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Review of Asset Management (Land and Property) Strategy

Caerphilly County Borough Council

Audit year: 2011-12

Issued: September 2013

Document reference: 393A2013

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Summary report

Summary

1. Strategic property asset management aligns business and property asset strategies, so that an organisation's property assets are used in a way that best supports its key business goals and objectives. Managing public assets effectively provides value for money, enhances public services and can deliver wider economic, environmental and social outcomes for local communities.
2. Effective management of council assets brings a number of benefits including:
 - supporting service delivery by making council buildings work better for staff and people using services;
 - ensuring buildings support current and future service requirements;
 - providing a way to target investment;
 - providing clear evidence of asset performance and progress towards goals; and
 - providing an opportunity to obtain best value, including ensuring that buildings are accessible to the people who use them, in terms of their location, design and the facilities provided.
3. Caerphilly County Borough Council (the Council) developed an Asset Management (Land and Property) Strategy (the Strategy) in January 2012. The Council sees the key benefit of implementing its Strategy as being 'to raise the profile of asset management and establish a structure where all property decisions are made centrally, enabling the use of property to be reviewed and inefficiencies targeted to realise financial and non-financial benefits'.¹
4. The Auditor General made a proposal for improvement for the Council to develop and adopt an Asset Management Strategy to meet the Council's future needs in his Preliminary Corporate Assessment in July 2010.
5. This review sought to answer the question: **Has the Council produced a robust Asset Management Plan which will enable it to make informed decisions about its property portfolio and wider resources in order to support service improvements, manage statutory obligations and deliver efficiencies?**
6. The review concluded that: **Due to a lack of prioritisation and appropriate governance arrangements for managing assets, the Council does not have an appropriate and agreed Asset Management Strategy which clearly sets out how its assets will be used to deliver its priorities and support service improvements.**

¹Caerphilly County Borough Council Asset Management (Land and Property) Strategy, page 7

7. We came to this conclusion because:

- The Council does not have an approved Strategic Asset Management Plan. The Asset Management Strategy that does exist is predominantly an operational document that has not been approved by members.
- The Council's Asset Management Strategy does not currently align with the Council's priorities although its operational processes, if implemented, could provide a basis upon which a more strategic plan can be developed.
- There have been many changes in the way the Council has managed its assets over the past 18 months but development of key areas, such as service asset management plans, has been slow.
- The Council has operational processes and controls in place to ensure it manages its statutory obligations relating to asset management but has not streamlined its asset management systems and different approaches are used by Building Consultancy and Property Services.
- Monitoring of the Asset Management Strategy and the performance of assets by both officers and members is weak but the Council is currently reviewing its performance data to determine how and when this should be reported.

Proposals for improvement

8. The Council should:

- | | |
|----|---|
| P1 | Develop a robust Asset Management Strategy for its property and associated infrastructure. The strategy should: <ul style="list-style-type: none">• set out a vision for each type of asset that shows how it contributes to the delivery of the Council's priorities;• set targets for assessing progress, including the condition and suitability of each asset;• describe an overall plan for implementing the Strategy; and• be approved by members. |
| P2 | Ensure that the individual service asset management plans are developed as soon as possible and are used to inform the Council's financial planning process. |
| P3 | Finalise its current review of property performance data and agree which data should be monitored and reported at an officer and member level. |
| P4 | Develop and implement arrangements to monitor the delivery of the strategy. |

P5 Formalise the role of the Asset Management Group to improve governance and accountability. This should include:

- Reviewing the membership of the group.
- Developing terms of reference to include responsibility for:
 - leading on all corporate asset management issues; and
 - leading on decisions around individual assets.
- Ensuring that meetings are recorded appropriately.

