish utilisation information to be collected, along with the development of methodology for assessing utilisation. Information to be collected will take several forms depending upon asset type/use, i.e. staff numbers (for offices etc.) resident numbers (residential facilities) along with key information regarding the assets designed or actual capacity.

For public buildings with no set capacities, utilisation assessments will be derived from information collected relating to hours of use along with number of users, footfall etc. which is to be measured against achievable and benchmarked utilisation standards. Interrogation of results, along with running costs, enables accurate costs to operate an asset per head/visit/let to be established.

This work is currently ongoing and will form a key element in future Operational Property Performance Reports.

3.4 Energy

Interrogation of data from the Council's energy database reveals that properties within the operational portfolio consumed in excess of 183 million kilo watt hours of energy. This was drawn from a variety of sources ranging from the main sources of electricity and gas, through to LPG and biomass which has been installed in two locations. In total energy costs amounted to nearly £ 10.0 million and produced 60,302 tonnes of CO2. A breakdown by energy source type is indicated below;

| | kWhs | Tonnes CO2 | Costs |
|---------------|--------------------|-------------------|--------------------|
| Electricity | 69,060,972 | 37,362 | £ 6,534,158 |
| Gas | 73,147,850 | 13,532 | £ 1,868,728 |
| Gas Oil | 21,796,662 | 5,493 | £ 933,935 |
| Kerosene | 14,406,592 | 3,530 | £ 516,876 |
| LPG | 1,699,734 | 364 | £ 70,113 |
| Biomass | 3,205,992 | 22 | £ 69,578 |
| Totals | 183,317,802 | 60,302 | £ 9,993,388 |

Table 7

Further review highlights that a total of 49.5 % of consumption costs are attributed to the education portfolio, with 26.0 % being secondary schools and 23.5 % being primaries. Social work properties, including common areas in sheltered housing, consumed 19.2 % with Learning and Leisure properties accounting for a further 11.5 %.

3.5 Operating Costs

To date collection of financial data concerning the operating costs of assets has been limited to energy costs and repairs and maintenance expenditure, with this information being recorded in the initial issue of Core Facts against each asset.

Overview of 2009/10 costs highlight that energy costs amounted to £ 10.0 million, with water costs being a further £ 1.5 million. Expenditure on repairs and maintenance over the same period stood at £ 8.1 million, with 39% attributed to planned maintenance and 61% to reactive.

Work is ongoing to develop systems to capture all expenditure relating to assets i.e. Rates, FM costs etc. and record such expenditure centrally against each asset within the property database. This ongoing activity will, along with utilisation, form a key element in future Operational Property Performance Reports as asset types are revisited and assessed as part of the ongoing cyclical reassessment and update of record information.

3.6 Asset Value

The Council's operational portfolio is valued on the basis that they are specialised properties, using a method of valuation called Depreciated Replacement Costs (DRC). Their values have been provided on the basis of continued use as operational properties and are not an indication of Market Value (MV).

The operational portfolio has a net book value of £ 1.1 billion, excluding housing assets at a further £ 457.5 million and roads and associated infrastructure. The largest element of this overall value is attributed to the Education portfolio.

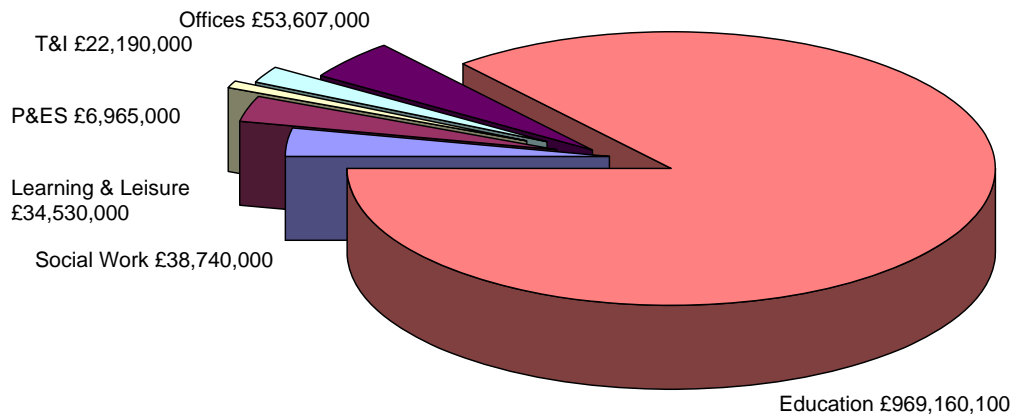


Figure 6

The Education portfolio was reassessed as at April 2009, and saw a significant increase in value from previous assessment in 2004. This increase is attributed to substantial rises in land and construction costs used in calculation of the valuation along with lesser deductions due to the application of different method in assessing functional and physical obsolescence of assets based on Scottish Government criteria rather than the previously used Aberdeenshire Council criteria. These factors have contributed to valuation of the Education portfolio increasing from £ 221.5 million to £ 969.2 million.

