



Education Scotland Estates Strategy 2019 - 2029

For Scotland's learners, with Scotland's educators

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1. Introduction

This strategy sets out the approach Education Scotland will take to maintain and develop our estate over 2019-2029 to ensure it is efficient, safe and fit for purpose. It should be noted, however, that it was developed prior to the COVID-19 Pandemic which has resulted in all of us working remotely for a period of several months and it is not yet known when we will return to working in our offices. When we do return, office working will look very different for a considerable period of time. Some of the approaches set out in this strategy, particularly in relation to Smarter Working, will therefore not apply in the short term. A plan on how we will manage our Estates during the crisis is being developed and will be published in due course.

We have recently started our journey to improve our workplaces so that they effectively support the delivery of our new remit, arising from our response to the [Scottish Government's Next Steps document](#).

We have redesigned our structure to deliver an enhanced scrutiny function and to support our collaborative regional working. Our future journey will include a move to organising our workplaces, based on our activities, with flexible options for staff to focus on pieces of work or come together to collaborate. This will be achieved through our continued investment in technology, flexible working and partnerships within the public sector with whom we can co-locate. We will create opportunities to reduce our estate footprint, reduce operational property costs, create a flexible working environment and adopt Smarter Working across our estate.

This Estates Strategy ensures our approach to office accommodation and the associated financial investment is underpinned by a strong understanding of current and future business needs. Education Scotland shares the Scottish Government's approach to the wider public sector property portfolio. We will share and implement best practice in accommodation use and work in collaboration with public sector bodies through the development of co-location opportunities.

This document also sets out the priorities and high level plans for Education Scotland's estate in the period 2019 -2029. In light of some of the changes in working practices we have seen over recent months and to ensure we continue to manage our office estate in line with our business requirements, we will keep this strategy under review.



Gayle Gorman
HM Chief Inspector of Education and Chief Executive

2. Our corporate vision and the estate

Our [Corporate Plan](#) which covers the three year period 2019 – 2022 sets out our vision, as follows:

Achieving excellence and equity for Scotland’s learners with Scotland’s educators.

We recognise that we need to work in true collaboration with all of our stakeholders in Scottish education in order to raise attainment for all learners, close the poverty related attainment gap and maximise the life opportunities for every learner, regardless of the location of the learning and the age of the learner.

To successfully deliver our vision, we have identified the following five strategic priorities:

- **A strong focus on learning, teaching and leadership**
- **National collaborative professional learning networks**
- **Getting it right for everychild**
- **Best use of high quality evidence**
- **Effective partnerships**

It is important that this Estates Strategy is guided by and aligns with the Corporate Plan. Our Estates Strategy is designed to support the delivery of our strategic objectives and our shared vision for the estate is set out in the following paragraphs.

Our estate vision and strategic objectives

The vision for the Education Scotland estate is:

Our estate will promote collaborative working and support the delivery of our strategic priorities.

Underpinning this vision are five strategic objectives for the estate which are set out below:

1. Reducing the under-utilisation and excess floor space in each office of our three principal offices: Denholm House (Livingston), Optima Building (Glasgow) and Endeavour House (Dundee);
2. Delivering best value for money on property cost spend and the realisation of future revenue cost savings;
3. Implementing Smarter Working across all Education Scotland locations;
4. Developing co-location opportunities to support more collaborative working with stakeholders; and

5. Creating an 'asset-based approach' where we will locate staff within the communities that they will advise and support. Work locations may be in Scottish Government offices, schools, local authority offices or community offices.

Investment drivers

We recognise that there will always be a greater demand for investment in our estate than we will be able to afford in the current financial environment. Given this, it is important that we ensure that any investment in the estate not only aligns with the five strategic objectives noted above, but that it does so in the most effective and impactful way. To support and inform our investment decision making process we have developed three 'investment drivers' which in tandem with the strategic priorities and a requirement to ensure value for money will be used to determine which activities we will prioritise. These are:

1. **Maintain and improve our assets:** investment will ensure our estate continues to be fit for purpose by completing appropriate backlog maintenance and statutory compliance works. Our ambition is that by improving assets and facilities our staff will have a high quality workplace which is a welcoming and safe environment.
2. **Maintain and improve operational efficiency:** investment will improve estate utilisation, reduce running costs and increase flexibility. It will also support alignment with the new structure, optimise joint working and operational efficiency within Education Scotland and other public bodies. In addition, investment will improve wellbeing of staff, support digital innovation and the rationalisation agenda.