9. Our detailed findings are outlined below in [Appendix 1](#).

Appendix 1

Detailed findings

Level 2 question	Has the Council's approach to developing an Asset Management Plan been consistent with best practice?
Conclusion and findings	<p>The Council does not have an approved Strategic Asset Management Plan. The Asset Management Strategy that does exist is predominantly an operational document that has not been approved by members.</p> <p>We concluded this because:</p> <ul style="list-style-type: none">• The Head of Property and Performance Management developed an Asset Management (Land and Property) Strategy (the strategy document) during 2011-12. Meetings were held with key stakeholders, including the Headteachers' Forum and each directorate to inform the development of the strategy document. The Council appointed an external adviser on a short-term contract to help with the consultation process. There has been no engagement with other stakeholders, such as the police, health or voluntary sector but the operational and internal nature of the strategy document is such that it is not yet at that stage of development. It is recognised that this will be necessary as and when the Council develops a longer-term strategy.• The strategy document was presented to the key political groups and approved by the Corporate Management Team on 2 January 2012. Officers told us that it was also agreed with the Management Information Group (now Cabinet Policy Development meeting) on 3 January 2012, although no minutes are taken of these meetings. The strategy document has, therefore, not been formally approved or adopted by the Council.• The Head of Property and Performance recognises that the current strategy document aims to put in place the necessary processes and that once these are embedded, the next phase will be to develop a more strategic property vision and the three-year Asset Management Strategy linked to the Medium-Term Financial Plan. The Corporate Management Team views the document as an operational plan rather than a strategic document. As such, it felt no formal decision was required on the document by members. The strategy document has not been discussed by the Council or any scrutiny committee, such as the Policy and Resources Scrutiny Committee. The strategy document was presented to the Leadership Team consisting of directors and heads of service on 9 December 2011.• The strategy document is available on the Council's intranet and on Ffynnon – the performance management system used by the Council.

Level 2 question**Has the Council's approach to developing an Asset Management Plan been consistent with best practice?**

Conclusion and findings

- The strategy document is more of an 'enabling' or 'facilitating' operational document rather than a strategic document which provides an understanding of the Council's asset base, the assets needed to deliver an efficient, cost-effective service and what this means for acquisitions, disposals and maintenance. It does not set out:
 - the business need for holding land and buildings;
 - how the land and buildings resource supports other corporate priorities; and
 - how the land and buildings objectives help achieve wider-reaching objectives around sustainability, collaboration and partnership working (Wales Audit Office Buildings Management briefing June 2010).
- The strategy document identifies the need for the Council to set out a 5 and 10-year property vision for the Council which will take into account key programmes and initiatives that have significant asset implications, such as school rationalisation, but it has not yet done so. Property Services' 2013-14 Annual Service Improvement Plan identifies as a constraint that: 'The Council has not developed a long-term (10 years) or medium-term (five years) strategy for the development of its building portfolio and hence strategic planning has been non-existent.'
- The Council's focus to date has been on changing the culture of asset management and getting buy-in from the services into a more centralised approach and putting in place the mechanisms to do this. The strategy document includes a detailed project plan setting out these key steps and actions.

Level 2 question**Has the Council's approach to developing an Asset Management Plan been consistent with best practice?**

Conclusion and findings

- The strategy document is an operational plan which sets out the key steps needed to centralise the management of the Council's assets and to introduce a corporate approach to asset management which will align with the Council's priorities and medium-term financial planning process. For example, the strategy document recommends the phased transfer of property responsibilities and budgets to the centre to provide a consistent approach to asset management. Previously, each directorate was responsible for managing and maintaining their own assets within their own devolved budgets, which has hindered strategic planning and blurred accountability.
- The Head of Property and Performance has used best practice guidance, such as the Consortium of Local Authorities in Wales (CLAW)² *Guidance to Asset Management Planning in Wales* and the Office of Government Commerce Asset Management maturity matrix and guidance to develop the strategy document. The strategy document highlights where the Council is currently positioned on this maturity matrix which is: 'perceives the corporate need for asset management'; and where it aspires to be by September 2013 as: 'having a robust and consistent application of the knowledge of corporate asset management'. The aim of the strategy document is to support this move in asset management maturity and sets out how it intends to do this.
- However, there is a lack of detail surrounding the assessment of performance measures and key performance indicators and how progress is to be monitored and formally reported. The Head of Property and Performance Management has informed us that this will be addressed during 2013.

² The Consortium of Local Authorities in Wales supports the professional and technical interests of property management in local government in Wales.

Level 2 question**Is the Asset Management Plan appropriately aligned and supportive of other key corporate strategies?**

Conclusion and findings

The Council's Asset Management Strategy does not currently align with the Council's priorities although its operational processes, if implemented, could provide a basis upon which a more strategic plan can be developed.

We concluded this because:

- The strategy document makes no specific reference to the Council's corporate priorities.
- There is a correlation with the aims of the Council's workforce strategy but these have not been made explicit.
- Human Resources had limited formal involvement in developing the strategy document. Despite this lack of formal involvement, the Head of Human Resources stated that he felt that the workforce strategy did have an influence on the strategy document; in particular, references to agile working and supporting hot-desking/home working as enablers for elements of the strategy document. Human Resources has supported elements of the strategy document, for example, the ongoing move of staff from Tir-y-Berth to Tŷ Dyffryn. Human Resources is not, however, represented on the Asset Management Group.
- The strategy document identifies the running costs of each of the Council's offices and states the need to reduce the amount of office space in part by the introduction of new and flexible working arrangements. The Head of Property and Performance, however, stated that there has been little progress in respect of introducing flexible working arrangements and that the next step is to link more effectively with the workforce plan to determine how the savings identified in the strategy document can be achieved.
- The strategy document does refer to the Medium-Term Financial Plan. It recognises the need for there to be clear alignment between asset management and financial planning. It recommends the introduction of a planning process to facilitate this.
- The planning process includes the development and agreement of strategic outline business cases for each proposed capital and revenue investment in the Council's assets which are required to set out the links to service and corporate plans. However, the Council acknowledges that it is not yet in a position where decisions on new capital projects and other planned works are based on a clear business case, including options appraisal and whole-life costing. Discussions about the long-term future of the Council's leisure centres has been cited as an example where information from the strategy document, such as running and maintenance costs, are being used to inform decisions about future service provision.

Level 2 question**Is the Asset Management Plan appropriately aligned and supportive of other key corporate strategies?**

Conclusion and findings

- The strategy document identifies the running costs, gross internal area and value of the Council's assets per directorate. However, the strategy document does not use this information to provide a comprehensive picture of the state of the Council's assets or detail any plans or options on how these will be used to help deliver services.
- There are no sections in the strategy document on large service areas, such as Education and Social Services, which have significant property portfolios and significant plans such as school rationalisation. Neither does the strategy document outline a potential programme of disposal or acquisitions; rather it sets out a process by which these will be considered.
- The Council has an annual capital asset strategy in place which was approved by the Cabinet on 3 April 2012, but its coverage is limited to leisure centres, community assets and improvement requirements, such as those to adhere to disability legislation. It does not cover areas such as education and highways, and as such, decisions about these are considered separately. This underlines the lack of a corporate and comprehensive approach to managing its complete asset base. The Council is working towards the development of a three-year capital asset strategy.

Level 2 question**Does the Council have appropriate arrangements in place to support the implementation of the Asset Management Plan effectively?**

Conclusion and findings

There have been many changes in the way the Council has managed its assets over the past 18 months but development of key areas, such as service asset management plans, has been slow.

We concluded this because:

Lines of accountability and responsibility are being established at a corporate level but issues remain about governance and there is still a blurring of responsibilities between the services and central Property Services.

- There have been significant changes to the way in which assets are being managed. Since January 2012, the Council has had a designated central Property Services function in place and Facilities Management arrangements have also been centralised. The Council has rationalised its asset base, notably moving out of Hawtin Park and Enterprise House, thus making significant efficiency savings by doing so. According to the Council's Property Services' 2013 Service Improvement Plan, the service is staffed by 69 officers. Asset management forms one service within the wider Property Services team. The Asset Management team consists of seven officers.
- The Head of Property and Performance reports to the Acting Director of Corporate Resources, who is a member of the Corporate Management Team. The Council has a dedicated Cabinet Member with responsibility for Performance and Asset Management.

Level 2 question**Does the Council have appropriate arrangements in place to support the implementation of the Asset Management Plan effectively?**

Conclusion and findings

- Previously, each directorate was responsible for the maintenance and management of its own assets and had a devolved budget to do this. The strategy document sets out plans to move towards a more consistent and centralised approach including the transfer of property budgets from the services to the central Property Service. The strategy document outlines that just over £3 million in revenue costs (£800,000 lease/rental and over £2 million maintenance) will be transferred from directorates to Property Services. This is being taken forward through a phased approach with approximately £1.2 million of budget transferred to Property Services as of May 2013, including Social Services and Leisure. Property Services is now responsible for a revenue budget of approximately £5.2 million. Decisions about other smaller budgets, such as community education and public conveniences, have not yet been taken. The aim is that the creation of a central Property Services will provide the Council with a single point of contact on asset management. Contract management and appointment of suppliers for the assets which have been transferred to Property Services will now be undertaken by Property Services. The Council now has a whole authority responsive repairs contract in place. However, until all assets are transferred to Property Services, many of the benefits outlined in the strategy document including improved accountability, efficiency and delivering savings will not be fully realised.
- Schools are responsible individually for their own maintenance. Traditionally, many schools used the Direct Labour Organisation (DLO) for their maintenance, but this has ceased as from 1 April 2013 as the DLO no longer undertakes reactive maintenance works. Property Services has recently met the Headteachers' Forum to explain the role of the central team and how it can help headteachers manage their schools' maintenance. We understand that a large number of schools have taken up this opportunity and schools are now included in the Council's responsive repairs programme.
- Property Services is currently in the process of developing a maintenance programme in order to change the emphasis from reactive to proactive maintenance. Based on condition surveys undertaken in 2006, the strategy document identifies that the total value of maintenance works required to address priority 1, 2 and 3 category of works in 2010-11 was over £42 million. It is clear that the Council does not have sufficient resources to completely resolve this backlog. However, through the move towards a centralised maintenance budget, the strategy document proposes ways to introduce a more co-ordinated and consistent approach to buildings maintenance, which will help deliver efficiencies. Intrinsic to this is the recognition that the condition surveys need to be updated and the Council is progressing this.