Properties within the Social Work, Learning & Leisure, Planning & Environmental Services and Transportation & Infrastructure portfolios are to be revalued as at April 2010. With valuations currently reported being from April 2005 valuation, it is anticipated that properties within these portfolios will encounter similar increase in valuation.

4. Performance Indicators

Current reporting of performance of the operational portfolio is limited to satisfying the requirements of the Scottish Government Education Directorate, covering the schools portfolio, and Audit Scotland, for Statutory Performance Indicator covering asset management.

Aberdeenshire Council is currently a subscriber to CIPFA's Scottish Asset Management Benchmarking Group, part of the wider National Best Value Benchmarking Scheme (NBVBS) which is also facilitated by CIPFA.

To date, part information currently available has been provided, in line with the majority of subscribers to the group, with this information forming the first submission by the Council. It is expected that as recorded data becomes more detailed, particularly within the non operational and investment portfolio, along with other information being readily available from being held in a central location, this will result in a comprehensive submission of the pro forma by the Council. This in turn will enable the Council to benchmark itself against other Scottish Councils on a range of property elements not currently required to be reported upon/recorded.

Suite of information collected and reported upon by the Benchmarking Group relates to both operational and non-operational & investment portfolios and covers the following elements;

1. Spend
2. Condition and required maintenance
3. Energy, water, water consumption and CO2 emissions
4. Suitability
5. Utilisation of office accommodation

In addition to the above items collected, a further suite of data is collected concerning Management Practices to demonstrate value for money in the management of the estate.

5. Glossary of Definitions

| | |
|-------|---|
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| DDA | Disability Discrimination Act |
| DRC | Depreciated Replacement Costs |
| FPS | Federation of Property Societies |
| GIA | Gross Internal Area |
| NBV | Net Book Value |
| NBVBS | National Best Value Benchmarking Scheme |
| RICS | Royal Institution of Chartered Surveyors |
| SPI | Statutory Performance Indicator |

6. Summary

This, the Council's first formal, Operational Property Performance Report, expands on information currently reported in the form of Statutory Performance Indicators to Audit Scotland and Core Facts concerning the school estate to the Scottish Government. It also highlights further data to be collected which will help inform future investment and disinvestment proposals for the operational portfolio whilst also providing the opportunity to benchmark performance of the portfolio.

The Council has collected Core Facts concerning its operational portfolio, more recently referred to as 'key drivers' or the 'building blocks' of asset management which indicate;

- **Condition** – Condition surveys are to be conducted at a maximum of 5 yearly intervals, in line with FPS and Audit Scotland requirements, with information being updated within the period as works are completed. Audit Scotland SPI return in June 2010, for year 2009/10, found that 73.2% of the operational portfolio floor area was considered to be in either good or satisfactory condition.
- **Suitability** – Like condition, suitability assessments are to be conducted at a maximum of 5 year intervals with updates taking place between as works are completed. A common assessment methodology is being developed, in conjunction with other authorities to produce a common format across Scotland. Audit Scotland SPI return in June 2010, for year 2009/10, found that 55.7% of operational portfolio was considered to be either of good or satisfactory suitability for their current use.
- **Sufficiency/Utilisation** – Concerning asset use now and in the future, currently information recorded relates to the school estate which indicates that 15.2% of the primary and 29.4% of the secondary portfolio have rolls in excess of the schools published capacity, whilst 30.5% of primaries have rolls less than 60% of their capacity.

Sufficiency/utilisation information recorded for other asset types has been collected in an ad-hoc basis. Methodology is being developed for future collection and assessment of sufficiency with this information forming a key element in future Operational Property Performance Reports.

- **Energy** – The Council’s operational portfolio consumed in excess of 183 million kilo watt hours of energy at a cost of near £ 10.0 million. This consumption produced a total of 60,302 tonnes of CO2 with almost 50 % of consumption costs being attributed to the education portfolio.
- **Operating Costs** – Currently information collected relates to energy and maintenance costs, which indicate that for year 2009/10, £11.5 million and £ 8.1 million respectively was spent across the operational portfolio. Work is ongoing to develop systems to retain all expenditure relating to assets centrally against each property.
- **Value** - The Council’s operational portfolio has a value of approximately £ 1.1 billion with a significant element of this value, £ 969 million, relating to the school estate which was reassessed as at April 2009.