We will work in closer collaboration with stakeholders to ensure our staff resources are closely located to the authorities, schools and communities within which they work.

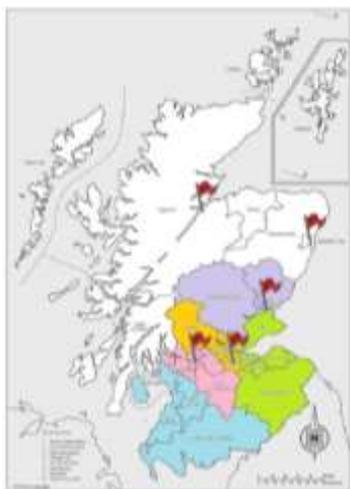
3. **Building sustainability and social responsibility:** investment will ensure that our estate becomes more sustainable and reduces Education Scotland's carbon footprint. It will also support the improvement of our performance in relation to public sector equality and diversity duties.

3. Our Current Estate Portfolio

The existing estate: location, extent and tenure

As of October 2019, Education Scotland has permanent operation bases at five main properties across Scotland. These properties are highlighted with red flags against the new regional collaboratives on the diagram below.

Diagram 1: Location of Education Scotland Offices



The following paragraphs provide information specific to each office.

Denholm House, Livingston

Denholm House is a privately leased modern three storey building in the Almondvale Business Park in Livingston. Education Scotland occupies the first and second floors and Scottish Government's Building Standards Division and the Independent Living Fund Scotland occupy the ground floor. The building is managed locally by the tenants.

Workplace consultants were commissioned through Scottish Futures Trust to conduct a space review and identified, through Smarter Working initiatives, that all Education Scotland staff could be accommodated within one floor of the building. Discussions have been ongoing with Scottish Government's Property Division to identify possibilities for co-location by providing accommodation to other Scottish Government Departments and / or bodies. This will not only reduce our office footprint but would deliver revenue savings.

The lease at Denholm House is due for renewal in January 2020 and a request to extend the lease by a period of 3 years, with annual break points, has been approved by Scottish Ministers. This will allow time for a formal business case to be prepared to assess whether Denholm House or an alternative site is the best medium to long term solution for our accommodation needs.

Optima Buildings, Glasgow

Optima Buildings is a privately leased and managed modern ten storey building in the heart of Glasgow city centre. Education Scotland occupy the 8th and 9th floors of the accommodation. The Scottish Qualifications Agency operate from 5 floors with the ground, 1st and 2nd floors used by private companies. In their space review work, workplace consultants identified that all Education Scotland staff could be accommodated within one and a half floors of the building.

The lease at Optima Buildings expires in September 2020. Scottish Ministers have agreed to a lease extension until September 2029 with an option to break in 2027, subject to a business case identifying that this represents the best value option. From 2020 until 2029 (or 2027), opportunities to co-locate with stakeholders will be developed and taken forward at an appropriate time.

Endeavour House, Dundee

Endeavour House is a privately leased and managed modern three storey building in the Greenmarket, Dundee. Education Scotland occupy the 1st floor, with Scottish Government using the 2nd floor and a private business operating from the ground floor and acting as the landlord's managing agents.

During 2019 -20, the Education Scotland accommodation has temporarily been shared with staff from the Scottish Social Security Agency. This has increased the utilisation rates of the available space and provided additional revenue to Education Scotland. The lease at Endeavour House is due to expire in March 2023.

Longman House, Inverness

Longman House is a Scottish Government owned building with Education Scotland occupying space on the ground floor with an office area comprising six desks and two meeting rooms under a Memorandum of Terms of Occupancy (MOTO) agreement. In recent times Education Scotland has released space for the new Scottish Land Commission, taking the opportunity to modernise furniture, fixtures and fittings. As a result of this our space requirements were reduced by 50% and Education Scotland now occupies 5.09% of the building.