Level 2 question**Does the Council have appropriate arrangements in place to support the implementation of the Asset Management Plan effectively?**

Conclusion and findings

- An Asset Management Group has been set up to oversee the implementation and development of the strategy document as well as make future operational decisions. This group comprises the following officers: Acting Chief Executive (Chair); Acting Director of Corporate Resources; Head of Property and Performance Services; Head of Planning; Asset Management Officer; Estates Officer and Facilities Management Officer. Human Resources is not represented on this group. Given the links between the Council's assets and workforce planning, and the ongoing changes to rationalise its office accommodation, it would be sensible to include Human Resources representation on this group.
- The governance arrangements relating to the group are insufficient. A briefing note outlining the key responsibilities of this group and suggested membership has been developed. However, this has not been formalised into an approved terms of reference for the group. The group has, therefore, not been properly constituted and this undermines the role and value it plays in managing the Council's assets. The group meets three to four times a year. No formal minutes or action points of the meeting are produced; any actions are taken away by the person responsible and taken forward accordingly as opposed to being logged formally. As such, this group is not overseeing the implementation of the strategy document in a robust way and the Council is unable to evidence whether actions are being monitored and implemented. Agendas are produced for each meeting but they do not include a specific item to monitor progress in implementing the strategy document; rather they focus on individual projects, such as Tŷ Dyffryn, or aspects of the strategy document, such as service asset management plans.

Resources to manage the centralised portfolio of assets are currently sufficient in the opinion of the Head of Performance and Property but are not yet fully in place to deliver the strategy document.

- The Head of Performance and Property considers that sufficient resources are currently in place to manage the assets which have been transferred to Property Services. The service has a revenue budget of £5.241 million and a capital budget of £850,000 for 2013-14.
- Property Services consists of the following services: Asset Management, Estate Management, Facilities Management (property maintenance and corporate offices), Building Consultancy and the Energy and Water team. Details of the specific roles of each of these services are outlined in the Property Services' 2013-14 Annual Service Improvement Plan.

Level 2 question**Does the Council have appropriate arrangements in place to support the implementation of the Asset Management Plan effectively?**

Conclusion and findings

- Staff previously employed to manage properties in Social Services have now been transferred to the Property Services team and accompanying revenue budgets for the assets have also been transferred. However, Property Services has only been responsible for its current asset portfolio since 1 April 2013 when Leisure assets were transferred. The Head of Performance and Property is, therefore, keeping this situation under review. The strategy document identifies that: 'There is currently no planning resource in Property Services dedicated to providing a link between service area strategies and asset management. No asset management plans are produced.' The fact that progress to develop directorate asset management plans has been slow suggests that this has not been resolved. The strategy document recommends that directorate personnel employed to manage directorate assets should be transferred to Property Services. As there has not yet been a full transfer of assets to Property Services, the transfer of staff has also not yet been undertaken.

An updated asset management system is being implemented.

- The Council has an asset register in place which is maintained and updated regularly by Property Services. The implementation of a new asset management system, the new Tribal system (K2), approved in January 2013 will replace the Tribal Enterprise system which is currently in place. It is anticipated that this will allow the system to provide more user-friendly information, enabling officers to retrieve and assess property data in a way which has not been possible previously, from one source. Until recently, directorates only had access to asset information for which they were responsible and no function was available to sort any property data on a whole-portfolio basis. This has made it complicated and timely to collate data for the property portfolio as a whole. The implementation of the new Tribal K2 system, however, will allow far greater data accessibility and transparency. This system is expected to be fully implemented during 2013.
- Property Services has been working with directorates to collate a complete picture of the Council's assets including their location, use, condition and value. A proforma has been developed which seeks to capture all the information relevant to each asset. These are currently being completed and will be used to populate the K2 database.
- The strategy document outlines that the Council has 885 buildings on 411 sites. Condition surveys of the whole property portfolio were last undertaken in 2006. It is this information that has been used to assess the condition and maintenance requirements of the Council's properties as outlined in the strategy document. Ideally, condition surveys should be undertaken at least every five years.

