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## TREASURY CIRCULAR NO 21/2015

THE PREMIER

THE MINISTER OF ECONOMIC OPPORTUNITIES

THE MINISTER OF COMMUNITY SAFETY

THE MINISTER OF CULTURAL AFFAIRS AND SPORT

THE MINISTER OF EDUCATION

THE MINISTER OF FINANCE

THE MINISTER OF HEALTH

THE MINISTER OF HUMAN SETTLEMENTS

THE MINISTER OF LOCAL GOVERNMENT, ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING

THE MINISTER OF SOCIAL DEVELOPMENT

THE MINISTER OF TRANSPORT AND PUBLIC WORKS

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## **SUBMISSION OF 2016/17 USER IMMOVABLE ASSET MANAGEMENT PLANS (U-AMPS); ROAD ASSET MANAGEMENT PLAN (R-AMP) AND CUSTODIAN IMMOVABLE ASSET MANAGEMENT PLAN (C-AMP)**

### **1. PURPOSE**

- 1.1 The purpose of this Circular is to inform all Accounting Officers, Chief Executive Officers and Infrastructure Analysts that in terms of section 9(1), (2)(a)(b) of the Government Immovable Asset Management Act (GIAMA), 2007, a Custodian Immovable Asset Management Plan (C-AMP) and a User Immovable Asset Management Plan, that fully meet the requirements of the respective guidelines, must be prepared and submitted to Provincial Treasury;
- 1.2 The date for submission of the User Immovable Asset Management Plan (U-AMP)/or a Road Asset Management Plan (R-AMP) is on or before **25 June 2015**; and
- 1.3 The date for submission of the Custodian Immovable Asset Management Plan (C-AMP) is on or before **11 September 2015**.

### **2. BACKGROUND/DISCUSSION**

- 2.1 In terms of section 6(1)(a)(b) of the Government Immovable Management Act (GIAMA), 2007, a **custodian** must prepare an immovable asset management plan, to be known as a **Custodian Immovable Asset Management Plan** in relation to all the immovable assets which are in its custody, whilst a **user** must prepare a user

asset management plan to be known as a **User Immovable Asset Management Plan** in relation to the immovable assets which that user uses or intends to use.

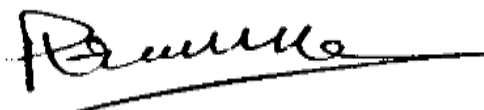
- 2.2 In terms of section 7 of the Act, a **Custodian Immovable Asset Management Plan** must consist of at least of the following:
- a) A portfolio strategy and management plan;
  - b) A management plan for each immovable asset throughout its life cycle;
  - c) A performance assessment of the immovable asset;
  - d) Subject to section (1)(d)(iii) a custodian assessment of the immovable asset;
  - e) The maintenance activities required and the total and true cost of the maintenance activities identified; and
  - f) A disposal strategy and management plan.
- 2.3 In terms of section 8 of the Act, a **User Immovable Asset Management Plan** must consist of at least:
- a) A strategic needs assessment;
  - b) An acquisition plan;
  - c) An operations plan; and
  - d) An immovable asset surrender plan.
- 2.4 To meet the requirements of section 8 of the Act, the Department of Transport and Public Works, as custodian, has provincialised and distributed the Provincial Guidelines for Preparation of a User Immovable Asset Management Plan to user departments to prepare the respective U-AMPs. The Guidelines are hereto attached for easy reference. The Department of Transport and Public Works (Branch: Roads Infrastructure) should use the Guidelines for a Road User Asset Management Plan in preparing their R-AMP.
- 2.5 It is important to note that the final 2015/16 Custodian Immovable Asset Management Plan; User Immovable Asset Management Plans and Road Asset Management Plan submitted during the 2014/15 financial year should be used as the base document for preparing the respective 2016/17 plans.
- 2.6 A hard and electronic copy of the completed U-AMPs, C-AMP and/or R-AMP duly signed off by the Head of Department or delegate, must be submitted to Mr Preshane Chandaka, [Preshane.Chandaka@westerncape.gov.za](mailto:Preshane.Chandaka@westerncape.gov.za) or Mr Reggie Daniels, [Reginald.Daniels@westerncape.gov.za](mailto:Reginald.Daniels@westerncape.gov.za) or Mr Adriaan Visagie, [Adriaan.Visagie@westerncape.gov.za](mailto:Adriaan.Visagie@westerncape.gov.za) on or before **25 June 2015** whilst the date for submission of the C-AMPs is on or before **11 September 2015**.

### 3. ACTIONS REQUIRED

It would be appreciated if this circular is brought to the attention of all staff involved in the preparation of the User Immovable Asset Management Plans, Road Asset Management Plan and Custodian Immovable Asset Management Plan.

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**DATE: 03/06/2015**

**WESTERN CAPE PROVINCIAL ADMINISTRATION**

**DEPARTMENT OF TRANSPORT AND PUBLIC WORKS**

**(BRANCH: PROPERTY MANAGEMENT)**

**GUIDELINES FOR THE  
PREPARATION OF A USER  
IMMOVABLE ASSET MANAGEMENT  
PLAN**

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# DEFINITIONS

1. **Acquisition** means:
  - (a) for national government, acquisition through construction, purchase, lease, acceptance of a gift, expropriation, exchange or transfer of custodianship between custodians in that sphere of government; and
  - (b) for provincial government, “acquire” as defined in the relevant provincial land administration law or transfer of custodianship between custodians in that sphere of government.
2. **Custodian** means a national or provincial department designated in terms of GIAMA that must plan, acquire, manage and dispose immovable assets.
3. **Determined life** means the planned period between refurbishments in the immovable asset’s life cycle.
4. **Disposal** means any disposal contemplated in the State Land Disposal Act, 1961 or a provincial land administration law.
5. **Immovable Asset** means any immovable asset acquired or owned by government. Immovable assets are further described as land and any immovable improvement on that land, and which have enduring value and consist of assets of residential, non-residential or infrastructure nature and include machinery and equipment that have been installed and are an integral part of immovable assets and include all assets both state-owned and leased. The application of the definition means that the types of assets listed below, will be construed to be immovable assets for the purposes of this guideline.
  - (a) Land including but not limited to developed, undeveloped, vacant, cultivated, non-useable or inaccessible land.
  - (b) Buildings including but not limited to office accommodation, prison buildings, police stations, courts, schools, hospitals, and houses.
  - (c) Rights in land including servitudes, “right to use”, leases.
  - (d) Infrastructure including but not limited to roads, harbours, railway lines, airports, transmission lines, dams and pipe lines.
  - (e) Machinery, plant and equipment including but not limited to pump stations, machinery and irrigation systems for as far as such machinery, plant and equipment are construed to be immovable in terms of the common law applicable to property.

- (f) Conservation, cultural and heritage assets including but not limited to monuments, historical sites, heritage sites, conservation areas and sites of scientific significance.
- 6. **Immovable Asset Management** means those management processes, which ensure that the value of an immovable asset is optimised throughout its life cycle.
- 7. **Life-cycle** means the period during which a custodian expects to derive economic benefits from the control of an immovable asset.
- 8. **Maintenance** means all work on existing buildings that is undertaken to:
  - (a) prevent deterioration and failure;
  - (b) restore the building to its specified level of operation;
  - (c) restore the physical condition to specified standards;
  - (d) recover the building from structural and service failure; and
  - (e) partial equivalent replacement of components of the building.

These activities include major replacement works such as non-serviceable air-conditioning plant etc.

Work excluded from maintenance includes:

- a. improvements and upgrading to meet new service capacity or functions;
- b. refurbishment to new condition to extend the capacity or useful life of the building;
- c. capital replacement of major components to extend the capacity or useful life of the building;
- d. upgrading to meet new statutory requirements;
- e. operational tasks to enable occupancy use (eg cleaning, security, waste removal);
- f. supply of utilities (energy, water and telecommunications);
- g. construction of new assets; and
- h. major restoration as a result of natural and other disasters.