AB1, Aberdeen

AB1 is a privately leased modern office building with three storeys in Huntly Street, Aberdeen. Education Scotland occupy space in an open plan environment comprising six desks and one meeting room with Scottish Government's Directorate for Housing and Social Justice and the Care Inspectorate under a MOTO agreement. Oil companies and Tribunals occupy the remainder of the building. The MOTO at AB1 is due to expire in February 2027, however there is a break clause which allows for the lease to be ended in February 2022, with a requirement of one year's notice.

Scottish Government offices

In addition to dedicated office accommodation, staff from Education Scotland are also accommodated or can find drop in spaces at Scottish Government offices in Dumfries, Kirkwall, Portree, Galashiels, Elgin and Victoria Quay. To date, Scottish Government has provided these facilities at no charge to Education Scotland.

Education Scotland: Estate Detail

Table 1 (below) summarises the Estate detail and provides data on the area, staff numbers and annual costs.

Table 1: The Existing Education Scotland estate

Building	Tenure	Timeline	Total area (m ²)	Staff no (FTE)	Total area per FTE (m ²)	Total Cost 2018/19 (£)	Cost per FTE (£)
Denholm House, Livingston	Leased	01/05/2004-21/1/2020	1,749 (Over 2 floors)	79.53	21.99	580,633	7,301
Optima, Glasgow	Leased	26/09/2005-25/09/2020	2,020 (Over 2 floors)	192.65	10.49	1,119,993	5,814
Endeavour House, Dundee	Leased	03/03/2006 – 02/03/2023	457 ¹ (over 1 floor)	28.83	15.85	174,988	6,070
Longman House, Inverness	MOTO	In discussion	46	3.00	15.33	17,500	5,833
AB1, Aberdeen	MOTO	01/03/2017 – 28/02/2022/ 28/02/2027	28	8.36	3.35	32,057	3,835
Total / Average *			4,300	312.37	13.77*	1,925,171	6,163*

The above table shows the total office footprint of Education Scotland's accommodation is 4,300m² with an average cost per FTE of £6,163 based on 2018/19 costs. In addition, the floor area per member of staff is an average of 13.77m² which is considerably above the Scottish Government target of 8.00m² per FTE.

The nature of services provided by Education Scotland means that the estate is standard office accommodation of various types, ages and configurations. Within the ten year period of this estates strategy, all locations, bar one for which a Memorandum of Terms of Occupancy is under development, have a lease end or break period.

¹ From March 2019 until 6 September 2019, 152 m² of Endeavour House has been occupied by Social Security Agency as part of our commitment to co-locate within the public sector under MOTO.

Desk Utilisation

A previous review of desk utilisation was undertaken in 2017 and showed that there was significant under-utilisation. The appointment of new staff to deliver our new and enhanced remit has been completed without the need to acquire additional accommodation. These additional staff have improved desk utilisation levels, however the vast majority of our new starts have been in educational teams which are mobile and spend considerable periods of their working week in alternative locations.

Until August 2019, there were enough desks for every member of staff to have their own desk in their designated office accommodation. With new staff commencing employment in August 2019, the number of available desks fell below the number of staff located at Optima Buildings which has required a move to desk sharing for some educational teams. This has led to the implementation of Smarter Working zones within Optima Buildings. The implementation of Smarter Working across all of our accommodation will further improve desk utilisation as offices will be set up to accommodate different methods of working such as group/team work, quiet areas and traditional desk areas.

Accommodation Condition

The Facilities Team conduct regular premise inspections and liaise with property owners to ensure that necessary property repairs are completed to ensure the safety and comfort of employees. Staff are also able to raise property concerns to the Facilities Team through the generic Facilities Team e-mail facilities@educationscotland.scot.gov. Condition of buildings also feature in reviews carried out by Professional Advisors appointed to represent our interests in property appraisals at the end of lease periods.