| Appendix A - Operational Property Summary | | | | Condition – by no. of properties | | | | Suitability – by no. of properties | | | |
|---|-----------------------|------------|-----------|----------------------------------|-------|-------|-------|------------------------------------|-------|-------|-------|
| Service | Feature Type | Properties | Total GIA | No. A | No. B | No. C | No. D | No. A | No. B | No. C | No. D |
| Education Learning and Leisure | Primary Schools | 151 | 199,421 | 10 | 131 | 10 | | 14 | 75 | 61 | 1 |
| | Secondary Schools | 17 | 221,714 | 2 | 10 | 5 | | 2 | 7 | 7 | 1 |
| | Special Schools | 4 | 7,987 | | 4 | | | | 4 | | |
| | Stand Alone Nurseries | 6 | 1,479 | | 1 | 4 | 1 | | 2 | 4 | |
| Desktop Properties | Stand Alone Nurseries | 6 | 1,270 | 3 | | 2 | 1 | 3 | 2 | 1 | |
| | Community Centres | 50 | 30,064 | 10 | 11 | 23 | 6 | 4 | 19 | 22 | 5 |
| Desktop Properties | Community Centres | 2 | 833 | | 2 | | | 1 | | | |
| | Halls | 35 | 15,917 | 5 | 10 | 18 | 2 | 2 | 10 | 19 | 4 |
| | Sports Centres | 7 | 6,684 | 3 | 3 | 1 | | | 1 | 5 | 1 |
| | Libraries | 38 | 10,993 | 7 | 16 | 12 | 3 | 4 | 18 | 13 | 3 |
| | Museums | 27 | 13,762 | 8 | 10 | 9 | | 10 | 15 | 2 | |
| Desktop Properties | Museums | 3 | 366 | | 2 | 1 | | | 2 | 1 | |
| | Swimming Pools | 20 | 18,018 | 2 | 3 | 12 | 3 | 1 | 7 | 10 | 2 |
| | Sports Pavilions | 51 | 8,250 | 8 | 24 | 17 | 2 | 5 | 11 | 30 | 5 |
| Desktop Properties | Sports Pavilions | 3 | 483 | | 2 | 1 | | | 3 | | |
| Housing and Social Work | Care Homes | 8 | 14,011 | | 5 | 3 | | | 5 | 3 | |
| | Childrens Homes | 3 | 1,370 | 2 | | | 1 | | 2 | | 1 |
| Desktop Properties | Respite Homes | 4 | 655 | 1 | 3 | | | 1 | 3 | | |
| | Respite Homes | 1 | 200 | | 1 | | | | 1 | | |
| Desktop Properties | Hostels/Homes | 18 | 4,554 | 8 | 10 | | | 1 | 12 | 5 | |
| | Hostels/Homes | 23 | 3,602 | 1 | 10 | 12 | | 1 | 10 | 12 | |
| Desktop Properties | Day Centres | 18 | 9,345 | 8 | 5 | 4 | 1 | | 13 | 5 | |
| | Day Centres/Projects | 11 | 1,652 | 3 | 5 | 3 | | 1 | 8 | 2 | |
| Desktop Properties | Family Centres | 10 | 2,898 | 8 | 2 | | | 7 | 1 | 2 | |
| | Family Centres | 1 | 373 | 1 | | | | 1 | | | |
| Planning & Environmental | HWRC/Civic Amenity | 14 | 378 | 5 | 3 | 2 | 4 | 1 | 10 | 3 | |
| Desktop Properties | HWRC/Civic Amenity | 3 | 127 | 3 | | | | 3 | | | |
| Transportation & Infrastructure | Caravan Sites | 11 | 1,876 | 4 | 1 | 4 | 2 | 2 | 7 | 2 | |
| | Depots | 54 | 45,884 | 9 | 17 | 21 | 7 | | 5 | 38 | 11 |
| Desktop Properties | Depots | 2 | 500 | | 1 | 1 | | | 1 | 1 | |
| | Stores | 12 | 1,029 | 1 | 1 | 4 | 6 | | 9 | 3 | |
| Desktop Properties | Stores | 6 | 400 | 3 | 1 | 2 | | | 4 | 2 | |
| | Quarries | 3 | 1,704 | | 1 | 2 | | | 1 | 2 | |
| Desktop Properties | Country Parks | 4 | 3,406 | 1 | 2 | 1 | | | 4 | | |
| | Cemetery Lodges | 6 | 807 | 2 | 4 | | | | 3 | 3 | |
| | Interchanges/P + R | 2 | 271 | 2 | | | | 2 | | | |
| Corporate (Property) | Offices | 84 | 51,741 | 24 | 30 | 29 | 1 | 9 | 41 | 26 | 8 |
| Desktop Properties | Offices | 25 | 1,890 | 7 | 13 | | 5 | 5 | 9 | 11 | |
| | Town Hall/Chambers | 13 | 8,045 | 1 | 5 | 7 | | 1 | 10 | 1 | 1 |
| | Public Conveniences | 88 | 2,714 | 16 | 28 | 33 | 11 | 19 | 42 | 26 | 1 |
| Chief Executive | Training Centres | 4 | 2,736 | | 2 | 1 | 1 | | 3 | 1 | |
| | TOTALS | 848 | 699,409 | 168 | 379 | 244 | 57 | 99 | 373 | 332 | 44 |
| | | 100% | 100% | 19.8% | 44.7% | 28.8% | 6.7% | 11.7% | 44% | 39.1% | 5.2% |