



SCTS Estates Strategy 2016-2026

Scottish Courts and Tribunals Service



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1 Introduction

This strategy sets out how we will develop our estate over the coming ten years – maintaining, investing in and upgrading our assets so that they support the operation of a modern, innovative justice system.

Over the last decade we have made significant investment in our built estate – modernising, rationalising and introducing new facilities. This has resulted in a step change in its condition and performance. We are rightly proud of these achievements, which include high profile developments such as the major redevelopment of Parliament House, new co-located justice facilities in Livingston and significant upgrades to existing courts such as the civil annexe in Aberdeen.

The needs of Scotland’s justice system are continually developing – alongside the need to live within restrained budgets. In order to meet these demands some significant changes have already taken place. Following on from our public consultation under Shaping Scotland’s Court Service we have completed the recommended closure of ten Sheriff Courts, utilising savings to consolidate and invest. We have introduced new facilities allowing evidence to be given by video links – ensuring that consolidation does not reduce access to justice. We have delivered innovation and efficiencies through improved facilities management and shared services arrangements with justice partners. We have ensured that our approach to investment is underpinned by a strong understanding of current and future business need – both the levels of business and the ways in which it will be transacted in the future.

Our 2014-17 corporate plan sets out a high level vision for the estate which is reflected in this strategy, including:

- A focus on addressing extensive backlog maintenance requirements across the estate
- The planned development of specialist Regional Jury Centres
- The desire to develop purpose built Justice Centres in key population areas
- The efficient integration and administration of Scotland’s devolved tribunals
- Legislative change that affects the business of SCTS
- Operational changes including the potential for greater use of digital technology flowing from the recommendations of the recently published Evidence and Procedure Review

Recognising these emerging themes and the opportunities and challenges likely to develop over the coming years, this strategy sets out the priorities and high-level plans for the SCTS estate in the period 2016 – 2026.

2 The SCTS Estate

2.1 Location and Extent

As at April 2016 the SCTS operates in 51 geographical locations with 53 courts together with 15 remote video witness sites and administrative centres. In addition to these sites, tribunals make use of some 70 venues across Scotland for hearings. Whilst the majority of these tend to be provided by Local Authorities or NHS Scotland, it is apparent that the scale and geographic extent of the estate is significant.

Covering the whole of the Scottish mainland together with the Islands, the court estate comprises the Court of Session which operates from Parliament House in Edinburgh; the High Court which has dedicated centres in Edinburgh, Glasgow and Aberdeen; the Sheriff and JP courts which are based in 39 locations; tribunal administration centres in Glasgow, Edinburgh and Hamilton and the Office of the Public Guardian (OPG) in Falkirk. A map outlining the geographical spread of the estate is provided at **Annex A**

Whilst the estate comprises 71 buildings including courts, administrative offices and vulnerable witness suites, the ten largest courts account for over 63% of the estate and over 80% of the estate expenditure (further detail on these facilities can be found at **Annex B**).

The total area of the estate is 187,245 sqm Gross internal floor area. This includes: Sheriff Courts, Justice of the Peace Courts, High Courts, Witness Links, Tribunal administration buildings, courts and other facilities at Parliament House, the Office of the Public Guardian and SCTS head office.

The total area of the 15 properties comprising the leased estate at March 2016 is 12,670sqm Gross Internal Floor Area. There has been a significant increase following the tribunals merger.

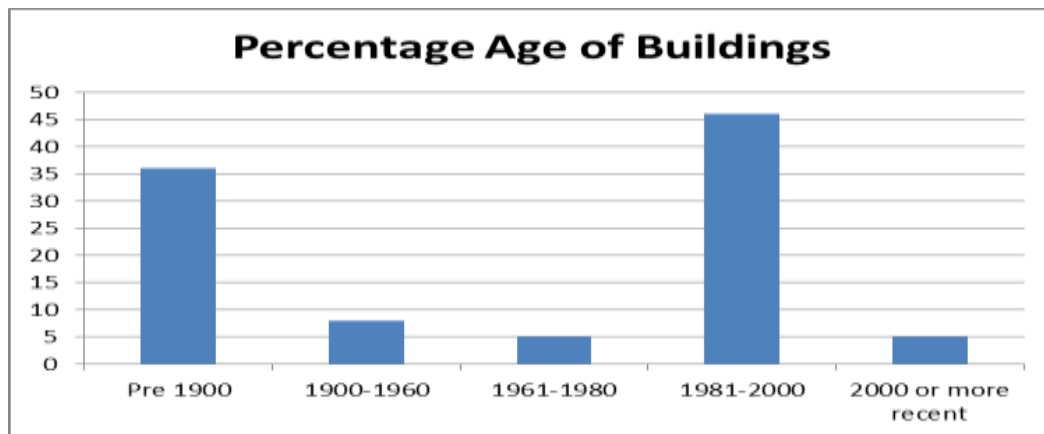
2.2 Valuation

The estate is mainly valued by the Depreciated Replacement Cost (DRC) method of valuation. Due to the specialist nature of court buildings open market valuations (OMV) are not suitable. The total holding value of the SCTS estate at 31 March 2014 was £375 million. A formal re-evaluation of the estate, in line with treasury requirements, is undertaken every five years with the next evaluation scheduled for 2020.