9. **Reconfiguration** means the implementation of activities to make changes to the configuration of an immovable asset and thereby changing the functionality of the asset. An example of reconfiguration is to make changes to the internal walls of a building to develop open plan offices. Reconfiguration cannot be classified as maintenance as it comprises changes requested by a user to increase the functionality of the asset to contribute towards the achievement of service delivery objectives. A user therefore initiates reconfiguration, whereas a custodian initiates maintenance.
10. **Refurbishment** means comprehensive capital works actions intended to bring an immovable asset back to its original appearance or state. May also be required for historical preservation.
11. **Repair** means actions required to reinstate an immovable asset to its original state when such asset is damaged accidentally or maliciously.
12. **Strategic plan** means the strategic plan of a custodian or user as prescribed in terms of the Public Service Act, 1994 and the PFMA.
13. **Surplus** in relation to an immovable asset means that the immovable asset no longer supports the service delivery objectives of a user.
14. **Upgrade** means to replace dated finishings with new materials and/or to modernise the building to aesthetically seem like a newly build facility and thereby increasing the value of the building beyond its original value.
15. **User** means a national or provincial department that uses or intends to use an immovable asset in support of its service delivery objectives (and includes a custodian in relation to an immovable asset that it uses or intends to use in support of its own service delivery objectives).
16. **Useful life** means the period during which a user derives benefit from the use of an immovable asset.

# Part 1: Background and introduction

1. The purpose of this document is to guide National and Provincial Departments through the preparation of user immovable asset management plans (U-AMP). This document consists of five parts:
  - (a) **Part 1:** Background and introduction.
  - (b) **Part 2:** Framework for the minimum content of a U-AMP.
  - (c) **Part 3:** Process of preparing a U-AMP.
  - (d) **Part 4:** Templates for a U-AMP.
  - (e) **Part 5:** Examples of accommodation norms and standards.

## Background

2. The Government Immovable Asset Management Act, 2007 (GIAMA), seeks to introduce measures to ensure a uniform framework for the management of immovable assets that are used by (or is reserved for) a national or a provincial department in support of its service delivery objectives.
3. Historically, immovable asset management practices in government resulted in immovable assets slipping into disrepair due to improper funding and maintenance. In general, the culture of replacement rather than maintenance eventually cost government significantly more than what ongoing preventative maintenance would have cost. These practices in government were the result of a non-uniform governance framework and the lack of monitoring and evaluation systems.
4. GIAMA outlines a framework of basic principles in accordance with which national and provincial government departments must manage the immovable assets that they use in delivering the services that they are mandated to deliver.
5. GIAMA seeks to:
  - (a) providing a uniform immovable asset management framework to promote accountability and transparency within government;
  - (b) ensuring effective immovable asset management within government;
  - (c) ensuring alignment of use of immovable assets with service delivery objectives of a national or provincial department and the efficient utilisation of immovable assets;

- (d) optimising the cost of service delivery through prudent allocation of limited state resources in relation to:
    - (i) the accountability for capital and recurrent works;
    - (ii) the acquisition, re-use and disposal of an immovable asset;
    - (iii) the maintenance of existing immovable assets;
    - (iv) protecting the environment and the cultural and historic heritage; and
    - (v) improving health and safety in the working environment.
  - (e) clarify the role of custodians and users in relation to immovable assets owned or leased by the state;
  - (f) outline the principles of immovable asset management to be maintained by government;
  - (g) impose a duty on the accounting officer of every user and custodian to submit immovable asset management plans, in line with the requirements for strategic planning as provided for by Public Finance Management Act, 1999, and the Public Service Act, 1994;
  - (h) determine the minimum content of immovable asset management plans;
  - (i) determine the legal status of an immovable asset management plan;
  - (j) provide for the administration of the Act, such as exemptions, delegation and assignment, offences and penalties, as well as for the Minister to issue standards and guidelines for immovable asset management, with the concurrence of the Ministers of Finance and Public Service (the legal status of these standards and guidelines are also determined); and
  - (k) enable the Minister to make regulations, and to regulate the matter in the transitional period by suspending requirements if and where necessary.
6. In accordance with GIAMA the principles of immovable asset management are as follows:
- (a) an immovable asset must be used efficiently and becomes surplus to a user if it does not support its service delivery objectives at an efficient level and if it cannot be upgraded to that level;
  - (b) to minimise the demand for immovable assets, alternative service delivery methods that do not require immovable assets must be identified and considered;

- (c) in relation to an acquisition, it must be considered whether—
  - (i) a non-immovable asset solution is viable;
  - (ii) an immovable asset currently used by the state is adequate to meet a change in its service delivery objectives; and
  - (iii) the cost of the immovable asset as well as operational and maintenance cost throughout its life cycle justifies its acquisition in relation to the cost of the service;
- (d) immovable assets that are currently used must be kept operational to function in a manner that supports efficient service delivery;
- (e) when an immovable asset is acquired or disposed of best value for money must be realised;
- (f) in relation to a disposal, the custodian must consider whether the immovable asset concerned can be used—
  - (i) by another user or jointly by different users;
  - (ii) in relation to social development initiatives of government; and
  - (iii) in relation to government’s socio-economic objectives, including land reform, black economic empowerment, alleviation of poverty, job creation and the redistribution of wealth.

## **Introduction**

- 7. Users of immovable assets utilise the space or accommodation to give best effect to their functions and therefore must produce a User Immovable Asset Management Plan (U-AMP) to ensure:
  - (a) accountable, fair and transparent management of immovable assets;
  - (b) effective, efficient and economic use of immovable assets;
  - (c) reduced overall cost of service delivery;
  - (d) reduced demand for new immovable assets.

8. To achieve these objectives, a U-AMP must consist of at least the following sections:
  - (a) **Section 1:** An introduction that summarises the overall strategic intent of the user regarding its existing and long-term accommodation requirements. The user must set objectives to improve the efficient and effective utilisation of the accommodation and how it is going to measure itself to achieve such objectives.
  - (b) **Section 2:** Service delivery objectives and accommodation requirements as expressed in the user's annual strategic plan and must be underpinned by budget programme objectives.
  - (c) **Section 3:** Acquisition plan must contain a summary of current and proposed acquisitions, as informed by the impact of service delivery objectives.
  - (d) **Section 4:** Refurbishment plan must contain a summary of current and proposed refurbishments and reconfiguration of accommodation, as informed by the impact of service delivery objectives.
  - (e) **Section 5:** Repairs required to reinstate immovable assets to their original state.
  - (f) **Section 6:** Surplus accommodation that no longer supports the service delivery objectives of the user and must be surrendered to the custodian.
  - (g) **Section 7:** Budget requirements to fund accommodation needs of the user.
9. Custodians of immovable assets must plan to provide users with the accommodation required within budget constraints. This can be achieved through state-owned or leased accommodation and custodians must prepare a Custodian Immoveable Asset Management Plan (C-AMP) to state how they intend fulfilling the requirements of all users within the norms and standards that will be prescribed by the Minister of Public Works. A guideline for the preparation of a C-AMP will be issued as a separate document.

## Part 2: Framework and contents of a U-AMP

### Introduction

10. A U-AMP must comprise at least of the following sections,
  - (a) **Section 1:** Introduction
  - (b) **Section 2:** Service delivery objectives and accommodation requirements
  - (c) **Section 3:** Acquisition plan
  - (d) **Section 4:** Refurbishment plan
  - (e) **Section 5:** Repairs resulting from malicious or accidental damage
  - (f) **Section 6:** Surplus accommodation
  - (g) **Section 7:** Budget requirements
11. Each section must describe the accommodation requirements and plans of a user in terms of the principles of immovable asset management (see paragraph 5) and must be supported by attachments (see part 4).

### Section 1: Introduction

12. The introduction of a U-AMP must summarise the overall strategic intent of the user regarding its existing and long-term accommodation requirements. The user must set objectives to improve the efficient and effective utilisation of the accommodation and how it is going to measure itself to achieve such objectives, by addressing:
  - (a) Improvement strategies.
  - (b) Improvement objectives and targets.
  - (c) Performance measures and utilisation benchmarks.