Key risks

Significant changes, improvements and efficiencies have been achieved in the existing estate since 2017. Looking ahead to the ongoing evolution of Education Scotland's service delivery model, it is recognised that a range of risks exist which will require to be addressed if the estate is to continue to provide fit for purpose facilities. Key risk and impacts can be summarised as:

- Failure to address maintenance requirements, which impacts upon efficient and effective service delivery and reputation.
- Failure to optimise efficiency within Education Scotland estate.
- Lack of funding to address accommodation priorities, which may impact on the ability to fully support the move to Smarter Working and dilapidation costs should we move to alternative accommodation.
- Failure to implement a continuous improvement programme in a manner and timescale that facilitates the estates strategy particularly with regards to recent staff increases and technology initiatives.

4. How we will deliver our Estates Strategy

In delivering the five strategic objectives for our estate, we need to consider the role that our major office accommodation plays in delivering our corporate vision and strategic objectives. This section will set out the short, medium and long term proposals for each of our buildings to ensure they meet our five strategic priorities. In particular, we need to consider how the delivery of our enhanced remit will impact on the need for large, corporate office space. To support our move to work in localities, especially in the Regional Teams, we will need to adapt to an approach which supports collaboration with key stakeholders to deliver excellence and equity for Scotland's learners with Scotland's educators.

Education Scotland spends £1.925 million on its accommodation. We are committed to delivering the principles of the "Improving Asset Management across the Scottish Public Sector: The Scottish Government Civil Estate" document published in September 2011. This will mean that over the course of the Estates Strategy we will achieve:

- Workplace standards of 8m² per FTE occupant or less in compliance with Scottish Government standards;
- A maximum ratio of 8 desks per 10 occupants for office based staff, in line with Scottish Government standards;
- A maximum ration of 5 desks per 10 occupants for mobile educational staff.
- A permanent office footprint which is at least 25% smaller than it is on 1 September 2019 by 31 March 2029; and
- Delivery of recurring revenue savings of at least 20% of the 2018/19 cost.

Smarter Working

One way of reducing our footprint is through Smarter Working. Smarter Working is not just about desk sharing but rather it is a comprehensive move towards providing flexibility in the use of our workspaces and creating an office environment in which different methods of working can be facilitated. For example, a Smarter Working office will have areas for individual desk working, group working, informal meeting areas, formal meeting areas and quiet areas.

In 2018, our work with workplace consultants identified that we have more than sufficient floor space at our offices in Livingston, Glasgow and Dundee. In the case of Livingston, there is an excess of 860m² floor area which equates to one entire floor; in Glasgow there is an identified surplus of 480m². Within Dundee the excess floor area is approximately 140m².

The commentary in **Annex A** sets out how surplus accommodation, cash savings, smarter working and co-location can be delivered across the following time periods:

- Short Term Year 1-2: 2019/20 – 2020/21
- Medium Term Years 3-5: 2021/22 – 2023/24
- Long Term Years 6-10: 2024/25 – 2028/29

5. Estate Recommendations

Denholm House

Short Term – Remain at Denholm House and explore co-location opportunities

1. The lease at Denholm House has been extended for 3 years from January 2020 – January 2023 with an annual break clause. This will allow for a formal Business Case to be developed to determine whether continued location at Denholm House over the medium to long term represents best value and delivers our estate priorities. This Business Case will be prepared by September 2020 with the support of Scottish Government Property Division and engagement with those public bodies also present in Denholm House.
2. Scottish Government Property Division have raised the possibility of another Agency being accommodated on half of one floor at Denholm House This would release approximately 400m² of floor space and generate recurring annual revenue savings from January 2020 of up to £110,000 per annum.
3. **Rationale:**
There is more than sufficient office space to accommodate the staff who are permanently based in Denholm House. The introduction of additional personnel from another Scottish Government Directorate or an Agency will not only reduce the overall cost of Denholm House to Education Scotland but it will also reduce our carbon footprint.