	2004-05	2014-15
VALUE	£350M	£375M
Land and building book value		
Number of properties in use	61	75
COST	£38.1M	£30.7M
Annual running costs		

2.3 Age Profile

Approximately 44% of the built estate is pre-1960 in age with 86% being historic, listed and pre-1900. This brings a substantial obligation in terms of maintaining part of Scotland’s historic building heritage, including Parliament Hall. Whilst 46% of the estate falls within the 1981 – 2000 age range even this group can contain listed buildings such as Glasgow Sheriff Court. Built in 1986 this is the second largest building in the estate.



2.4 Condition of Existing Buildings

The condition of the existing estate and associated backlog maintenance is set out below based upon industry standard definitions of:

A – As new condition

B – Sound, operationally safe and exhibiting only minor deterioration

C – Operational, but major repair or replacement needed in the short to medium term

D – Inoperable or serious risk of major failure or breakdown

Building Condition Category

Category	A	B	C	D
Current Status	2%	52%	46%	<1%

The estimated cost of bringing the entire estate into condition B category is assessed at £39 million. This is based on costs at base date 2016. There is only one property in condition D and that is the former Arbroath Sheriff Court building which is currently the subject of a community purchase bid.

2.5 **Estate Occupancy Costs**

Information on the past 10 years' running costs and the overall level of estate investment is set out in [Annexes B & C](#). It should be noted that the ten largest facilities account for over 80% of estate expenditure.

2.6 **Key risks in relation to the existing estate**

Significant improvements have been made to the SCTS estate in recent years in terms of its condition, configuration and performance. Looking ahead to an evolving model for service delivery it is recognised that a range of risks exist which will need to be addressed if the estate is to continue to provide fit for purpose facilities to enable the delivery of justice. Key risks and impacts can be summarised as:

- Failure to address significant backlog maintenance requirements impacts on service delivery and efficiency
- Lack of flexibility and adaptability of existing estate results in an inability to efficiently meet evolving service requirements including for digital technology
- Failure to effectively integrate Scotland's devolved tribunals into the delivery model – or to maintain sufficient flexibility to effectively accommodate reserved tribunals administration transferred as a consequence of the Smith Commission proposals.
- Lack of funding to address priorities impacts on service delivery and efficiency
- Failure to achieve consolidation/rationalisation of estate impacting upon service delivery and efficiency.

3 Estate Vision, Strategic Priorities and Objectives

3.1 SCTS Vision & Estates Strategy Priorities

As set out in the 2014-17 Corporate Plan, the **Purpose** of the SCTS is **supporting justice**. The vision of SCTS is to: **Build a stronger Courts and Tribunals Service** focussed on improving access to justice, reducing delay and cost within the justice system and maximising the use of technology to improve services.

One of the key strategic priorities set out in the Corporate Plan is maintaining and, where appropriate, developing a **well-managed estate**. That estate supports the delivery of our purpose by providing the facilities that the Judiciary, justice partners and all court users require for justice to be administered effectively. A well-managed estate also supports the delivery of other SCTS strategic priorities, including digital innovation, maintaining efficient business processes and supporting purposeful collaboration between justice bodies.

Our vision for the SCTS estate is to provide a high quality, efficient estate and infrastructure reflecting the diversity of the needs of our users. Underpinning that vision are **4 estates strategy priorities** that our estate needs to meet if it is to provide that high quality service. We need to have an estate that is in the right places, of the right size, in the right configuration and in the right condition.

- **Right place** – we must have buildings located in the right places to support access to justice across Scotland and its varied communities – including island communities.
- **Right size** – our estate must be of a size to efficiently and effectively support the volume and types of business it is required to process.
- **Right configuration** – our buildings must provide sufficient functionality and flexibility to support the operation of the courts and tribunals, and to meet the diverse needs of our users. The estate should provide all users with a secure environment. Wherever possible that flexibility should be built in so that our estate can deal effectively with new innovations and developments.
- **Right condition** – we must provide and maintain a sustainable estate in good condition to support the effective operation of the courts and tribunals, minimising the potential for any disruption to business.

3.2 Existing Estate Analysis

An in-depth review of the existing estate has been to inform this estate strategy. A summary assessment of the extent to which it meets the strategic priorities we have set in this strategy is provided in the table below.

SCTS Estate - Analysis against the Estates Strategic Priorities

Right Place:	The SCTS estate is complex and has significant constraints on its potential location as it must strike an appropriate balance between localism to serve communities with specialism and efficiency. Currently the location of the estate is considered broadly appropriate in the short term. Future changes to the justice system (and to the responsibilities of SCTS) coupled with the increasing use of technology may warrant changes over the period of this strategy.
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Right Size:	The existing estate is considered of appropriate scale to deliver the current and future planned level of business in accordance with the existing service delivery model. However the justice system is currently implementing significant operational changes. Change is expected to continue and may impact on the size of the estate required to adequately support any new justice process.
Right Configuration:	The estate comprises a range of building functions. Criminal and Civil Courts require different accommodation and separation arrangements. The existing estate serves our stakeholders well however there are areas requiring improvement. As the service delivery model evolves over the medium term and as more innovative technology solutions are adopted the estate will need to adapt to ensure it is sufficiently flexible. The estate is currently minimally compliant in terms of equality obligations.
Right Condition:	There are very significant backlog maintenance liabilities across the existing estate. A significant number of buildings do not achieve RICS Condition B Standard. These will require to be addressed as part of the wider estate development/rationalisation strategy.