## **Section 2: Service delivery objectives and accommodation requirements**

13. This section must address how immovable assets will support achieving the user's service delivery objectives in terms of the functional performance and utilisation of immovable assets. The most critical part of any U-AMP is to describe the service delivery objective of a user concisely and accurately. This also forms the link between the U-AMP as strategic plan, and the rest of the user's strategic plans.
14. Once the service delivery objectives are concisely described, the accommodation requirements must be determined based on the specific space norm applicable to each service delivery objective. Where a space norm (publish under GIAMA) for a specific objective is not available, such accommodation requirement must be determined by using:
  - (a) an applicable international standard; or
  - (b) prescripts by the supplier (in the case of specialised equipment); or
  - (c) a rational argument or design for the space requirements.
15. A user must demonstrate that a specific service delivery objective is funded by linking the service delivery objective to the relevant budget programme objectives by:
  - (a) Matching such objectives and strategies with existing accommodation.
  - (b) Determining the gap between existing and required accommodation.
  - (c) Assessing the level to which accommodation addresses the functional requirements of the user.
  - (d) Proposing solutions to address the demand for accommodation through more efficient and effective utilisation of accommodation.
16. More efficient and effective use of accommodation may be addressed through:
  - (a) Non-immovable asset solutions, e.g. outsourcing, mobile accommodation and other available solutions.
  - (b) Innovative space planning approaches e.g. open plan office layout.
  - (c) More efficient space management techniques, e.g. hot desks.

### **Section 3: Acquisition plan**

17. The acquisition plan must consist of a summary of current and proposed acquisitions, as informed by service delivery objectives (as determined in section 2 of the U-AMP). For a user, acquisitions don't necessarily imply newly build, purchased or leased accommodation, but may also imply that the custodian may make available existing accommodation to the user.
18. A user must differentiate those acquisitions where the custodian has completed an options analysis and feasibility analysis from those acquisitions that were identified in the current planning cycle. Where available, the options analysis and cost benefit analysis must be attached to the U-AMP as an attachment.

### **Section 4: Refurbishment plan**

19. The refurbishment plan must consist of a summary of current and proposed refurbishments, reconfigurations and upgrades of accommodation, as informed by the impact of service delivery objectives (as determined in section 2 of the U-AMP).
20. From time to time it becomes necessary to improve the operation of an immovable asset in order to extend its life cycle or to adapt or reconfigure the asset to meet new service delivery objectives for the same user. Such improvement is generally referred to as refurbishment. The refurbishment of an asset may thus originate from two sources:
  - (a) From the custodian, based on the need to extend the life cycle of the asset or improve its condition.
  - (b) From the user, based on the need to improve the functional performance and utilisation of the asset.
21. Where an asset has been in use for its determined life between refurbishments or the condition of the asset must be improved, the custodian must budget for the refurbishment of the asset. The U-AMP must however contain this information since it will influence the ability of the user to use the asset during refurbishment.
22. If an asset has only been used for a part of its life cycle and a user requires refurbishment and reconfiguration, a custodian may require a user to contribute to the refurbishment of the asset. A user needs to budget for such a contribution.

### **Section 5: Repairs**

23. Repairs, emanating from a breakage/failure, are required to reinstate an immovable asset to its original state. Where an asset is damaged accidentally or



maliciously by a user, the user must budget for the required repairs to the asset.

24. Repairs may be identified from the regular condition assessments a custodian conducts on the immovable asset, or by the user. The U-AMP should only include the required repairs to reinstate the asset.<sup>1</sup>

A user should not affect any repairs to an asset without due consultation and agreement with the custodian.

### **Section 6: Surplus accommodation**

25. Immovable assets that no longer support the service delivery objectives of the user and that will be surrendered to the custodian for alternative use or disposal must be identified in this section. The user must clearly indicate the date on which the asset will be vacated, subject to obligations in terms of existing contracts. Users will remain responsible for any financial obligations in terms of existing contracts and must therefore budget for such obligations.

### **Section 7: Budget and funding of accommodation**

26. A summary of all budgetary requirements over the MTEF is prepared as a formal request for funding from the relevant treasury Budgets are derived and consolidated as a result of the completion of the various processes for preparing the U-AMP.
27. Budget information is obtained from the following processes:
  - (a) Process 6: Determine new accommodation requirements
  - (b) Process 7: Determine the need for refurbishments or reconfiguration of existing accommodation
28. Process 6 provides information on capital budgets required for the acquisition of additional accommodation. These projected budgets should be scheduled over the MTEF in accordance with the allocated priorities. Process 7 provides information on budget requirements for refurbishments or reconfigurations. These budgetary requirements should also be scheduled over the MTEF in accordance with allocated priorities. In addition user must budget for rental charges in accordance with the rates as promulgated.

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<sup>1</sup> Maintenance must be aimed at preserving the condition of the State's immovable assets to the extent that they will continue to support the current service delivery objectives and strategies of a user and to comply with legislation (e.g. Occupational Health & Safety Act, National Building Regulations etc). The custodian of an immovable asset needs to plan for maintenance as part of the custodian immovable asset management plan.

29. These budget requirements should be captured in templates for submitting new and existing capital budget bids as promulgated by National Treasury.

***Capital budget requirements***

30. Users must apply to the relevant Treasury for capital budgets to fund the construction or purchase of accommodation only for those acquisitions where the options and the cost benefit analyses have been completed. The planned acquisitions must be aligned to the user's capital budget over the Medium Term Expenditure Framework (MTEF) cycle, as well as to the user's funding requirements, as expressed in its annual submission to the Medium Term Expenditure Committee (MTEC).

***Current/operational budget requirements***

31. Users must budget for current expenditure for all new accommodation leases and long-term leases such as Public Private Partnerships.

## Part 3: Process of preparing a U-AMP

### Introduction

32. During the preparation of a U-AMP, a user must conduct the following processes:
- (a) **Process 1:** Match service delivery objectives with accommodation requirements.
  - (b) **Process 2:** Verify accommodation occupied by or allocated to the user.
  - (c) **Process 3:** Determine functional performance of accommodation.
  - (d) **Process 4:** Determine utilisation of accommodation.
  - (e) **Process 5:** Conduct a GAP analysis.
  - (f) **Process 6:** Determine new accommodation requirements.
  - (g) **Process 7:** Determine the need for refurbishments or reconfiguration of existing accommodation.
  - (h) **Process 8:** Determine surplus accommodation to be relinquished.
  - (i) **Process 9:** Determine repairs that need to be conducted.
  - (j) **Process 10:** Preparation of accommodation budget

### Aligning the timeframes with strategic planning timeframes

33. The process of compiling a U-AMP is integral to the strategic planning process in that the availability of immovable assets facilitates the achievement of service delivery objectives. It is therefore required to integrate immovable asset planning into the department's strategic planning process. This is achieved by linking assets with programme delivery strategies and objectives during the compilation of corporate strategic plans. The immovable asset time frame should equate with the Medium Term Expenditure Framework (MTEF) and is aligned with the corporate planning horizon. By incorporating immovable asset planning into the strategic planning framework (and MTEF) the long-term implications of corporate level decision-making on immovable assets can be identified and appropriate responses developed.
34. Immovable asset life cycles however may be in excess of sixty years, therefore spanning many MTEF cycles. Integrating immovable asset planning into the strategic planning processes using an immovable asset lifecycle approach presents a challenge. It is therefore important to incorporate all lifecycle costs

into a longer planning cycle that will span several MTEF cycles.

