

BEST VALUE REVIEW OF ASSET MANAGEMENT

Report

March 2002

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BEST VALUE REVIEW OF ASSET MANAGEMENT

1.0 SCOPE OF REVIEW

1.1 Background

The review has been carried out as part of the District Council's five year Best Value Performance Plan which seeks to obtain an overall 'continuous improvement' in services delivered by the Council.

None of the services covered by the review are statutory; however, all are good and safe practice recommended by Audit.

1.2 Review Team

The review has been carried out by:

Eleanor Hoggart - Executive Director (Legal & Democratic Services)
Alan Stevens - Facilities Manager

A Member overview was provided by:

Councillor Philip Lewis
Councillor Brian Hayes

1.3 Timetable

The review began with a Stage 1 report to Policy & Resources Committee in June 2001.

The Overview and Scrutiny Sub-committee on 7th March 2002 scrutinised the review.

The final report was put before the Policy & Resources Committee on 27th March 2002.

1.4 Scope of the Review

1.4.1 The Stage 1 Review identified the parameters and terms of reference of the Review as focussing on:

- management of the Council's assets to ensure they contribute to the achievement of our corporate objectives
- maintenance of property ownership records
- maintenance and review of property condition information
- maintenance and review of property running cost information.

This was in response to the recommendation of the District Auditor in his report on the service in November 2000. A copy of the Action Plan to that report, updated to the present, is attached at Annex 1.

1.4.2 The Council's Corporate Objectives of particular relevance are:-

"1.2 To encourage the reduction in the use of finite resources and the reduction of pollution to the natural environment."

"5.5 To ensure the Council and its staff takes full advantage of ICT to provide better and more efficient services."

1.5 Aims of Review

1.5.1 Compare

The Review has concentrated its comparative analysis on authorities with similar sized land holdings. A set of benchmarking data was developed and key issues for comparison included.

- practice on the recording and review of assets
- costs of the asset management register function vis-à-vis other similar authorities
- practice on the disposal of assets

1.5.2 Consult

- Parish Councils (as regards disposal of land assets)
- Council Departments

were consulted.

1.5.3 Challenge

This looked at:

- why provide the service at all?
- why provide the service in this way?
- can ways be found to more effectively manage the maintenance of our assets, e.g. via an Asset Management Plan?

1.5.4 Compete

The potential for private interest in providing the service under review was not tested, given the very small-scale and entirely internal nature of the service under review.

Details of selling agents who specialise in certain types of sales are being kept - with a view, once a decision to sell a land holding is taken, to seeking advice on the best markets and sale methods likely to generate the best return.

1.6 Issues

Issues identified at the outset of the review were:

- the need to review the Council's land holdings to identify any not contributing to our corporate objectives with a view to either disposing of them or re-aligning their use accordingly;
- the need to ensure the Council is receiving the best returns possible on its land holdings - both as regards maximising potential sale receipts and ensuring recovery of appropriate rental income;
- the need to ensure appropriate property matters - including fitness for use, state of repair, etc. - are considered in the Best Value Review of relevant services and an appropriate responsible officer identified.

2.0 **DESCRIPTION OF SERVICE**

2.1 Service Purpose - to record, monitor and review the Council's property assets to ensure they contribute to the Council's corporate objectives and to continuously improving service delivery.

2.2 Profile of Services

1. Maintenance of property ownership records.
2. Maintenance and review of property condition information.
3. Maintenance and review of property running cost information.

2.3 Resources

The budgets for the whole of the Council's Asset Management activities for 2001/2002 are as follows:

ASSET MANAGEMENT	Actual 1998-1999 £	Estimate 1999-2000 £	Probable 1999-2000 £	Estimate 2000-2001 £
Employees	16,576	18,647	19,150	18,738
Premises & Land - Contract Work	394	12,918	8,213	13,213
Capital Charges				
- Depreciation	15,517	11,332	15,069	15,069
- Interest	151,288	124,591	151,721	151,721
Supplies & Services				
- Professional Services	236	531	546	546
- District Valuer	5,755	14,200	10,470	6,270
- General Gang DLO	546	1,737	1,737	1,738
- Parks & Gardens DLO	720	930	930	929
Leased Cars	588	589	589	548
Establishment Expenses				
- Insurance	33,748	34,019	31,256	31,256
- Other (e.g. Advertising)	150	420	432	432
Central Support Services Charges				
- Financial Services	3,009	7,972	7,972	7,421
- Personnel Services	257	281	281	75
- Payroll Services	245	609	609	500
- Legal Services	16,950	2,835	2,835	2,682
- Computer Services	0	264	264	211
- Reception/Clerical Services	3,730	1,200	1,200	970
- Reprographics Services	4,588	4,266	4,266	3,841
- Word Processing	49	252	252	0
- Audit Services	0	11,907	11,907	2,892
- Office Accommodation	6,444	3,670	3,670	3,806
Deficit - 70 Market Street	0	12,568	12,568	12,013
Total Expenditure	260,790	265,738	285,937	274,871
Rents	2,125	1,900	1,900	1,900
Other Income	2,042	0	0	0
Total Income	4,167	1,900	1,900	1,900
Net Expenditure (Income)	256,623	263,838	284,037	272,971