3.3 Investment Drivers

There will always be more investment, innovation and improvement that could be made than we will be able to afford. That being the case it is important to ensure that investment in our estate not only delivers on the 4 strategic priorities set out above – but that it does so in the most effective and impactful way. Given that SCTS will continue to operate within financial constraints over the coming years we have developed three “investment drivers” which, in tandem with the strategic priorities, will be used to determine which activities we prioritise. These are:

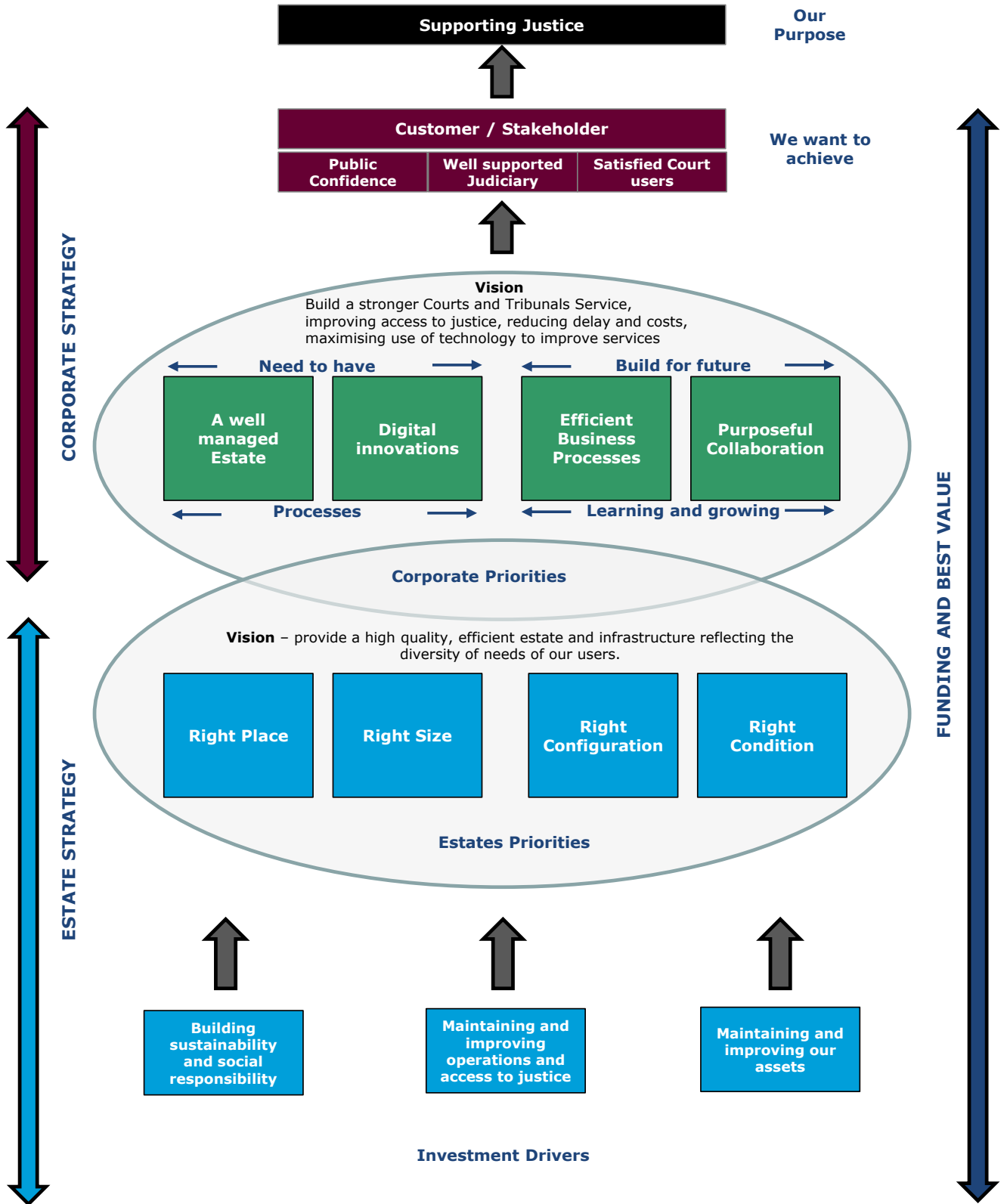
<p>1. Maintaining & improving our assets – will the investment ensure our estate is fit for purpose by conducting appropriate backlog maintenance, statutory compliance works and improvements? Will it improve assets and facilities so that those using them have a high quality experience in a safe, stimulating environment?</p>
<p>2. Maintaining & improving operations & access to justice – will the investment maintain or improve access to justice, balancing localism and specialism? Does it support joint working, planned reforms and digital innovation including, where appropriate, through rationalisation.</p>
<p>3. Building sustainability & social responsibility – will the investment ensure that our estate becomes more sustainable? Will it improve our performance in relation to public sector equality and diversity duties?</p>

The graphic overleaf illustrates how the Corporate Strategy drives the Estate Strategy and how our strategic priorities and investment drivers will direct activity to create an estate that meets the vision.

This is a ten year Estate Strategy establishing the plans and ambitions for the estate over this period. It also sits within the context of three-yearly corporate plans, annual SCTS budgets

set by the Scottish Parliament, and annual Estates Business Plans which incorporate the SCTS prioritised project plan. These annual plans will align with this strategy – listing, analysing, and prioritising works against available funding.