## Inputs / outputs summary

<b>Input</b>	<b>Process</b>	<b>Output</b>
Budget Programme Objectives Strategic objectives	Match service delivery objectives with accommodation requirements.	Accommodation requirements per budget programme objective
Schedule of accommodation allocated to user	Verify accommodation occupied by or allocated to the user	Updated schedule of accommodation occupied by or allocated to the user
Functional performance standard and rating Condition rating Operating performance and condition rating	Determine functional performance of accommodation.	Functional Performance Index
Space Planning Norms and Standards	Determine utilisation of accommodation	Utilisation Rating
Existing accommodation and utilisation rating Required accommodation and functional rating	Conduct a GAP analysis	Classified accommodation requirements
Classified accommodation requirements Costing Options analysis	Determine new accommodation requirements	New Accommodation requirements prioritised
Classified accommodation requirements Costing	Determine the need for refurbishments or reconfiguration of existing accommodation	Refurbishments prioritised
Classified accommodation requirements	Determine surplus accommodation to be relinquished	Schedule of accommodation to be relinquished
Condition rating Repair requirements	Determine repairs that need to be conducted	Schedule of repairs
New Accommodation requirements prioritised Refurbishments prioritised Costing (provided by custodian)	Prepare a budget for accommodation occupied by or allocated to the user	MTEF Budget Schedule

## **Process 1: Match the service delivery objectives with accommodation requirements**

35. Matching service delivery objectives with accommodation requirements is a key component of the asset planning process and forms part of the process of developing service delivery plans and strategies. A fundamental component of the development of strategic plans is to rationalise demand against available resources while maintaining a high level of service delivery.
36. To achieve this it is essential that senior managers' responsible for the coordination of immovable assets actively participate in all phases of service delivery planning. The integration of managers responsible for immovable assets into the strategic planning process maintains focus on service delivery.
37. The accommodation required to fulfil strategic service delivery objectives must be expressed in terms of the user's budget programme objectives approved by the relevant Treasury. It is particularly important to highlight any substantial increases in a budget programme objective, since this is likely to result in revising accommodation requirements. Users must indicate whether an increase in approved budget programme objective is likely to take place in the current or next MTEF cycle.
38. The U-AMP must contain a narrative summary and a schedule per budget programme objective must be provided in Annexure A of the U-AMP. Template 1 could be used to link service delivery objectives with accommodation requirements.

## **Process 2: Verify the accommodation occupied by or allocated to the user**

39. The relevant custodian must provide the user with a current schedule of accommodation allocated to the user. The user must verify this information and update the Schedule of Allocated Accommodation. The updated schedule must be provided in Annexure B of the U-AMP. (Template 2 could be used for this purpose)

## **Process 3: Determine functional performance of accommodation**

40. Functional performance refers to the level to which the accommodation allocated to the user meets its needs in a satisfactory manner, considering the suitability and flexibility of the accommodation. The following sub-processes must be conducted to determine the functional performance:

- (a) Identification of the required performance standard: This requires the identification of the minimum performance standards required per accommodation type. The required performance standard will set the benchmark for evaluating accommodation's suitability and operating performance in supporting service delivery objectives.
  - (b) Rating the accessibility of the accommodation: The accessibility rating focuses on the physical location of accommodation in relation to service delivery objectives; accessibility for the general public (if required); public transport routes; parking and other public areas; as well as accessibility for the physically challenged.
  - (c) The required performance standard and accessibility rating is utilised to determine the suitability index of accommodation in supporting service delivery objectives.
  - (d) A rating is allocated for the condition of the building, measured against the required performance standard, to determine the operating performance of the building.
  - (e) The allocated suitability and operating performance index is utilised to assess the functional performance rating.
41. The assessment of the functional performance rating will therefore determine:
- (a) the suitability of accommodation to support service delivery objectives; and
  - (b) the operating performance of the accommodation in relation to its function.
42. The tables included with Template 3 can be utilised to determine the functional performance of accommodation. Using template 3, the assessment of the functional performance of accommodation must be included in Annexure C of the U-AMP.

#### **Process 4: Determine utilisation of accommodation**

43. The user must assess the utilisation of assets against the Space Norms as prescribed by the Minister of Public Works (for examples of Space Planning Norms & Standards, see section 5). The document must contain a narrative summary of the current utilisation of accommodation and a schedule indicating the current utilisation must be provided in Annexure D of the U-AMP (Template 4).

The user should not embark on space planning for the improvement in the utilisation of accommodation, since a programme of improving utilisation is best developed with the concurrence of the custodian.

44. The user must identify areas where the utilisation of accommodation is not within the Space Norms.
45. With existing accommodation, for example heritage assets, deviations from the Space Norms (see section 5) must be identified. The user, in consultation with the custodian, should conduct an utilisation improvement plan. The resulting utilisation improvement plan should be provided in Annexure E of the U-AMP (Template 5).

#### **Process 5: Conduct a gap analysis**

46. The user must conduct a gap analysis to determine the gap between its optimal accommodation and existing accommodation requirements by comparing:
  - (a) the user's existing accommodation (Annexure B) including the utilisation rating (Annexure D); to
  - (b) the user's optimal accommodation requirements (Annexure A) including the functional performance rating (Annexure C).
47. The result of the above must be consolidated in Annexure F of the U-AMP by making use of Template 6 and 7.
48. As a first consideration, the user must determine whether the utilisation of existing accommodation cannot be improved. Any potential improvements should be identified and included in Annexure F, by completing Template 6: Utilisation Improvement Plan. When completing Template 6, the user should consider the functional performance rating (see table 6) to determine appropriate actions. Any accommodation with a functional performance rating of:
  - (a) "A" must be identified for reconfiguration.
  - (b) "B" must be identified for refurbishment.
  - (c) "C" must be identified to be surrendered to the custodian.

#### **Process 6: Determine new accommodation requirements**

49. A new accommodation requirement is determined when the all the user's accommodation requirements cannot be met by its allocated accommodation (provided that the user has assessed the utilisation of allocated accommodation) or where the functional performance rating is "C".



50. Accommodation requirements that cannot be met through allocated accommodation, receives the highest priority.
51. Where the functional performance rating is “C”, the user must prioritise new accommodation requirements based on functional performance and utilisation. The user’s total accommodation requirements must first be ranked according to its functional performance rating (where C3 receives the highest priority and C1 the lowest<sup>2</sup>). Thereafter it is ranked according to condition rating (where the lowest condition receives the highest priority<sup>3</sup>).
52. The user must request the custodian to analyse each accommodation option to determine:
  - (a) the possibility of accommodating the user in alternative accommodation that meets a higher functional performance standard; and
  - (b) the cost of new accommodation to meet that required performance standard.
53. The user must also determine whether non-asset solutions could be considered.
54. The user and the custodian must agree on an implementation programme to secure new accommodation as part of the budgeting process. The user must request funds from the relevant Treasury for new accommodation. The user and the custodian must adjust such programme following the allocation of funds by the relevant Treasury. Template 8 should be utilised to consolidate new accommodation requirements resulting from the gap analysis.

**Process 7: Determine the need for refurbishments or reconfiguration of existing accommodation**

55. Priorities for refurbishment are determined based on functional performance and utilisation. The user’s existing accommodation must first be ranked according to the functional performance rating, with a rating of B3 receiving the highest priority and a rating of B1 the lowest. Thereafter, it is ranked according to utilisation, with the lowest utilisation receiving the highest priority.

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<sup>2</sup> See table 6.

<sup>3</sup> See Table 4.

56. The user must request the custodian to analyse each accommodation option to determine:
- (a) the possibility of accommodating the user in alternative accommodation that meets a higher functional performance standard; and
  - (b) the total cost to refurbish the accommodation to meet that required performance standard and improve the utilisation.
57. The user and the custodian must agree on an implementation programme to refurbish accommodation as part of the budgeting process. This implementation programme should include the movement of personnel to temporary accommodation during the refurbishment, should it be required. The user must request funds from the relevant Treasury for refurbishment. The user and the custodian must adjust such programme following the allocation of funds by the relevant Treasury. Template 9 should be utilised to consolidate refurbishment and reconfiguration requirements resulting from the gap analysis.

#### **Process 8: Determine surplus accommodation to be surrendered**

58. Accommodation conforming to the following criteria should be earmarked for surrender to the custodian:
- (a) accommodation with a performance standard of P1 (see Table 1); and
  - (b) accommodation with a functional performance rating of C (see Table 6);  
or
  - (c) where the custodian has determined that the accommodation must be disposed of.
59. An appropriate date to vacate the accommodation must be agreed upon with the custodian. A user must give the custodian at least six (6) months notice that it intends to vacate an asset. Accommodation to be surrendered to the custodian must be consolidated and included in Annexure J (template 10 could be used for this purpose).

#### **Process 9: Determine repairs that need to be conducted**

60. Where accommodation is damaged, the user must request the custodian to estimate the cost of reinstating the accommodation to the condition before the damage occurred. The user must request funds from the relevant Treasury to repair such accommodation. Template 11 should be utilised to consolidate repair requirements.

**Process 10: Preparation of accommodation budget**

61. After completion of processes 1 to 9 taking cognisance of the cost inputs from the custodian, budgets must be compiled in accordance with the MTEF requirements. Users are to utilise the relevant budget template as prescribed by National Treasury.