Members should note this includes:

- physical work done to assets, by clearing land;
- outgoings charged to this budget e.g. repairs.

The costs of the maintenance of the Council's property records are not disaggregated from within the budget as a whole but they are minimal - basically amounting to staff time.

No useful purpose would be served by disaggregating this budget for this purpose. Each Executive Director is responsible for ensuring they manage their respective and assets effectively.

2.4 Principal Drivers

- the need to prepare, monitor and review an Asset Management Plan
- Best Value Performance indicators on property. (Number of the authority buildings open to the public, the number of such buildings in which all public areas are suitable for and accessible to disabled people;
- the need to ensure the Council's property assets are contributing to our Corporate Objectives
- the need to ensure the Council's property are contributing to continuously improving service delivery

2.5 Key Partners

- (where appropriate) tenants and occupiers of Council property
- users of Council services
- Council staff

2.6 Context

Changes to the capital financing regime - the introduction of the "single capital pot" - have required the Council to prepare its first Asset Management Plan - done in 2001.

2.7 Resource Statement

2.7.1 Staffing

No dedicated staff. Responsibility for individual assets rests with the manager of the service holding it. Different parts of Asset Management function come under the remit of the Executive Director (Legal and Democratic Services), the Executive Director (Financial Services) and the Facilities Manager. This review has concentrated on the issue of land holding records.

2.7.2 Budget

The budget for the Asset Management financial codes is set out in para. 2.3 above. Members will note, however, that this includes provision for staff and expenditure related to work on individual assets. The costs of the administration of the system, which is the purpose of this review, cannot be disaggregated from these.

2.8 Performance Indicators and Targets

There are no nationally determined performance indicators specifically related to Asset Management.

2.9 From 2001/02, the Government has introduced a cross-service allocation for the bulk of capital support to councils - single capital pot. As part of this development, authorities have to submit to the DETR an Asset Management Plan (AMP) in a standard format. AMPs include a number of performance measures, and therefore systems for collecting management information about assets will grow in importance. Final Guidance on Asset Management Plans was produced by

DETR in April 2000. Based on this, there are a number of key success factors that authorities need to achieve in order to prepare a successful Asset Management Plan. The table below shows East Cambridgeshire District Council's current position and highlights priority areas for action.

Processes for Asset Management Planning

Key stage in preparing for Asset Management Planning	East Cambridgeshire District Council	Comparison with other authorities
<i>Stage 1 - review existing holding</i>		
Property ownership records	In place	72% of district authorities have records in place.
Property condition information	See improvement plan	14% of district authorities have condition information
Property utilisation and suitability information	In place	14% of district authorities have utilisation and suitability information
Property running cost information	In place	41% of district authorities have running cost information
<i>Stage 2 - identify 'ideal' position</i>		
Corporate asset management objectives	See Asset Management Plan	14% of district authorities have identified service by service objectives and future plans/requirements
Service-by-service objectives and future plans/requirements for property	See improvement plan	9% of district authorities have identified service by service objectives and future plans/requirements
<i>Stage 3 - draw up delivery plan</i>	See improvement plan	3% of district authorities have delivery plans in place

2.10 The Council's current Asset Records

Currently, information on the Council's assets is held in the following forms.

1. The Asset Register

This is held and maintained within the Finance Department and contains information on the location of the asset, its size, tenure, financial charges, planning designation, etc., plus its value for accounting purposes to support balance sheets. A copy of a Register Sheet is at Annex 2.

Information in the Asset Register is held on all Council owned assets, including e.g. vehicles advertising rights, IT equipment, etc as well as land holdings.

The Register is divided up into the following headings:-

- operational assets, eg car parks, public conveniences
- non-operational assets, eg Paradise recreational ground
- community assets, eg open spaces
- infrastructure assets, eg unadopted roads and paths
- vehicles and plant, eg air quality monitoring equipment

Currently the Asset Register is only held as a paper document.