It is recognised that the level of funding available will drive the ability to deliver on the more detailed activities set out in section 4 of this strategy. The strategy will be kept under regular review to ensure it remains fit for purpose and continues to inform the investment decision making process.



4 How we will Deliver

4.1 Main Objectives

Whilst our estates strategy objectives and investment drivers set out a clear framework for future development they are necessarily quite high level. The table below sets out 13 main objectives that we will take forward over the coming years – demonstrating how these align with the estates strategy priorities and investment drivers.

Table 1 – Estates Main Objectives

Objective No	Investment Drivers			Main Objectives Objective	Estates Strategy Priorities			
	Maintain & Improve Assets	Maintain & Improve Operations & Access	Building Sustainability & Social Responsibility		Right Place	Right Size	Right Configuration	Right Condition
1	✓	✓		Undertake improvements to existing facilities to maximise efficiency and compliance with service and legislative requirements including health and safety		✓	✓	✓
2	✓	✓		Review existing estate to capture all opportunities for efficiency and greater effectiveness. Include review of location of tribunal administration building, SCTS HQ, Office of Public Guardian and others		✓	✓	
3	✓			Provide a fit for purpose estate achieving performance targets for condition in terms of targeted percentage of estate achieving RICS condition B.				✓
4	✓	✓	✓	Deliver current initiatives to modernise, rationalise and improve the quality, effectiveness and efficiency of facilities including in relation to new Justice Centres and Jury Centres	✓	✓	✓	✓
5		✓		Ensure tribunal hearing locations have the right geographical profile across the country	✓			
6	✓	✓	✓	Rationalise and consolidate, wherever practicable, multiple facilities in the same town/city to improve efficiency and service delivery	✓	✓	✓	✓
7	✓	✓		Maximise efficiencies and effectiveness through co-location with partner organisations	✓	✓	✓	
8		✓		Facilitate increased use of digital technology and remote video conference links and provision for vulnerable witnesses where required through legislative change	✓	✓	✓	✓
9		✓		Rationalise leased estate in line with lease renewal to maximise efficiency and alignment with Estate Strategy.	✓	✓	✓	✓
10		✓		Develop facilities to provide flexible accommodation conducive to ongoing changes to service requirements			✓	
11			✓	Maintain focus on achieving a sustainable estate including achieving carbon reduction targets over the next five years				✓

Objective No	Investment Drivers			Main Objectives	Estates Strategy Priorities			
	Maintain & Improve Assets	Maintain & Improve Operations & Access	Building Sustainability & Social Responsibility		Right Place	Right Size	Right Configuration	Right Condition
12			✓	Ensure all future major developments excel, innovate and make effective use of resources. Focussing on sustainable value and efficiency to generate environments that enhance the well-being of all who use our buildings.				✓
13			✓	Continue to engage with communities including on community programmes where relevant to our estate development objectives		✓	✓	

Delivery of the 13 main objectives set out above will require concerted action over the full 10-year span of this strategy, covering multiple planning and budgetary periods. Whilst some of the proposals are longer-term high-level aspirations, others are more imminent and, in some cases, currently underway. The list of detailed activities set out in table 2 overleaf summarises activities already underway or planned over the coming 12-18 months (in 2016 and 2017) demonstrating their alignment with:

- The main objectives set out in the table above
- The estates strategy priorities and
- The investment drivers

Table 2 – Estates Detailed Activities

Main Objective(s) (see table 1)	Investment Driver			Detailed Activity	Estates Strategy Priorities			
	Maintain & Improve Assets	Maintain & Improve Operations & Access	Building Sustainability & Social Responsibility		Right Place	Right Size	Right Configuration.	Right Condition
5		✓		Complete ongoing planning activities in relation to tribunal operations by December 2016 to ensure they have right geographic profile	✓	✓		
6,9	✓	✓		Ongoing demand led analysis of existing estate to identify need / opportunity to optimise estate location	✓	✓		
4,13	✓	✓	✓	Complete development of integrated Justice Centre in Inverness and establish template for others	✓	✓	✓	✓
4,13	✓	✓	✓	Identify opportunities to roll out Justice Centre model in other locations including Lanarkshire (£27m) and Fife (£23m)	✓	✓	✓	✓
4,13	✓	✓		Assess the feasibility of providing a combined Glasgow Civil Justice Centre to include sheriff court civil volumes, tribunals and a Fatal Accident Inquiry (FAI) Centre (£30m)	✓	✓	✓	✓
2	✓	✓		Assess the feasibility of options to develop the mothballed space in Elliot Wing in Parliament House	✓		✓	
4	✓	✓	✓	Complete development of the specialist Regional Jury Centres	✓	✓	✓	✓
1,7,11	✓	✓	✓	Maintain a list of “shovel ready” projects so that opportunities for late release of funding can be taken			✓	✓
3	✓			In 2016 complete condition / statutory compliance survey of entire estate				✓
3	✓			Improve fitness for purpose and reducing the level of backlog maintenance and ensuring statutory compliance of estate				✓
4,6	✓	✓	✓	In parallel with creation of justice centres, explore opportunities and dispose of surplus sites to gain best value	✓	✓		
1	✓	✓		Undertake improvement works to meet demand for public interview rooms			✓	✓
1	✓	✓		Undertake improvements in courts to provide minimum one custodial “interview room”			✓	✓
8		✓		Complete ongoing programme of improvements to courtroom technology and new digital processes			✓	✓
1,10	✓	✓		Undertake improvements to courts to make suitable for increased number of multi accused trials			✓	✓