## Part 4: Templates for preparation of a U-AMP

62. The following templates have been prepared to assist users with the preparation of a U-AMP.
- (a) **Template 1:** Schedule of accommodation requirements per budget programme objective (Annexure A of U-AMP).
  - (b) **Template 2:** Schedule of Accommodation currently occupied by or allocated to the user (Annexure B of U-AMP)
  - (c) **Template 3:** Schedule of functional performance per complex or building (Annexure C of U-AMP)
  - (d) **Template 4:** Schedule of current utilisation (Annexure D of U-AMP)
  - (e) **Template 5:** Utilisation Improvement Plan (Annexure E of U-AMP)
  - (f) **Template 6:** Gap Analysis (Annexure F of U-AMP)
  - (g) **Template 7:** Accommodation Plan (Annexure G of U-AMP)
  - (h) **Template 8:** New Accommodation Requirements (Annexure H of U-AMP)
  - (i) **Template 9:** Refurbishment or Reconfiguration Requirements (Annexure I of U-AMP)
  - (j) **Template 10:** Accommodation Identified for Disposal (Annexure J of U-AMP)
  - (k) **Template 11:** Repair Requirements (Annexure K of U-AMP)

**Template 1: Schedule of accommodation requirements per budget programme objective (Annexure A of the U-AMP)<sup>4</sup>**

Mission: .....		What is the optimal accommodation required to support this mission?	
Programme	Planned outputs	Optimal Accommodation	Rationale
1. Administration	a.	e.g. Head Office in Cape Town for 1 000 people.	Staff complement of head office will increase from 900 to 1 000 over next three years due to introduction/ extension of XXX function.
	b.	e.g. Head Office Staff to support service delivery in each of the 8 districts.	8 district offices in the following localities: George (Number of staff) Paarl (Number of staff) Etc.
2. Programme XYZ	a.	e.g. Service Centres in the Platteland per ..... of the school population (Specify number of learners or alternative suitable parameter)	e.g. Number of Service Centres per district: <ul style="list-style-type: none"> <li>• George 2 (B-West &amp; Oudtshoorn)</li> <li>• Paarl 5 (Vredendal, Clanwilliam, Piketberg, Vredenburg, Malmesbury)</li> </ul> Etc.

<sup>4</sup> Ideally this should be supported by locality models

**Template 2: Schedule of accommodation currently occupied by or allocated to the user (Annexure B of the U-AMP)**

NO	PROVINCE	TOWN	STREET ADDRESS AND SUBURB (IF APPLICABLE)	COMMON BUILDING / LAND DESCRIPTION	ACCOMM TYPE	EXTENT OF IMPROVEMENT (M <sup>2</sup> )	FORMAL PROPERTY (LAND) DESCRIPTION	EXTENT OF LAND (HA)	PERMANENT / TEMPORARY ACCOMM	HERITAGE STATUS	CUSTODIAN UNIQUE IDENTIFYING CODE <sup>5</sup>
1	2	3	4	5	6	7	8	9		10	11
<b>STATE-OWNED ACCOMMODATION</b>											
	Western Cape	Mossel Bay	Erf 2455	Secondary School site	Vacant land	Nil	Portion 1 of Farm Froggy Pond	5,4312	No buildings	<b>N/A</b>	123456
	Western Cape	Cape Town	147 Main Road, Rondebosch	Central Police Station	Police Station	345,67	Erf 123 Rondebosch	0,9751	Permanent	<b>N/A</b>	654321
<b>TOTAL</b>						XXXX,XX	<b>TOTAL</b>	ZZ,ZZZZ			
<b>LEASED ACCOMMODATION</b>											
<b>TOTAL</b>						XXXX,XX	<b>TOTAL</b>	ZZ,ZZZZ			
<b>GRAND TOTAL</b>						XXXXXX,XX	<b>GRAND TOTAL</b>	ZZZ,ZZZZ			

<sup>5</sup> Custodian to maintain unique identifying codes for properties



**Template 4: Schedule of current utilisation (Annexure D of the U-AMP)**

POSTS	REQUIRED SPACE	ALLOCATED SPACE	PERCENTAGE UTILISED
<p><b>Division</b></p> <p>Executive</p> <p>Senior Management (Post 1)</p> <p>Senior Management (Post 2)</p> <p>Senior Management (Post .....)</p> <p>Technical (Post 1)</p> <p>Technical (Post 2)</p> <p>Technical (Post .....)</p> <p>Administration (Post 1)</p> <p>Administration (Post 2)</p> <p>Administration (Post .....)</p>			
<b>Totals</b>			





**Template 6: Gap Analysis (Annexure F of the U-AMP)<sup>11</sup>**

<b>Programme</b>	<b>Optimal Accommodation</b>	<b>Gap between optimal accommodation and currently occupied accommodation</b>	<b>Quantified need statement</b>	<b>Priority 1 - 10 1 = High 10 = Low</b>
1. Administration	e.g. Head Office in Cape Town for 1 000 people.	e.g. Additional office space is required for additional 100 people. Currently occupation = 900 persons Requirement = 1000 GAP = 100	Locality: Western Cape; Cape Town Type of accommodation: Office Staff complement: 100 Specialised requirements: Additional storage facilities for archives	1
	e.g. Head Office to support service delivery in each of the 8 districts.	e.g. New office accommodation required for 8 <sup>th</sup> district office in the Western Cape for an additional 78 people. GAP = 78	Locality: Caledon; Western Cape Type of accommodation: Office Staff complement: 78 Specialised requirements: Secure parking for 20 GG vehicles.	1
2. Programme XYZ				
2.1 Sub-Programme	e.g. Service Centres in the Platteland ..... of the school population, per district (specify number of learners or alternative suitable parameter)	e.g. Additional Service Centres required. Mossel Bay (GAP = 12), Malmesbury (GAP = 8), Knysna (GAP = 8) & Riversdale (GAP = 8).	Locality: Southern Cape/Karoo District; Mossel Bay Type of accommodation: Office Staff complement: 12 Specialised requirements: Secure parking for 6 GG vehicles.	2
			Locality: West Coast/Winelands District Malmesbury Type of accommodation: Office Staff complement: 8 Specialised requirements: Secure parking for 4 GG vehicles. Etc.	2

<sup>11</sup> The shaded section must be brought forward from the department's strategic plan and MTEF inputs.



**Template 7: Accommodation Plan (Annexure G of the U-AMP)**

PROGRAMME OBJECTIVE	PROVINCE	UNIQUE IDENTIFYING CODE <sup>12</sup>	PROJECTED DEMAND YEAR 3-5			ACTIONS FROM GAP ANALYSIS	BUDGETED FULL ACCOMMODATION COSTS			COMMENTS ON IMPLEMENTATION
			Location	Projected Staff	Indicative Area sqm		Year 1	Year 2	Year 3	
1. Administration	Western Cape	123456	Caledon	78	390	Construct 8 <sup>th</sup> District Office: Office accommodation	Rxx xxx, xx	Rxxx,xx	Rxx,xx	
	Western Cape	654321	Mossel Bay	12	xxxm <sup>2</sup>	Construct new Service Centre	R xxx, xx	-	-	
	Western Cape	246825	Malmesbury	8	Xm2	Construct new Service Centre	R xxxx,xx	-	-	
	Etc.									

<sup>12</sup> Custodian to maintain unique identifying codes for properties

**Template 8: New Accommodation Requirements (Annexure H of the U-AMP)**

PROVINCE	TOWN	SERVICE DESCRIPTION	BUDGET TYPE	STATUS	EXPENDITURE ESTIMATE	EXPENDITURE ESTIMATE Year 1	EXPENDITURE ESTIMATE Year 2	EXPENDITURE ESTIMATE Year 3
<b>PROJECTS IN PROGRESS</b>								
<b>PROJECTS PLANNED</b>								
<b>TOTAL</b>								

**Template 9: Refurbishment or Reconfiguration Requirements (Annexure I of the U-AMP)**

PROVINCE	TOWN	DESCRIPTION	BUDGET TYPE (CAPITAL/CURRENT)	STATUS	EXPENDITURE ESTIMATE	EXPENDITURE ESTIMATE Year 1	EXPENDITURE ESTIMATE Year 2	EXPENDITURE ESTIMATE Year 3
<b>PROJECTS CURRENTLY IN PROGRESS</b>								
<b>PROJECTS PLANNED</b>								
<b>TOTAL</b>								







## Part 5: Norms and standards

63. The following norms and standards should be taken into consideration when preparing a U-AMP:

### Methodology for determining functional performance of accommodation

#### *Required Performance Rating*

64. The required performance standard is allocated in accordance with the function that the accommodation is required to perform. This standard is the ideal performance expected of the type of accommodation and will form the benchmark for performance assessment.
65. Table 1 can be used to determine the required performance rating for each immovable asset. Select a required performance standard for each immovable asset.