Medium Term / Long Term – Review Accommodation Needs for Denholm House

1. To determine the medium and long term options for Denholm House will require a full Business Case which will be prepared with the support of Scottish Government Property Division. There are realistically two options which will be considered within the Business Case; these are to remain at Denholm House on one floor in a co-location arrangement or to find alternative accommodation within the east central Scotland area.
2. The recommended option will be that which most effectively supports our way of working, delivers best value and helps support the wider Scottish Government target of reducing the number of public sector buildings. Until a final decision is taken about the medium and long term proposals for Denholm House, only the necessary capital work is undertaken until new accommodation is found.
3. Should the decision be to leave Denholm House, there would be one off dilapidation costs of approximately £175,000 - £200,000 and office fit out costs of approximately £300,000 - £500,000 to partially implement the workplace consultant's proposals to support Smarter Working in new accommodation.

4. **Rationale**

This review will allow Education Scotland to assess its medium and long term property needs, to work in collaboration with Scottish Government Property to ensure that best value is achieved and supports our ways of working.

Optima Buildings, Glasgow

Short term / Medium Term

1. Scottish Ministers have approved a lease extension until March 2027, subject to the work being completed by consultants to ensure it represents the best value option. This work is due to be completed in December 2019. It is likely, subject to Scottish Ministers' approval, that staff will remain on the 8th and 9th floors of the Optima Building until March 2029 with an option to break in 2027. Smarter Working has successfully been implemented in October 2019 with new staff zones having been established.
2. We will continue to develop and refine our Smarter Working arrangements, with a view to further improving desk utilisation, different methods of working such as group/team work, quiet areas and traditional desk areas.

Long Term

1. In the period to September 2027, a Business Case will be developed to address our long term needs. Any Business Case will consider maintaining the status quo or moving towards further co-location opportunities with other Scottish Government Departments and Agencies in the Glasgow area. This would involve the identification of new premises.

3. **Rationale**

A move to new accommodation would reduce our carbon footprint, property costs and floor space. In addition, it will also promote our journey to Smarter Working and increased collaboration with other public bodies.

Endeavour House, Dundee

Short Term / Medium Term

1. As the lease for Endeavour House does not end until March 2023, it proposed for the short and medium term that Education Scotland keeps a staff presence in the building until March 2023.
2. Work has been undertaken in the current financial year to accommodate staff from the Social Security Agency which will realise income of £36,695 in 2019/20. By continuing to offer accommodation to Scottish Government and Agencies operational costs could be reduced by up to £58,000 per annum at Endeavour House for a full financial year.

3. **Rationale**

The move to accommodate staff from other Scottish Government Directorates or Agencies will reduce the cost at Endeavour House and help reduce our carbon footprint.

Long Term

1. Prior to the lease end in March 2023, a Business Case will be completed to assess the whether to remain at Endeavour House, on a co-location basis with an external body or co-locate in new accommodation in Dundee with other public bodies.

2. **Rationale**

Implementation of the Business Case's preferred option will allow Education Scotland to demonstrate the full delivery of Smarter Working, the most effective way to support our work, a reduction in our office floor space and carbon footprint. It will also ensure the achievement of best value, including the delivery of financial savings.

Longman House, Inverness

Short Term

1. Education Scotland will maintain its exiting accommodation within Longman House for at least the Short Term. Work will be completed before 31 December 2019 to provide full IT access to the six desks allocated to Education Scotland in Longman House.

2. **Rationale**

As the Regional Team covering the Northern Alliance Regional Improvement Collaborative develop their service offering it is necessary to ensure that accommodation is available in Inverness.

Medium / Long Term

1. For the medium / long term it is recommended that space in Longman House is retained to support the Curricular and Scrutiny activity in the Northern Alliance area.

2. Longman House is already a co-location facility. Six touch-down desks are in place to ensure that Education Scotland staff working from Longman House can find suitable working spaces.

AB1, Aberdeen

Short / Medium Term

1. A presence should be maintained at AB1 until February 2022. The office is predominantly under-occupied on a daily basis due to most staff being on Scrutiny activity or working with partners in RICS, local authorities or schools.

2. Rationale

The current lease arrangement runs until February 2027 but has a break point at February 2022. A review of staff accommodation needs can be prepared before this point to determine whether staff are relocated post February 2022.