Main Objective(s) (see table 1)	Investment Driver			Detailed Activity	Estates Strategy Priorities			
	Maintain & Improve Assets	Maintain & Improve Operations & Access	Building Sustainability & Social Responsibility		Right Place	Right Size	Right Configuration.	Right Condition
1,10	✓	✓		Review existing arrangements then ensure appropriate jury muster facilities are available at all regional jury centres			✓	✓
3,10,11	✓	✓	✓	Renew FM contract in 2017 establishing robust and challenging performance targets			✓	✓
7	✓	✓		Review current arrangement and seek to maximise opportunities for 3 rd party Partner sharing and co-location within the SCTS estate	✓	✓	✓	✓
8		✓		Optimise use of enabling technologies in order to improve the court experience			✓	✓
6	✓	✓	✓	Exploit all opportunities to rationalise the built estate through integration of sites and uses including with key partners and additionally the wider justice community	✓	✓	✓	✓
2,4	✓	✓	✓	Implement wider Scottish Government smarter workplace initiative			✓	✓
9		✓		Explore lease break options to identify opportunities for rationalisation / co-location in relation to HQ building and other non-court facilities	✓	✓	✓	✓
5,6	✓	✓		Exploit all opportunities / efficiencies for co-location in respect of devolution of tribunals. (significant opportunities expected in Glasgow and Edinburgh)	✓	✓	✓	✓
11,12			✓	Develop proposals to deliver on performance target for carbon reduction				✓
3	✓			Undertake backlog maintenance works to achieve performance targets				✓

4.2 Estates Development Priorities

This strategy has been developed during a period of significant ongoing change for the SCTS. In setting the priorities, objectives and activities outlined above we have been mindful of developments already under way or planned to meet future service needs, manage business volumes and deliver improvements to service based around developing policies and practice. Whilst summarised in tables 1 and 2 there are several high-profile investment priorities that we will focus on based around this strategy

Justice Centres

The concept of developing Justice Centres to provide dedicated, high-quality, court, tribunal and justice partner accommodation in key population centres, was first set out in the Shaping Scotland's Courts Report and reaffirmed in the SCTS Corporate Plan for 2014-17. The delivery of a justice centre fulfils the criteria of all the estates strategy priorities and investment drivers. On that basis we will:

- Construct the first SCTS Justice Centre in Inverness to include Courts, COPFS, tribunal hearing accommodation, social work and a Fatal Accident Inquiry centre at a cost of £23 million
- Thereafter, subject to additional funding, we will utilise the learning to provide a scalable solution for further regional Justice Centres including:
 - A new Justice Centre in Fife at a cost of £23 million
 - A new Justice Centre in Lanarkshire at a cost of £27 million
 - A combined Glasgow Civil Justice Centre to include sheriff court civil business, tribunals and flexible facilities capable of hearing FAIs at a cost of £30 million.

Balancing Specialism and localism

Shaping Scotland's Courts also set out our plans to consolidate sheriff and jury business in a number of court locations across Scotland, balancing accessibility with the need to provide a high level of facilities and services for cases of this nature. We will continue to focus prioritised investment on backlog maintenance and infrastructure improvements at the planned regional sheriff and Jury Centres.

This focused investment on the estate builds upon the development of dedicated High Court Centres in Edinburgh, Glasgow and Aberdeen and the development of remote video conference links and facilities – ensuring that vulnerable people can give evidence in the way and at the place that suits them best.

Taking advantage of change

As the devolution of reserved tribunals commences we will ensure that developments in our estate to accommodate new business are assessed against our estates strategy priorities, ensuring the most effective and efficient long term estate plan, taking advantage of rationalisation opportunities where they fit with our priorities.

We will continue to use the change and development under way across the SCTS as a driver to improve the existing estate – taking advantage of lease breaks, policy developments and the impact of digital delivery to upgrade and future-proof the estate. And we will seek to make the most of all the assets we currently hold - for example, developing a feasibility study to identify best use of the mothballed space in the Elliot Wing in Parliament House.

4.4 Governance and Review

This strategy has been developed in consultation with the SCTS Estates, Health & Safety, Fire and Security Committee. It has been approved by the SCTS Board. Having determined the scope of the Strategy SCTS is committed to using it to direct future investment decisions and prioritisation, which will be detailed in future SCTS Corporate and Business Plans. It will be used by the SCTS Estates Unit to inform detailed business unit planning and operational prioritisation.

The strategy will be subject to periodic review – specifically table 2 at pages 13-14, which will be periodically updated to demonstrate the range of activity under way at any given point of time in pursuit of the strategy. Formal reviews of this strategy will be undertaken to align with spending review settlements and to ensure it continues to be aligned with SCTS objectives and strategic priorities.

Appropriate governance and controls will be put in place for individual activities take forward under the strategy – with oversight of their delivery provided by the SCTS Estates, Health & Safety, Fire and Security Committee on behalf of the SCTS Board. A range of approaches are taken to governance and management to ensure successful delivery. Where major change or development is proposed these include:

- The development of robust business and financial cases in relation to the use of the SCTS capital programme
- Commercial options appraisal and use of optimal procurement routes for the projects to be delivered
- Periodic review of the delivery capabilities of the SCTS Estates and Facilities function and development of service requirements to support delivery of the Estate Strategy
- Clear processes for interfacing with partners, service providers and users
- In the case of major investments the development of a benefits realisation plan that sets out how the benefits from the investment will be measured and captured to ensure that projects deliver the required benefits and align to SCTS requirements
- Detailed business and project plans which describing the sequencing of projects, work packages, timescales, stakeholder management and key risks to be managed.