**Table 1: Required Performance Standard**

Performance Standard	Condition Standard	Index
Highly sensitive functions with critical results (e.g. hospital operating theatre) or high profile public building (e.g. Parliament Building)	Accommodation to be in best possible condition, Only minimal deterioration will be tolerated	<b>P5</b>
Business operations requiring good public presentation and high quality working environments	Accommodation to be in good condition operationally and aesthetically, benchmarked against industry standards for that particular class of accommodation	<b>P4</b>
Functionally-focussed accommodation at utility level (e.g. school)	Accommodation to be in reasonable condition, fully meeting operational requirements	<b>P3</b>
Functions are providing essential support only, with no critical operational role (e.g. storage) or accommodation has limited life	Condition needs to meet minimum operational requirements only	<b>P2</b>
Functions have ceased and accommodation is dormant; pending relinquishment, etc	Condition can be allowed to deteriorate or marginally maintained at minimal cost	<b>P1</b>

e.g. The required performance rating index for a Primary School is P3.

## Accessibility Rating

66. The accessibility rating provides an indication of the accommodation's physical location in relation to the service delivery objectives. This includes where the accommodation is (address) as well as the accessibility of the accommodation for the general public, or members that have to conduct their business at the accommodation. Table 2 can be used to allocate an accessibility rating for the accommodation.

**Table 2: Accessibility Rating**

General Description	Rating
The accommodation's location fully support service delivery objectives; is fully accessible to the general public with well designed public areas and parking; fits in the current neighbourhood and environmental elements; and is accessible for the physically challenged	<b>A5</b>
The accommodation's location supports service delivery objectives; is fairly accessible to the general public with moderately designed public areas and parking; fits in the current neighbourhood and environmental elements; and is accessible for the physically challenged to the main areas	<b>A4</b>
The accommodation's location partially support service delivery objectives; is accessible to the general public with limited public areas and parking; does not fully fit in the current neighbourhood and environmental elements; and has limited accessibility for the physically challenged	<b>A3</b>
The accommodation's location limits support service delivery objectives; is not generally accessible to the general public with limited public areas and parking; does not fit in the current neighbourhood and environmental elements; and is not accessible for the physically challenged.	<b>A2</b>
The accommodation's location does not meet service delivery objectives; is not at all accessible to the general public and should not be used for the current service delivery objectives	<b>A1</b>

e.g. The Primary School has to be located where the public can have access to it, as well as parking, etc. A school that is far removed from the neighbourhoods will get a low accessibility rating, e.g. A2

## Suitability Index

67. The required performance standard allocated in Table 1 as well as the accessibility rating allocated in Table 2 is used as cross references to determine the suitability index of the accommodation as indicated in Table 3.

**Table 3: Suitability Index**

Required Performance Standard	Accessibility Rating				
	A1 (Very Poor)	A2 (Poor)	A3 (Fair)	A4 (Good)	A5 (Excellent)
P5	B	B	A	A	A
P4	C	B	B	A	A
P3	C	C	B	A	A
P2	C	C	B	B	A
P1	C	C	C	B	B

**A** – Accommodation is fully suitable for its required function

**B** – Accommodation meets the minimum suitability criteria for its function

**C** – Accommodation does not meet the required suitability criteria

e.g. - The primary school has a required performance standard of P3 and an accessibility rating of A2. A cross reference will determine a suitability rating of "C".

### User Condition Rating

68. The condition rating is utilised to give a brief indication of the physical condition of the building (It should be noted that this is not a full condition assessment). Table 4 is used to allocate a condition rating to the accommodation.

**Table 4: Condition Rating**

<b>Condition Status</b>	<b>General Description</b>	<b>Rating</b>
<b>Excellent</b>	Accommodation has no apparent defects. Appearance is as new. Risk Index: No effect on service capability. No risk.	<b>C5</b>
<b>Good</b>	Accommodation exhibits superficial wear and tear, with minor defects and minor signs of deterioration to surface finishes. Risk Index: Intermittent, minor inconvenience to operations. Probability of risk to health & safety or property is slight. Low cost implication.	<b>C4</b>
<b>Fair</b>	Accommodation is in average condition, deteriorated surfaces require attention; services are functional, but require attention, backlog maintenance work exists. Risk Index: Constant inconvenience to operations. Some risk to health & safety or property. Medium cost implications	<b>C3</b>
<b>Poor</b>	Accommodation has deteriorated badly, with serious structural problems. General appearance is poor with eroded protective coatings; elements are broken, services are not performing; significant number of major defects exists. Risk Index: Major disruption to service capability, high probability of risk to health & safety or property. High cost implication / financial loss.	<b>C2</b>
<b>Very Poor</b>	Accommodation has failed; is not operational and is unfit for occupancy. Risk Index: Accommodation is unusable, immediate high risk to security, health & safety or property. Significant cost impact.	<b>C1</b>

e.g. The Primary School might be rated as C4.

## Operating Performance Index

69. The operating performance is determined by a cross reference between the required performance standard and the condition rating. Table 5 is used to determine the operating performance index.

**Table 5: Operating Performance Index**

Required Performance Standard	Condition Rating				
	C1 (Very Poor)	C2 (Poor)	C3 (Fair)	C4 (Good)	C5 (Excellent)
P5	2	2	1	1	1
P4	3	3	2	1	1
P3	3	3	2	2	2
P2	3	3	3	2	2
P1	3	3	3	3	2

**"1" Excellent** – Accommodation standards exceeds the level expected for functional and operational requirements

**"2" Good** – Functional Performance meets the standards expected for functional and operational requirements

**"3" Poor** – Functional Performance does not meet the standard expected for functional and operational requirements

e.g. The Primary School had a required performance standard of P3 and a condition index of C4. The operating performance index for the Primary School will therefore be 2 (Good).

## Functional Performance Index

70. The functional performance rating is determined by utilising the suitability index as well as the operating performance index that was determined in the previous steps. Table 6 can be utilised to determine the functional performance rating.

**Table 6: Functional Performance Index**

Suitability Index	Operating Performance Index		
	1 (Optimal)	2 (Minimum)	3 (Outside)
A (Optimal)	A1	A2	A3
B (Minimum)	B1	B2	B3
C (Outside)	C1	C2	C3

“A1” - The accommodation is operating optimally and is fully suitable for its required function

“A2” - The accommodation meets the minimum operating criteria and is fully suitable for its required function

“A3” - The accommodation does not meet the minimum operating requirements but is fully suitable for its required function

“B1” - The accommodation meets the optimal operating requirements but only meets the minimum suitability criteria for its required function

“B2” - The accommodation meets the minimum operating and suitability criteria for its required function

“B3” - The accommodation does not meet the minimum operating criteria but meets the minimum suitability criteria for its required function

“C1” - The accommodation is operating optimally but does not meet the minimum suitability criteria

“C2” - The accommodation meets the minimum operating criteria but does not meet the minimum suitability criteria

“C3” - The accommodation is not operating optimally and does not meet the minimum suitability criteria

e.g. The Primary School was allocated a C for suitability and a 2 for operating performance. The Functional Performance in accordance with Table 6 is therefore C2 which means that the accommodation is operating well but is not necessarily suitable in terms of its accessibility.

## New Methodology for determining functional performance of accommodation

### **Required Performance Standard**

71. The application of a performance assessment requires the determination of a required (or ideal) performance standard. This required performance standard is the standard expected of the type of facility and will provide the baseline against which the facility will be measured. The allocation of a required performance standard is a strategic decision that will affect the management of immovable assets throughout their life cycle.
72. Table 1 can be used to determine the required performance rating for each immovable asset. Select a required performance standard for each immovable asset.