There is no specific statutory requirement to keep an Asset Register. However, under the current capital accounting system, all assets are valued at current value. The system means that:

"the charge to individual service revenue accounts reflects the costs to services of holding or using capital assets, through a capital charge. Valuation for operational land and buildings are based on the lower of current replacement cost or realisable value for existing use. All asset valuations must be maintained at current value and must be revised at least every 5 years when new assets are acquired, the purchase costs can be taken as the current value."

(CIPFA - Councillors Guide to Local Government Finance 1999 Edition).

2. The Land Terrier

The Land Terrier is held and maintained in the Legal Section and contains information on land-based assets held by the Council, freehold and leasehold, including location, seller, purchase price, area, restriction on use, etc. The Register is in two parts, firstly a set of maps identifying the respective areas of land and secondly a record sheet (linked by reference numbers to the land shown on the plans) showing the information in text form. Copy Terrier Sheets are at Annex 3.

The Terrier is principally used to confirm Council ownership (or otherwise) of land or at the beginning of conveyancing transactions to identify the nature and extent of the Council's title.

The reference number links a Deed Bundle number, being the packets deeds the Council holds for its land holdings. In addition to the paper copies of the Terrier (both map and text) held in legal and by the Facilities Manager, the plan based data is held on the GIS system, accessible via the Map Explorer function.

3. Register of Leases

The Legal Department keep a card index of leases (both properties leased out by and in to the Council) by which track is kept of renewal dates, rent review dates etc.

4. Review of Identified Land Sale Opportunities

Up to 1996, the Council had a statutory duty to keep a register identifying, in a prescribed form, the 'used and under-used' land it held. That requirement was abolished in 1996 but since then the Council has published, every year or so, a booklet identifying potential Land Sale Opportunities within its land holding.

The booklet was approved by the Resources Committee prior to publication and sent out to enquirers looking for potential building plots or other development sites to buy.

A review of the Council's land holdings in accordance with our Asset Management Plan is being undertaken and will be considered by the Policy & Resources Committee in July 2002.

5. Asset Management Plan

The Council's Asset Management Local Policy was approved by Policy & Resources Committee on 20th June 2001.

The Local Policy Statement is set out in Annex 4.

The Council's Asset Management Plan is being considered by Policy & Resources Committee on 27th March 2002 and is annexed to this report at Annex 5.

2.11 Identification of Land for Sale

For land not mentioned in the review of potential development sites, e.g. for small areas of verge next to dwellings, the Council adopts a 'first-come-first-served' approach. Views on the suitability of the proposal for sale are sought from the Council's Development Department, Economic Community Development Department, Environmental Services Department and Finance Department and the Parish Council are notified of the sale.

A copy of the delegation to the Executive Director, Legal and Democratic Services in this area is at Annex 6.

3.0 CONSULTATION

3.1 The service has no direct 'customers' as such. Departments involved in the maintenance of records (Finance, Legal and Democratic Services and Facilities Management) have been consulted on this report.

3.2 Services having particular assets within their report are looking at e.g. suitability of the asset, condition of the asset, etc. as part of their own Best Value Reviews.

4.0 **COMPARE**

4.1 External

We conducted a survey of 25 of our family group authorities by questionnaire. Of the 5 who responded, summary of the responses is set out below:

No	Question	Answers
1.	How are your Property Ownership Records Maintained?	3 Paper only 2 Part paper, part IT
2.	How is your property condition information maintained and reviewed?	Only 2 regularly do condition surveys. 1 just beginning to do them 1 only does them for their housing stock
3.	How is your property running costs information maintained and reviewed?	2 monthly - rest adhoc
4.	Do you have any plans to change any of these processes?	4 Yes, 1 No (as system only just set up)
5.	Do you have any plans to sell any of your assets? If so why?	4 Yes on basis of AMP 1 No
6.	Do you have any plans to expand your assets?	3 Yes on basis of AMP, 2 No
7.	Which of your assets are run in conjunction with the private sector?	2 None 3 with outsourced service providers
8.	How much of your annual review budget is devoted to running and maintaining your property?	2 No answer, 1 £220,000 (repair and maintenance) 1 £8,000 1 £246,000
9.	How are these running costs reviewed?	3 x Monthly 2 x Annually
10.	Have you done your Best Value Review of AM yet?	2 Yes 3 No
11.	Do you have a corporate asset management objective?	2 Yes 3 No
12.	Do you have a delivery plan in place?	4 Yes 1 No

In addition the Council is represented at the regular meetings of a new group of Asset Management officers, made up of representatives from the County and Districts of Cambridgeshire, to compare Asset Management practice.