KPIs

In addition to these specific actions and controls the SCTS maintains and monitors a suite of estates Key Performance Indicators (KPIs) to ensure that day to day delivery of estates business supports the effective operation of Scotland’s courts and tribunals – and is in line with the priorities set out in this strategy.

SCTS has established contractual arrangements with delivery organisations who provide facility management (FM) services for the Estate. This includes Service Level Agreement’s and a range of KPIs, which set standards for a series of performance criteria including: availability of court facilities, customer satisfaction rating, maintenance, security and cleaning etc. This FM contract will be renewed in 2017 and we will ensure it continues to incorporate robust and challenging KPIs that reflect our priorities, whilst delivering value for money.

In addition the SCTS Estates Team will continue to assess the ongoing effectiveness of the estates function using the following KPIs:

- **Utilisation** - We will continue to monitor court room utilisation closely and if any sites start to operate at over 95% we will investigate options to increase capacity
- **Building Conditions** - Subject to sufficient funding we will strive to have less than 20% of the estate in condition C/D by 2026
- **Backlog Maintenance** - Subject to sufficient funding we will work towards a reduction in backlog maintenance to below 9% of the replacement value of our property portfolio by 2026
- **Carbon Reduction** - we will continue to monitor emission levels, aiming to achieve a 12.5% reduction in current (2016) carbon emission levels by 2021 (building upon a 25% reduction between 2011 and 2016)
- **Vacant Property** - we will achieve 0% long term (over 6 months) vacant / unused buildings or part buildings within the estate by 2021
- **BREEAM** - all major new build projects will be assessed in line with BREEAM best practice standards to deliver sustainable value and efficiency.
- **Equality Act Accessibility** – we will improve upon the current compliance status of the estate by 2018 based on the accessibility audits and reports completed during 2015/16 and published during 2016/17

Promoting Transparency

Our investment decisions will be made in an open and transparent manner, based on fully developed business cases which support the corporate plan objectives and are in line with the vision, themes and objectives set out in this strategy.

Strong Project and Financial Management

We take a structured approach to managing change in the SCTS, based on best practice methodologies. All organisational changes are managed as either Projects or Programmes and a robust process of project reporting and monitoring is used to ensure both spend and programmes are adhered to and exceptions highlighted at the earliest opportunity. The Estates Unit will continue to use both its in-house professional project management staff and its financial programme management staff, together with external resource as necessary to ensure continued strong project and financial management.

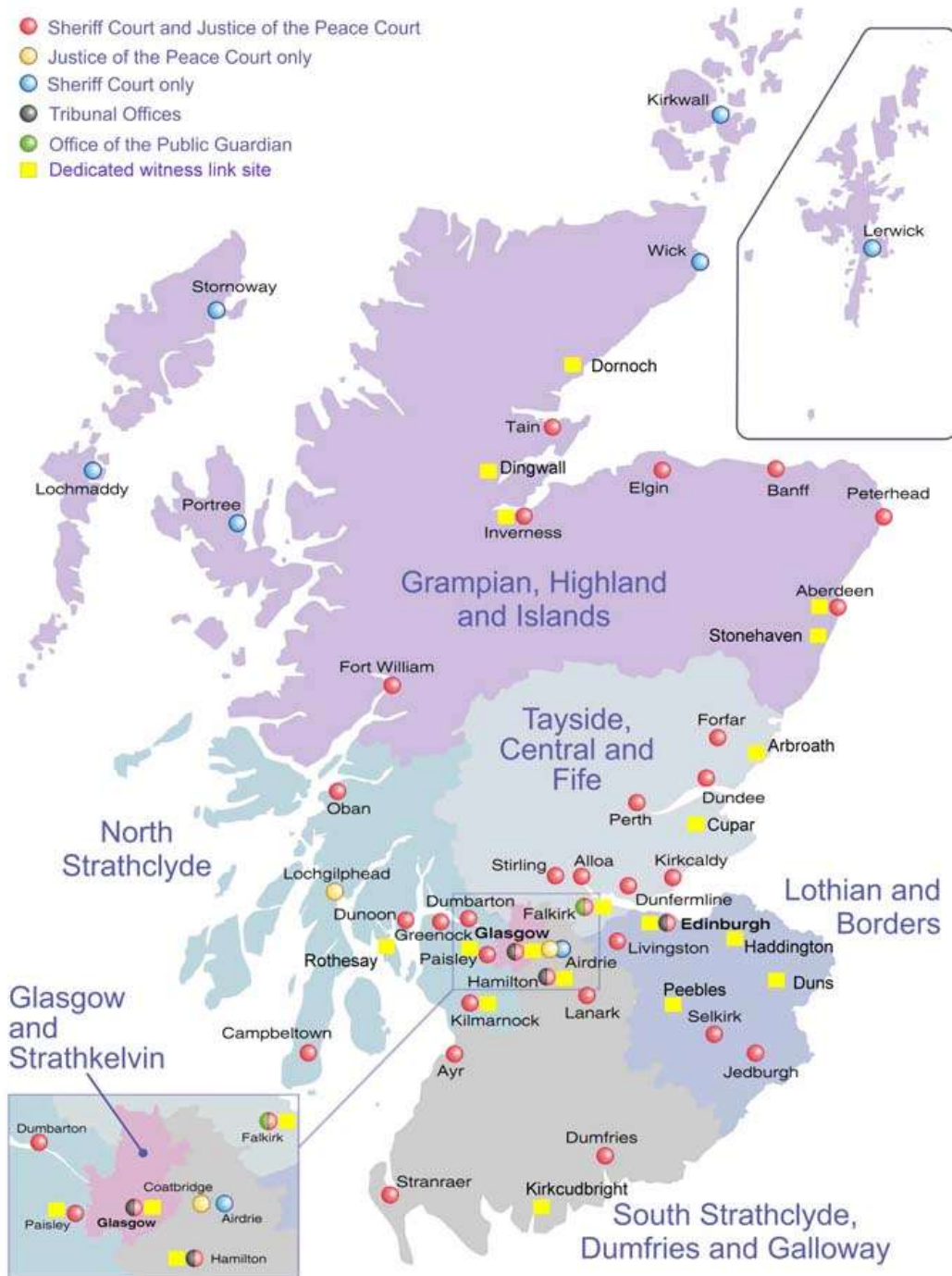
Given the nature of our estate we are predominantly investing in the existing building stock. Construction works invariably involve noise, dust etc. which will cause disruption to the "operation of the courts". Our commitment to avoiding that type of disruption and keeping courts operational is the basis behind the following policy positions:

- All construction works will be undertaken at evenings and weekends if they are liable to interfere with the operation of the courts
- Court operations will be out-housed for the duration of a construction project if it is impractical to work around the operations of the court.

Annex A – SCTS Locations

Scottish Courts and Tribunals Service locations



- Sheriff Court and Justice of the Peace Court
- Justice of the Peace Court only
- Sheriff Court only
- Tribunal Offices
- Office of the Public Guardian
- Dedicated witness link site



Annex B – SCTS Facilities and Running Costs

BUILDING	TOTAL GROSS INTERNAL AREA (GIA) (m2)	LEASED/ OWNED PROPERTY	LISTING	RUNNING COSTS IN YEAR 2014/15
EDINBURGH - PARLIAMENT HOUSE	20,864.80	OWNED	Grade A	£3,569,385
EDINBURGH SHERIFF & JP COURT	26,050.96	OWNED		£3,431,659
GLASGOW SHERIFF COURT	25,778.00	OWNED	Grade B	£3,331,362
GLASGOW HIGH COURT	15,145.00	OWNED	Grade B	£2,030,141
LIVINGSTON CIVIC CENTRE	3,936.00	LEASED		£1,457,480
PAISLEY SHERIFF COURT	8,941.00	OWNED	Grade A	£1,248,175
EDINBURGH - GEORGE HOUSE	1,896.00	LEASED	Grade B	£745,405
HAMILTON SHERIFF COURT	5,467.99	OWNED	Grade B	£714,070
EDINBURGH - HIGH COURT	4,680.00	OWNED	Grade B	£666,286
ABERDEEN - SHERIFF COURT	5,480.00	OWNED	Grade A	£524,425
DUNDEE SHERIFF COURT	3,414.10	OWNED	Grade A	£500,963
KILMARNOCK - SHERIFF COURT	3,749.00	OWNED		£482,055
DUMBARTON SHERIFF COURT	3,453.00	OWNED	Grade B	£465,047
AYR SHERIFF COURT	3,301.00	OWNED	Grade A	£433,779
AIRDRIE SHERIFF COURT	3,785.00	OWNED		£410,670
FALKIRK SHERIFF COURT	2,910.00	OWNED		£404,691
EDINBURGH - SAUGHTON HOUSE	1,682.59	LEASED		£329,325
OPG - HADRIAN HOUSE - FALKIRK	1,087.00	LEASED		£323,434
GREENOCK SHERIFF COURT	3,040.00	OWNED	Grade B	£319,813
STIRLING SHERIFF COURT	2,830.81	OWNED	Grade B	£308,515
HAMILTON - BOTHWELL HOUSE	815.10	LEASED		£276,634
LANARK SHERIFF COURT	1,723.09	OWNED	Grade B	£275,329
PERTH SHERIFF COURT	2,653.51	OWNED	Grade A	£262,544
KIRKCALDY SHERIFF COURT	2,527.00	OWNED	Grade B	£262,482
DUNFERMLINE SHERIFF COURT	2,559.66	OWNED		£248,627
ABERDEEN - HIGH COURT	1,987.00	OWNED	Grade A	£242,694
INVERNESS SHERIFF COURT	1,959.43	OWNED	Grade A	£227,841
DUMFRIES SHERIFF COURT	2,088.00	OWNED	Grade B	£207,814
GLASGOW - EUROPA BUILDING	514.80	LEASED		£197,687
PETERHEAD SHERIFF COURT	1,329.50	OWNED		£166,775
ALLOA SHERIFF COURT	1,798.00	OWNED	Grade B	£165,112
FORFAR SHERIFF COURT	1,216.00	OWNED	Grade B	£154,262
DUNDEE - TELEPHONE HOUSE - CIVIL ANNEX	1,000.00	OWNED		£135,831
STRANRAER SHERIFF COURT	1,263.00	OWNED	Grade B	£127,802
SELKIRK SHERIFF COURT	1,165.79	OWNED	Grade B	£124,802
JEDBURGH SHERIFF COURT	1,201.00	OWNED	Grade A	£124,117
ABERDEEN CIVIL ANNEX & COMMERCIAL COURT	2,065.82	OWNED		£114,774
ELGIN SHERIFF COURT	1,036.00	OWNED	Grade B	£112,846
HAMILTON - HAMILTON HOUSE	323.40	LEASED		£105,926
BANFF SHERIFF COURT	953.00	OWNED	Grade B	£98,508
WICK SHERIFF COURT	706.00	OWNED	Grade B	£97,803
STORNOWAY SHERIFF COURT	557.83	OWNED	Grade B	£92,611
DUNOON SHERIFF COURT	840.00	OWNED		£90,414
HAMILTON - BIRNIE HOUSE CIVIL ANNEX	1018.34	OWNED		£85,443
TAIN SHERIFF COURT	556.00	OWNED	Grade A	£82,894
HAMILTON JP COURT	500.00	OWNED		£78,542
LERWICK SHERIFF COURT	401.00	OWNED	Grade C	£77,107
COATBRIDGE JP COURT	634.00	LEASED		£76,190
ABERDEEN (ADV HALL)	included in above	LEASED	Grade A	£73,802
PORTREE SHERIFF COURT	473.02	OWNED	Grade B	£72,028
OBAN SHERIFF COURT	515.30	OWNED	Grade B	£71,032
INVERNESS - ARDROSS TER - ANNEX	164.43	LEASED		£70,293
KIRKWALL SHERIFF COURT	410.00	OWNED	Grade B	£67,150
LOCHMADDY SHERIFF COURT	493.90	OWNED	Grade B	£65,527
CAMPBELTOWN SHERIFF COURT	522.10	OWNED	Grade B	£64,876
FORT WILLIAM SHERIFF COURT	433.00	OWNED		£60,633
INVERNESS - NORTH TOWER inc JP COURT	included in Castle at	LEASED	Grade A	£52,960
DUNDEE JP COURT	458.00	OWNED	Grade A	£51,711
GLASGOW - WELLINGTON HOUSE	174.90	LEASED		£46,000
KIRKCALDY JP COURT	220.00	OWNED		£26,383
OBAN - POLICE CELLS	20.00	LEASED	Grade C	£25,000
EDINBURGH FILE STORAGE - CAUSEWAYSIDE		LEASED		£20,000
PARTICK THISTLE FV (VW)	60.00	LEASED		£20,000
KILMARNOCK - TITCHFIELD ST	90.00	LEASED		£13,742
HAMILTON - BRANDON HOUSE	31.00	LEASED		£12,600
LOCHGILPHEAD JP COURT	150.00	LEASED		£9,562
PAISLEY WYND CENTRE	25.00	LEASED		£9,000
DINGWALL VW OFFICE	30.00	LEASED		£6,000
STONEHAVEN - VW OFFICE	20.00	LEASED		£6,000
PERTH (CAR PARK)		LEASED		£3,120
ARBROATH VW SCRA OFFICE	70.00	LEASED		£1,990
VULNERABLE WITNESS ACCOMM - REMOTE SITES				
JP COURTS	Total GIA			Total Running Costs
TRIBUNAL OFFICES	187,245			£26,849,818