**Table 1: Required Performance Standard**

<b>Performance Standard</b>	<b>Condition Standard</b>	<b>Index</b>
Highly sensitive functions with critical results (e.g. hospital operating theatre) or high profile public building (e.g. Parliament Building)	Accommodation to be in best possible condition, Only minimal deterioration will be tolerated	<b>P5</b>
Business operations requiring good public presentation and high quality working environments	Accommodation to be in good condition operationally and aesthetically, benchmarked against industry standards for that particular class of accommodation	<b>P4</b>
Functionally-focussed accommodation at utility level (e.g. school)	Accommodation to be in reasonable condition, fully meeting operational requirements	<b>P3</b>
Functions are providing essential support only, with no critical operational role (e.g. storage) or accommodation has limited life	Condition needs to meet minimum operational requirements only	<b>P2</b>
Functions have ceased and accommodation is dormant; pending relinquishment, etc	Condition can be allowed to deteriorate or marginally maintained at minimal cost	<b>P1</b>

e.g. The required performance rating index for a Primary School is P3.

## Accessibility Rating

73. The accessibility rating provides an indication of the accommodation's physical location in relation to the service delivery objectives. This includes where the accommodation is (address) as well as the accessibility of the accommodation for the general public, or members that have to conduct their business at the accommodation. The allocation of the accessibility rating has to take into consideration what is expected of the facility. Eg. A facility that does not require public access, should not be marked down on accessibility should it not provide for public access.
74. Table 2 can be used to allocate an accessibility rating for the accommodation.

**Table 2: Accessibility Rating**

General Description	Rating
The accommodation's location fully support service delivery objectives; is fully accessible to the general public with well designed public areas and parking; fits in the current neighbourhood and environmental elements; and is accessible for the physically challenged	<b>A5</b>
The accommodation's location supports service delivery objectives; is fairly accessible to the general public with moderately designed public areas and parking; fits in the current neighbourhood and environmental elements; and is accessible for the physically challenged to the main areas	<b>A4</b>
The accommodation's location partially support service delivery objectives; is accessible to the general public with limited public areas and parking; does not fully fit in the current neighbourhood and environmental elements; and has limited accessibility for the physically challenged	<b>A3</b>
The accommodation's location limits support service delivery objectives; is not generally accessible to the general public with limited public areas and parking; does not fit in the current neighbourhood and environmental elements; and is not accessible for the physically challenged.	<b>A2</b>
The accommodation's location does not meet service delivery objectives; is not at all accessible to the general public and should not be used for the current service delivery objectives	<b>A1</b>

e.g. The Primary School has to be located where the public can have access to it, as well as parking, etc. A school that is far removed from the neighbourhoods will get a low accessibility rating, e.g. A2

## Suitability Index

75. The required performance standard allocated in Table 1 as well as the accessibility rating allocated in Table 2 is used as cross references to



determine the suitability index of the accommodation as indicated in Table 3.

**Table 3: Suitability Index**

Required Performance Standard	Accessibility Rating				
	A1 (Very Poor)	A2 (Poor)	A3 (Fair)	A4 (Good)	A5 (Excellent)
P5	C	C	B	A	A
P4	C	C	B	A	A
P3	C	B	B	A	A
P2	C	B	A	A	A
P1	C	C	C	C	C

**A** – Accommodation is fully suitable for its required function

**B** – Accommodation meets the minimum suitability criteria for its function

**C** – Accommodation does not meet the required suitability criteria

e.g. - The primary school has a required performance standard of P3 and an accessibility rating of A2. A cross reference will determine a suitability rating of "C".

## User Condition Rating

76. The condition rating is utilised to give a brief indication of the physical condition of the building (It should be noted that this is not a full condition assessment).

Table 4 is used to allocate a condition rating to the accommodation.

**Table 4: Condition Rating**

Condition Status	General Description	Rating
<b>Excellent</b>	Accommodation has no apparent defects. Appearance is as new. Risk Index: No effect on service capability. No risk.	<b>C5</b>
<b>Good</b>	Accommodation exhibits superficial wear and tear, with minor defects and minor signs of deterioration to surface finishes. Risk Index: Intermittent, minor inconvenience to operations. Probability of risk to health & safety or property is slight. Low cost implication.	<b>C4</b>
<b>Fair</b>	Accommodation is in average condition, deteriorated surfaces require attention; services are functional, but require attention, backlog maintenance work exists. Risk Index: <b>Frequent</b> inconvenience to operations. Some risk to health & safety or property. Medium cost implications	<b>C3</b>
<b>Poor</b>	Accommodation has deteriorated badly, with some structural problems. General appearance is poor with eroded protective coatings; elements are broken, services are <b>interrupted</b> ; significant number of major defects exists. Risk Index: Many disruptions to service capability, <b>some</b> risk to health & safety or property. High cost implication.	<b>C2</b>
<b>Very Poor</b>	Accommodation has failed; is not operational and is unfit for occupancy. Risk Index: Accommodation is unusable, immediate high risk to security, health & safety or property. Significant cost impact.	<b>C1</b>

e.g. The Primary School might be rated as C4.

## Operating Performance Index

77. The operating performance is determined by a cross reference between the required performance standard and the condition rating. Table 5 is used to determine the operating performance index.

**Table 5: Operating Performance Index**

Required Performance Standard	Condition Rating				
	C1 (Very Poor)	C2 (Poor)	C3 (Fair)	C4 (Good)	C5 (Excellent)
P5	3	3	3	2	1
P4	3	3	2	1	1
P3	3	3	2	1	1
P2	3	2	1	1	1
P1	2	2	1	1	1

**"1" Excellent** – Accommodation standards exceeds the level expected for functional and operational requirements

**"2" Good** – Functional Performance meets the standards expected for functional and operational requirements

**"3" Poor** – Functional Performance does not meet the standard expected for functional and operational requirements

e.g. The Primary School had a required performance standard of P3 and a condition index of C4. The operating performance index for the Primary School will therefore be 2 (Good).

## Functional Performance Index

78. The functional performance rating is determined by utilising the suitability index as well as the operating performance index that was determined in the previous steps. Table 6 can be utilised to determine the functional performance rating.

**Table 6: Functional Performance Index**

Suitability Index	Operating Performance Index		
	1 (Optimal)	2 (Minimum)	3 (Outside)
A (Optimal)	A1	A2	A3
B (Minimum)	B1	B2	B3
C (Outside)	C1	C2	C3

“A1” - The accommodation is operating optimally and is fully suitable for its required function

“A2” - The accommodation meets the minimum operating criteria and is fully suitable for its required function

“A3” - The accommodation does not meet the minimum operating requirements but is fully suitable for its required function

“B1” - The accommodation meets the optimal operating requirements but only meets the minimum suitability criteria for its required function

“B2” - The accommodation meets the minimum operating and suitability criteria for its required function

“B3” - The accommodation does not meet the minimum operating criteria but meets the minimum suitability criteria for its required function