4.2 Internal

The review of identified land sale opportunities provides the opportunity to review the land the Council retains and the reasons for that retention.

5.0 **CHALLENGE**

For this element of the review, the function had been tested against a number of questions.

5.1 Why are we providing the Asset Management service?

- ◆ what purpose does the service serve or needs does it satisfy? - To help ensure the Council can identify its land holdings, and identify those that should be sold
- ◆ is there evidence that the service is still needed at all? Do we need some parts but not others? - The Council will always need to know what land it holds, to review whether it should dispose of that land and if so, how
- ◆ have the needs of users changed? - Yes, the Council needs to be able to identify more quickly assets available for sale
- ◆ are there needs that are not being met? - Yes, opportunities for increasing capital receipts and reducing revenue expenses wide-explored to date
- ◆ is this the best use of our resources? How well does the service align with the Council's priorities? Individual assets are looked at via specific service BV Reviews. The Asset Management function is very 'light touch', in line with the level and nature of assets held
- ◆ how does our level of service compare to any statutory minimum? - No statutory level set
- ◆ what are our aims and objectives of the service and are they valid now and for the foreseeable future? See para 2.1
- ◆ why does the Council provide it? Are there others who could provide it? - Internal recording and monitoring system, very small scale
- ◆ what would happen if we ceased to provide the service? - Opportunities to get the best out of assets would be missed
- ◆ who else could do it with us or instead of us? Could they do some parts and we do other parts? - Small scale internal support function making out going enviable
- ◆ are there external events likely to affect the effectiveness and viability of this service? - No
- ◆ what are the medium and long term revenue and capital needs of the service? - Resourcing of a computerisation project
- ◆ what are the equalities/sustainability issues for this service? - None for the function itself. Equalities and sustainability issues picked up in the reviews

5.2 Why do you provide the service in this way?

- ◆ does it meet its objectives? - Not presently in terms of property condition and running cost information
- ◆ does it meet the equalities and environmental agendas? - Not a requirement of this function
- ◆ does it make best use of its resources? - No dedicated resource
- ◆ what are the best performers doing? - Size of our holding makes comparison difficult
- ◆ how could we do better? - More regular reviews
- ◆ are there new ways of using staff and their skills/experience? - Yes, via use of IT
- ◆ would new technology contribute to a new way of doing things? - Yes e.g lease reminder systems
- ◆ what are the options available through partnerships or through external providers? - Unlikely to be viable given type and scale of project
- ◆ are users satisfied with the service and way it is delivered? - No direct users of service

- ◆ will we need to make adjustments to meet any statutory requirements, for example, the Disability Discrimination Act? - No. The capacity of individual assets to meet, e.g. the DDA, is tested as part of these reviews of their respective services
- ◆ what reviews of this service have been done in the past? Have we acted on the results? - None
- ◆ have you had recent initiatives to improve aspects of the service? Did they work? - First Asset Management Plan in 2001. Too early to assess any results.

5.3 Policy fit

The service is a largely administrative function which does not, in itself, directly feed in to any of the Council's corporate objectives.

However, the Energy and Water Audit of the Council offices was conducted in 2001 and approved with an action plan for the next 2-5 years by the Environment and Transport Committee on 13th November 2001 - Corporate objective 1.2 refers.

The Best Value Review of office services is looking at issues relating to use of the council offices and the Best Value Review of IT will cover Corporate objective 5.5 in detail.

6.0 COMPETE

Could the same be provided externally? If so, how?

Maintenance of our property records to is a very small-scale internal support function. IT systems are available to support it and property management companies exist to manage portfolios, e.g. on behalf of companies. Given the size of the Council's land holding and particularly of those parts of it with any sale potential, it is considered such an approach would be 'over the top'.

However, the use of specialist external agents to advise on appropriate markets and mechanisms for sale, e.g. for sales of commercial freeholds, for investment sales e.g. garage holdings, will be considered once any decision to sell is taken.

7.0 OPTIONS APPRAISAL

- 7.1 Option 1 - leave the service as it is.
Very low-key service. The size and nature of the Council's land holdings mean the function is not a key priority for the Council.
However, Members wish to review assets out of the Base Budget review means improvements must be made.
- Option 2 - computerise existing records to bring together existing information - 1 more readily accessible database
- Option 3 - Appoint Corporate Property Officer as dedicated resource for the service.
Overkill solution for such a small-scale land holding. Management Team overview will suffice.