Long Term

1. A Business Case requires to be completed to determine whether a presence is maintained at AB1 or whether staff are located in alternative accommodation in the Northern Alliance area.

Rationale

2. The ten year lease at AB1 expires in February 2027. This will provide another opportunity to review whether AB1 or an alternative provides the best value solution which best supports our activities in the North East of Scotland.

Touch Down Desks at Scottish Government / Local Authority Offices – Priority Place

As increasing numbers of our educational staff spend time working in localities, we should look for opportunities for them to make use of accommodation in Scottish Government, local authority and schools premises throughout the country. Use of Scottish Government properties will require approval from the Scottish Government Property Division Place Board and discussions have already commenced with relevant officers from the Property Division. The response from the Place Board will be reported to the Leadership Team at the earliest opportunity. It should be noted that Education Scotland currently has staff working from Scottish Government buildings in Edinburgh, Dumfries, Portree, Elgin and Galashiels.

The vast majority of Scottish local authorities are also reducing their property portfolio and seeking opportunities for co-location. As access to SCOTS can be provided through SWAN, it is possible for Education Scotland staff to be based in local authority offices. There have been no discussions with local authority contacts to date, however this should be progressed to determine whether this is a feasible option. It would allow staff to be co-located on a temporary or permanent basis with their education counterparts, promoting greater collaboration.

Smarter Working

As steps are taken to reduce our property footprint, further measures will be taken to develop Smarter Working initiatives. This will include full engagement and consultation with staff to ensure that Smarter Working developments create improvements in our working environment and practices.

Home Working

One element of Smarter Working is the practice of home working. Education Scotland staff should continue to adhere to the Scottish Government Home Working policy. Currently, the take up of formal homeworking arrangements is relatively low. If we wish to reduce the size of our floor-print across all our estates then we would have to do more as an organisation to encourage our staff to move to formal homeworking arrangements.

6. Estates Strategy: Action Plan

The Action Plan set out in the table below details the activities that require to be delivered to achieve the five strategic objectives of this Estates Strategy. The Action Plan also details the responsible officer and timescales.

Annex A: Action Plan

The actions proposed here are subject to recommendations outlined by professional advisors and subsequent approval of business cases by Scottish Ministers.

	Activity	Responsible Officer(s)	2019/20 – 2020/21
1.	Preparation of Estates Strategy	Head of Finance, Infrastructure and Analysis	October / November 2019
2.	Approval of Estates Strategy	Leadership Team	November 2019
3.	Consultation with staff and Trade Unions	Head of Finance, Infrastructure and Analysis	November 2019

DENHOLM HOUSE

	Activity	Responsible Officer(s)	2019/20 – 2020/21
1.	Re-establish Smarter Working Group	Head of Finance, Infrastructure and Analysis	April 2019
2.	Engage with Scottish Government Property Division and prepare Business Case to remain at Denholm House in 2020/21 – 2021/22	Facilities Services Team Manager	May 2019
3.	Preparation of Full Business Case to determine medium to long term accommodation needs. One of the options would be to retain the status quo.	Head of Finance, Infrastructure and Analysis and Facilities Team Manager	January 2020– June 2020
4.	Continuous engagement with Leadership Team, staff and Trade Unions	Head of Finance, Infrastructure and Analysis	April 2020 – June 2020
5.	Present options for consideration and /or approval by Leadership Team	Head of Finance, Infrastructure and Analysis	July 2020
6.	Prepare communications strategy to advise staff of the decision to be implemented in January 2021.	Facilities Services Team Leader supported by Communications	July 2020

7.	Use possible revenue savings in lease costs to order new furniture and equipment that supports Smarter Working	Estates and Facilities Manager	October 2020
8.	Prepare for possible relocation to new accommodation	Facilities Services Team Leader supported by Communications, Smarter Working Group and Human Resources	October 2020 – December 2020
9.	Potential move to new set up at Denholm House or new accommodation (if this is the preferred option)	Head of Finance, Infrastructure and Analysis Facilities Services Manager	January 2021