Annex C – Finance, Projects and Running Costs

<p>MAJOR CAPITAL PROJECTS</p>	 <p>ALLOA NEW COURT DUMBARTON STIRLING NEW COURT</p>	 <p>PARLIAMENT HOUSE ELGIN NEW COURT DUMBARTON GREENOCK NEW COURT</p>	 <p>PARLIAMENT HOUSE HQ RELOCATION GLASGOW NEW COURT</p>	 <p>PARLIAMENT HOUSE LAWMARKET ROOF PAISLEY NEW COURT</p>
<p>YEAR</p>	<p>2007</p>	<p>2008</p>	<p>2009</p>	<p>2010</p>
<p>TOTAL CONSTRUCTION SPEND, MAINTENANCE & CAPITAL</p>	<p>£22M</p>	<p>£26M</p>	<p>£25.7M</p>	<p>£25.6M</p>
<p>MAJOR ASSET TRANSACTIONS</p>				
 <p>PARLIAMENT HOUSE PROJECT</p>	 <p>PARLIAMENT HOUSE JUDICIAL STUDIES RELOCATION</p>	 <p>ABERDEEN CIVIL CENTRE GLASGOW PIPEWORK PARLIAMENT HOUSE PROJECT</p>	 <p>ABERDEEN CIVIL CENTRE EXTENTION FORFAR SHERIFF COURT</p>	 <p>SALTMARKET ADDITIONAL COURTS EDINBURGH SHERIFF COURT ADDITIONAL COURT</p>
<p>2011</p>	<p>2012</p>	<p>2013</p>	<p>2014</p>	<p>2015</p>
<p>£20.2M</p>	<p>£17.6M</p>	<p>£23.7M</p>	<p>£12.5M</p>	<p>£8.7M</p>
	<p>DISPOSAL OF ST ANDREWS STREET, GLASGOW</p>	<p>PURCHASE ABERDEEN ANNEX, PURCHASE FORFAR ANNEX</p>	<p>DISPOSAL OF DORNOCH</p>	<p>DISPOSAL OF KIRKCUDBRIGHT</p>