8.0 **IMPROVEMENT ACTION PLAN**

1. Computerise Land Terrier and lease card index.

Paper based systems subject to a lot of wear and tear.

The Land Terrier is a legal tool which duplicates much of the information held in the Asset Register.

Registration of Council's title at Land Registry will produce modern maps.

Computerisation would allow faster access for staff and could give some access to the public interested in knowing what land the Council owns.

2. Consider use of the CAPS/GIS system to support the format, including:-

- electronic reminders of rent reviews
- electronic reminders of lease termination dates
- running cost information

The 'land terrier' map system is already held electronically as well as in paper form. The text information is not however. The holding of property data electronically would allow fields to be set up for regular reporting of management information, of considerable use during, for example, a review of disposable assets.

The system also has the capacity to post electronic reminders of long term events, such as upcoming rent reviews or lease termination dates. Our paper systems are inadequate, particularly as the small number of such matters and the long time-scales involved make setting up systems problematic.

3. Annually review land holdings to identify suitable opportunities for disposal.

An annual review makes the Council challenge why it is holding on to particular land assets and whether they might be suitable for disposal.

9.0 **BIBLIOGRAPHY**

- 9.1 "Measuring Performance in the Management of Local Authority Property - a Research Report"
- DETR, September 1999

IMPROVEMENT PLAN

Service: Asset Management

Year: 2001/2002

Improvement Objective	Key Actions	By whom	Timescale	Key Risk(s)	Resources
1. Computerisation of the Land Terrier and Lease Card Index	<ol style="list-style-type: none"> 1. Create new format 2. Compare existing Terrier and Asset Register/Lease Card Index 3. Registration of all Council land titles at Land Registry produce up to date versions of plan 4. Verify information including plans already in system 5. Apply verified text and plan information to new register 	Legal Department/ +1 'technician' capable of making map entries on system	<p>By: 01-04-03</p> <p>First registrations underway</p>	<ol style="list-style-type: none"> 1. Sites are omitted from new system 2. Errors in information in new system 3. No staff to implement new system 4. New system does not work 	<p>No dedicated in-house staff resources currently available or funding to enable either 'seconding' existing staff member over to the project or (preferably) bringing in short term extra resources supported internally.</p> <p>Project would need to be fitted in to existing work priorities.</p>

IMPROVEMENT PLAN

Service: Asset Management

Year: 2001/2002

Improvement Objective	Key Actions	By whom	Timescale	Key Risk(s)	Resources
<p>2. Consider use of the CAPS / GIS system to support the function including:-</p> <ul style="list-style-type: none"> - electronic holding of information - electronic reminders of rent reviews - electronic reminders of lease terminations etc - running cost information - maintenance cost information - property condition information 	<ol style="list-style-type: none"> 1. Loading of text information 2. Loading of plan based information 	<p>Legal Department</p> <p>Needs appropriate technical support</p>	<p>By: 01-04-03</p>	<ol style="list-style-type: none"> 1. Sites are omitted from system 2. Errors in information in new system 3. No staff to implement new system 4. New system does not work 	<p>No in-house staff resource currently available nor funding to enable either seconding on existing staff member or (preferably) bringing in short term extra resourcing supported internally</p>

DISTRICT AUDITORS - ACTION PLAN NOVEMBER 2000

Recommendation	Priority	Responsibility	Agreed	Comments	By	Current Position
Strategic Approach						
<p>Develop a Corporate Strategy to manage Assets held by the Council.</p> <p>Ensure that the following are included:</p> <ul style="list-style-type: none"> • Links to Corporate Objectives • Process of rationalising the asset base • Standard setting for procurement of property services • Promotion of corporate initiatives i.e. space saving, energy saving, innovative use 	High	Management Team	Yes	To be included within the brief for AMP. The revised corporate objectives are now in place	2001/02 AMP prepared June 2001	
A named officer (Corporate Property Officer "CPO") should hold responsibility for the non-operational assets (excluding industrial units)	Medium	Management Team	Yes	As part of management restructuring		Asset Management overview performed by MT
Develop an asset management plan ("AMP") in line with the Corporate Strategy	High	Management Team	Yes		July 2001	AMP 2001/02 prepared June 2001