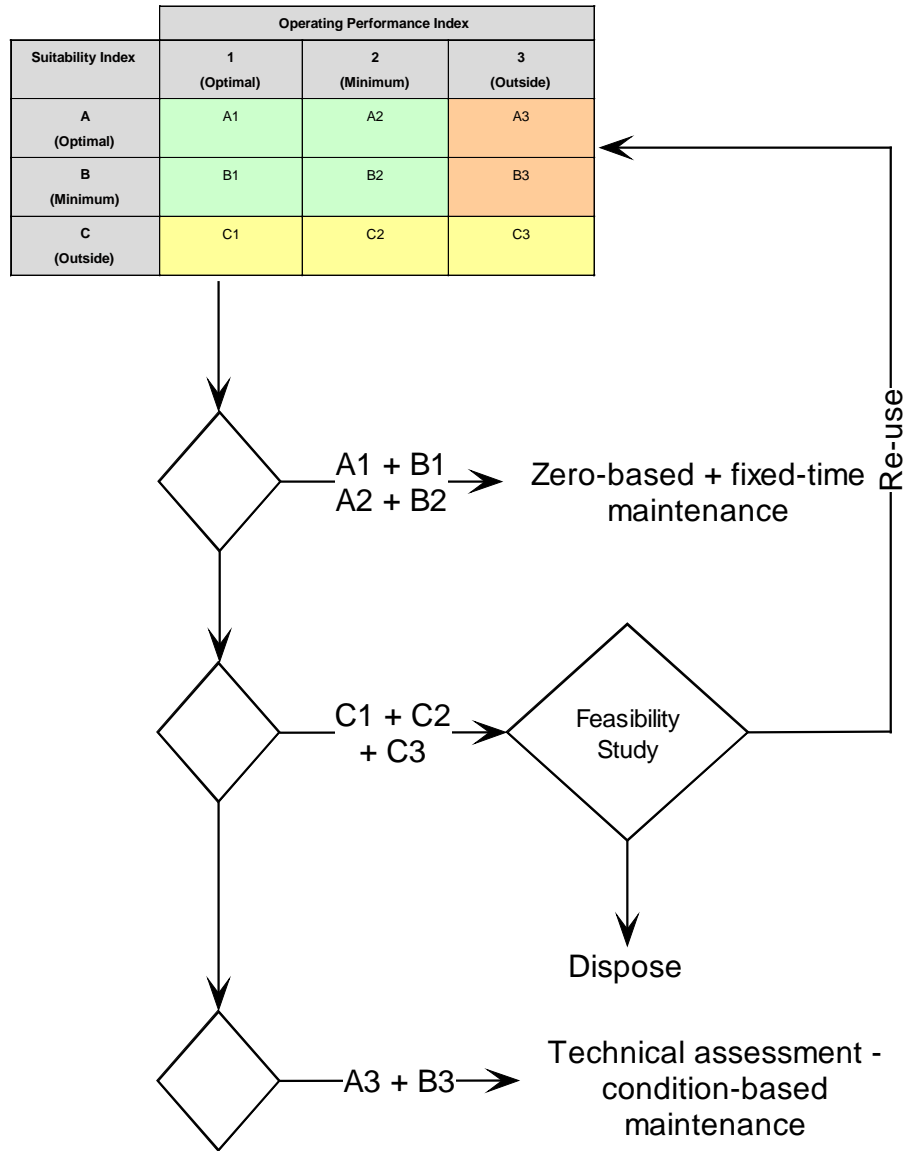
“C1” - The accommodation is operating optimally but does not meet the minimum suitability criteria

“C2” - The accommodation meets the minimum operating criteria but does not meet the minimum suitability criteria

“C3” - The accommodation is not operating optimally and does not meet the minimum suitability criteria

e.g. The Primary School was allocated a C for suitability and a 2 for operating performance. The Functional Performance in accordance with Table 6 is therefore C2 which means that the accommodation is operating well but is not necessarily suitable in terms of its accessibility.

79. The functional performance index is utilised by the custodian to prioritise the allocation of funds. The following diagram illustrates the action prioritisation.



## Summary of Space Planning Norms and Standards

<b>A. Overall Space Norms</b>			
<b>A.1 Gross construction area per FTE</b>			
<b>Applicable to:</b> New office buildings procured by government			
<b>Measure</b>		<b>Norm</b>	
Gross construction divided by number of FTEs		Average gross construction area per FTE should not exceed 24m <sup>2</sup>	
<b>A.2 Workspace area per FTE</b>			
<b>Applicable to:</b> All office space used (included leased space) by government			
<b>Measure</b>		<b>Norm</b>	
Workspace area divided by number of FTEs		Average workspace area per FTE should not exceed 12m <sup>2</sup>	
<b>B. Workspace Norms</b>			
<b>B.1 Workspace area per function</b>			
<b>Applicable to:</b> All office space used (included leased space) by government			
<b>Function</b>	<b>Spatial requirements</b>	<b>Norm</b>	<b>Notes</b>
<b>Administration</b>	Open-plan. Some local storage.	Workspace area should be between 6-8m <sup>2</sup>	<ol style="list-style-type: none"> <li>1. Standard hard wearing modular furniture should be used.</li> <li>2. All workspaces should have a daylight factor of at least 10%.</li> <li>3. Refer to definition of “open-plan” in glossary.</li> </ol>
<b>Technical &amp; Management</b>	Open-plan. Some layout space and or space for large equipment such as drawing boards.	Workspace area should be between 8-16m <sup>2</sup>	
<b>Senior Management</b>	Open-plan or cellular offices. Requirement for some privacy and space for small meetings.	Workspace area should be between 16-20m <sup>2</sup>	
<b>Executive Management</b>	Cellular offices. Requirement for privacy and space for small meetings.	Workspace area should be between 20-25m <sup>2</sup>	
<b>B.2 Support space per workspace area</b>			
<b>Applicable to:</b> All office space used (included leased space) by government			
<b>Function</b>	<b>Example</b>	<b>Guide</b>	<b>Notes</b>
Workspace support	Meeting rooms, rest rooms, catering, storage, information management, tea rooms, crèches and parking	Support space is usually between 55% to 65% of workspace area	1. Executive management such as Ministers and Director Generals have additional spatial requirements in the form of additional storage and large meeting spaces.
<b>B.3 Core space per workspace area</b>			
<b>Applicable to:</b> All new buildings, either owned or leased by government			
<b>Function</b>	<b>Example</b>	<b>Guide</b>	<b>Notes</b>
Organisation support	Circulation, technical support and facilities management	Core space is usually between 65% to 85% of workspace area	1. Centralised meeting areas: These should be easily accessible to both building users and visitors. They are therefore likely to be near the main entrance and on the ground floor.
<b>B.3 Structural space per internal area (workspace + workspace support + core)</b>			
<b>Applicable to:</b> All office space used (included leased space) by government			
<b>Structure</b>	<b>Example</b>	<b>Guide</b>	<b>Notes</b>
Structure	External walls, internal walls, structural columns	Structural space should not exceed 10% of (workspace + workspace support + core space areas)	1. Building must be designed to enable a range of different office layouts, allowing change to be accommodated.

## Utilisation Assessment Methodology for office accommodation

80. The level of utilisation of accommodation is measured against Space Planning Norms & Standards as prescribed by the Minister of Public Works. The approach of the utilisation assessment is to first determine the required space in terms of the organisational structure as informed by the Space Planning Norms & Standards. This indicator is then measured against the actual space occupied by the organisation that is expressed as a percentage.

(a) **Step 1:** Determine the overall space required, in terms of the organisation's structure, aligned with the Space Planning Norms & Standards as prescribed by the Minister of Public Works. The following process should be used to this effect:

(i) Divide the organisational structure into the following functional areas:

1. Executive Management
2. Senior Management
3. Technical/Management
4. Administration

- (ii) Using table 7, calculate the amount of space required for each functional area, based on the number of posts per functional area. This space includes workspace, workspace support and core space.

<b>Subtotals</b>	
<b>Norm</b>	
<b>Unit A</b>	
Executive	47.00
Senior Management (Post 1)	37.60
Senior Management (Post 2)	37.60
Senior Management (Post .....)	37.60
Technical (Post 1)	18.80
Technical (Post 2)	18.80
Technical (Post .....)	18.80
Administration (Post 1)	14.10
Administration (Post 2)	14.10
Administration (Post .....)	14.10
<b>Total</b>	.....

- (b) **Step 2:** Determine the amount of space currently occupied by the organisation. Building plans should be utilised to this effect.



- (c) **Step 3:** Divide the required space into the Space Planning Norms & Standards into the space currently occupied and express it as a percentage. A percentage under 100% indicates that the organisation has too much space that it currently occupies and the accommodation is therefore under-utilised. Eg. Should the organisation currently occupy 102m<sup>2</sup> and is required to have 183.30m<sup>2</sup> the calculation will be as follows:

$$(183.30/102)*100 = 179\%$$

This implies that the organisation's accommodation is 79% over-utilised; ie the organisation has 79% too little space for its organisational structure. Should the organisation currently occupy 250 m<sup>2</sup> and is required to have 183.30 m<sup>2</sup> the calculation will be as follows:

$$(183.30/250)*100=73\%$$

This implies that the organisation's accommodation is 73% utilised, ie the organisation has 27% too much space for its organisational structure.