OPTIMA BUILDINGS

	Activity	Responsible Officer(s)	2019/20 – 2020/21	2021/22 – 2023/24
1.	Establish a Smarter Working Group	Head of Operations	Sept 2019	
2.	Engage with Scottish Government Property Division and prepare Business Case to remain at Optima Buildings until new co-located or more efficient accommodation can be identified in the Glasgow area, potentially on a smaller footprint.	Head of Finance, Infrastructure and Analysis	June 2019 – December 2019	

3.	Present findings of the Business Case to the Leadership Team	Strategic Director: Corporate Services and Governance / Head of Finance, Infrastructure and Analysis	January 2020	
4.	Work with Scottish Government Property Division to identify alternative co-location accommodation in the Glasgow area.	Strategic Director Head of Finance, Infrastructure and Analysis Facilities Services Team Leader SG Property Division	March 2020 – March 2021	April 2021 - August 2021
5.	Engagement with Leadership Team, staff and Trade Unions	Strategic Director: Corporate Services and Governance Head of Finance, Infrastructure and Analysis		September 2021
6.	Communicate relocation decision to staff	Head of Finance, Infrastructure and Analysis Facilities Services Manager supported by Communications		November 2021 – August 2027
7.	Prepare for possible relocation to new accommodation	Strategic Director: Corporate Services / Head of Finance, Infrastructure and Analysis / Facilities Services Manager supported by Communications, Smarter Working Group and Human Resources		December 2021 – February 2027
8.	Move to new accommodation (if the chosen option)	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader		March 2027

ENDEAVOUR HOUSE

	Activity	Responsible Officer(s)	2019/20 – 2020/21	2020/21 - 2021/22	2022/23 – 2023/24
1.	Continue to implement Smarter Working	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader	March 2020		
2.	Liaise with Scottish Government Property Division to review the office accommodation needs in Dundee for wider SG and Executive Agencies	Head of Finance, Infrastructure and Analysis	April 2020 – December 2020		
3.	Consider potential for co-location in new accommodation at the end of the existing lease, including liaison with SG Property Division and external public bodies	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader	June 2020 – March 2021		
4.	Engagement with Leadership Team, staff and Trade Unions	Strategic Director: Corporate Services and Governance Head of Finance, Infrastructure and Analysis	June 2020 – March 2021		
5.	Present options for consideration and /or approval by Leadership Team	Head of Finance, Infrastructure and Analysis		May 2021	
6.	Communicate relocation decision to staff	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader supported by Communications		June 2021	
7.	Prepare for possible relocation to new accommodation (if the chosen option)	Facilities Services Team Leader supported by Communications,			April 2022 – February 2023

		Smarter Working Group and Human Resources			
8.	Move to new accommodation (if the chosen option)	Head of Finance, Infrastructure and Analysis Estates and Facilities Manager			February 2023

LONGMAN HOUSE

	Activity	Responsible Officer(s)	2019/20 – 2020/21
1.	Liaise with SG Property Division to determine the wider SG need for accommodation in Inverness and/or Longman House	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader	January 2021

AB1, ABERDEEN

	Activity	Responsible Officer(s)	2019/20 / 2020/21	2022/23 - 2024/25
1.	Liaise with Scottish Government Property Division to review the office availability in Aberdeen or the north east of Scotland	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader	June 2020	
2.	Consider potential for co-location in new accommodation at the lease break in February 2022, including liaison with SG Property Division and external public bodies	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader	July 2020 – March 2021	

3.	Continuous engagement with Leadership Team, staff and Trade Unions	Strategic Director: Corporate Services and Governance Head of Finance, Infrastructure and Analysis	June 2020 – January 2021	
4.	Present options for consideration and /or approval by Leadership Team	Head of Finance, Infrastructure and Analysis	January 2021	
5.	Communicate relocation decision to staff	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader supported by Communications	January 2021	
6.	Prepare for possible relocation to new accommodation (if the chosen option)	Facilities Services Team Leader supported by Communications, Smarter Working Group and Human Resources		April 2021 – January 2022
7.	Move to new accommodation (if the chosen option)	Head of Finance, Infrastructure and Analysis Facilities Services Team Leader		January 2022

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