Recommendation	Priority	Responsibility	Agreed	Comments	By	Current Position
The Council should consider what level of property holdings it requires to deliver its vision for future services and what level of funding that will require. This should be based on an up to date property condition survey	Medium	CPO	Yes	Review of land holdings going to July Policy and Review.		Base budget review is looked at property holdings and the revenue consequences of various assets. Review of Identified Land Sale Opportunities on-going.
User Involvement						
Services should consult with the users of their buildings. This could be, either through including property issues in existing programmes of consultation or by developing specific mechanisms to obtaining feedback on quality and access	Medium	CPO	Yes	To be assessed as part of respective Best Value reviews	July 2001	Best Value reviews of services conduct surveys as appropriate
The Council should seek to ensure the views of occupiers and staff are identified and taken into account on property matters	Medium	CPO	Yes	Best Value review will include questions to Citizens Panel, survey of staff and access group	July 2001	Best Value reviews of services conduct surveys as appropriate
The role of the informed client						
The Council should challenge its arrangements for property management	Medium	Management Team	Yes	Interim conclusions will be implemented as part of management restructuring	July 2001	Asset Management further refocused in MT

Recommendation	Priority	Responsibility	Agreed	Comments	By	Current Position
The Council should continue to ensure that all its property services are competitive in terms of cost and quality	Medium	Best Value review team	Yes	Benchmarking during Best Value review	July 2001	See review
Managing property running costs						
The Council should introduce benchmarking of property costs, to assist in identifying areas for cost improvement	Low	Best Value review team/ AMP consultants	Yes	First priority is to identify authorities with a similar asset base	July 2001	Authorities identified
The Council should seek to introduce PIs on property costs and use these for external comparison, to assist in identifying areas for further investigation in managing property costs. Ensure that property PIs are included in the corporate and departmental AMP being developed this year.	Medium	Management Team	Yes	PI's will be considered and tested during the Best Value review process	July 2001	
Ensure that any new build projects include low maintenance and energy efficient designs	Low	CPO	Yes	New build project in relation to office accommodation shelved	July 2001 and ongoing	N/A

Recommendation	Priority	Responsibility	Agreed	Comments	By	Current Position
The Council should consider reviewing its budgetary approach to ensure that managers have an incentive to save costs			Not agreed	Ability to save costs limited, any savings centralised to meet corporate priorities		
The Council should consider the use of planned maintenance programmes for repairs and maintenance. This could be linked to the development of the AMP.	Medium	CPO	Yes	Important that it is 'fit for purpose'. Will be included within AMP	April/May 2001	
Improving space utilisation						
Challenge the space allocations made to services and functions, through use of space audits and robust surveys of current and anticipated accommodation needs.	Medium	CPO	Yes	To form part of Best Value/AMP reviews	July 2001	
The Council should consider developing space standards, to cover the space needs of different groups of staff	Medium	CPO	Yes	As above	July 2001	
The Council should review its letting arrangements to external bodies as part of its Asset Management Planning	High	CPO	Yes	Completed and ongoing subject to contractual obligations	Ongoing	Reviewed as part of Base Budget review

Recommendation	Priority	Responsibility	Agreed	Comments	By	Current Position
The use of alternative forms of working should be reviewed as part of the development of departmental AMP and services challenged to justify their current working patters	Medium	CPO	Yes	To be included within Council's IT/IS strategy	July 2001	See IEG statement July 2001
Non-operational property						
The Council should develop a set of clear policy objectives for each of its principal property portfolios, demonstrating how these contribute to corporate or service aims of the Council	Medium	Management Team	Yes	Fit for purpose - following adoption of revised corporate objectives	July 2001	Review to Policy & Resources 27.3.01
The Council should consider setting target rates of return from its properties, where held for investment rather than policy purposes. It should consider disposing of properties that do not meet these criteria	Low	Best Value review team	Yes	May be included within AMP but limited flexibility at present	July 2001	Review to Policy & Resources 27.3.01
The Council should consider adopting key performance indicators to demonstrate their stewardship of their property portfolios, including	Low	Management Team	Yes		July 2001	Following base Budget review, Council now asks for market rents but many historical leases at low/medium rent with long terms

Recommendation	Priority	Responsibility	Agreed	Comments	By	Current Position
<ul style="list-style-type: none"> • Cost per property • Occupancy rates and turnover • Rent arrears <p>These should be incorporated into the Council's AMP and Service Plans (linked to R10)</p>						
<p>The property holdings of the different service departments should be subject to challenge through</p> <ul style="list-style-type: none"> • Best value reviews of services • Corporate review of AMPs 	Low	CPO	Yes	Through Best Value reviews	July 2001	Part of Best Value review processes