Level 2 question**Does the Council have appropriate arrangements in place to support the implementation of the Asset Management Plan effectively?**

Conclusion and findings

- The Head of Property and Performance recognises that this information is now quite out of date. The Council is currently in the process of updating these condition surveys. About 50 per cent of the Council's buildings were surveyed in 2012. The Council is in the process of contracting for the remaining surveys to be undertaken in 2013. The Council intends to undertake condition surveys every five years with an additional 20 per cent of its portfolio being updated each year.
- It is understood that spot checks will be performed by the Council to ensure contractors are conducting the condition surveys to the required detail and quality. This will be incorporated into the contract. The information from such condition surveys is captured electronically in a format which will feed straight into the Tribal system (direct electronic data capture).

Service asset management plans are not yet in place.

- A template service asset management plan has been developed. Property Services is currently piloting the approach with Social Services, looking at its assets in the Rhymney area to consider current and future usage. Discussions have also been initiated with Leisure Services about developing a service asset management plan to determine future service provision. Service asset management plans are not, therefore, yet in place across the Council and progress has been slower than anticipated and is behind the timescales identified within the strategy document. Property Services' 2013-14 Annual Service Improvement Plan sets a revised timescale for all service asset management plans to be developed within 2013-14. The plan also articulates four risks related to this including lack of service engagement/buy-in and defined timescales which could delay the development of the service asset management plans.

There is no comprehensive risk management yet in place to support delivery of the strategy document.

- There is currently no risk register in place to identify risks associated with the strategy document. The strategy document does not articulate any risks. Asset management is identified as a risk in the Council's corporate risk register but the Council has not formally adopted or approved the strategy document, again raising concerns about governance but also the extent to which asset management is considered to be pivotal to the delivery of the Council's priorities. However, risks relating to a range of elements relevant to the strategy document are identified in the Property Services' 2013-14 Annual Service Improvement Plan.

Level 2 question**Is the Council managing its statutory obligations of assets?**

Conclusion and findings

The Council has operational processes and controls in place to ensure it manages its statutory obligations relating to asset management but has not streamlined its asset management systems and different approaches are used by Building Consultancy and Property Services.

We concluded this because:

- The Council currently uses a manual system to monitor its statutory testing obligations in relation to its assets. Service logs are in place to identify properties with upcoming service/testing requirements. Statutory testing exception reports are also run regularly to identify properties which have not had necessary testing or servicing conducted within the required time. These are then prioritised and the required works conducted and rectified as soon as possible. The numbers of non-compliance are low. For example, the last report run on electrical testing showed that just over one per cent of properties had not been tested on time and the Council's Building Consultancy service is currently in the process of determining why.
- Work is currently underway to move to an automated risk assessment system, RAMIS³, during early autumn 2013. This should significantly improve management information, substituting the current manual spreadsheet system with an automated system with enhanced reporting functionality to easily generate reports and notify upcoming testing/servicing requirements, thus enabling the Council to more easily manage its statutory obligations relating to asset management. The Council has appointed a Data Cleansing Assistant for a six-month period to run reports and validate data to enable the transition to the automated system. The Data Cleansing Assistant has been working through the range of statutory testing requirements including boiler servicing, electrical and alarm testing.

³RAMIS: Risk Assessment Management Information System

Level 2 question**Is the Council managing its statutory obligations of assets?**

Conclusion and findings

- The Council's Building Consultancy service, which manages the statutory testing of the Council's assets, uses the list of assets provided by Property Services to monitor the undertaking of statutory testing. Property Services informs the Building Consultancy service verbally of any changes to this listing. Property Services then completes a proforma detailing any changes which are subsequently input into RAMIS. There is no automated system in place to do this and there is no direct interface between RAMIS and the new asset management system, Tribal system K2⁴, to do this automatically. However, the list of properties is fairly static and changes are rare. The Building Consultancy service does not use the K2 system, although we understand K2 does have the statutory testing functionality. As such, a total corporate approach to asset management cannot be achieved and an opportunity was missed to incorporate the statutory testing element into the new asset management system and remove the need for two new separate systems.
- Contractors are provided with schedules of properties which require services/testing. All work conducted, such as boiler and electrical servicing, is logged onto service management spreadsheets to log all activities completed to date. The Building Consultancy service undertakes spot checks of completed works. Key performance indicators are built into the contracts to monitor the contractors' performance in completing testing on time and penalties can be applied for poor performance. However, to date, such penalties have not been applied as the use of a manual system has not facilitated this. The levying of penalties should not be dependent upon an automated system but it may facilitate better monitoring and enforcement. Nevertheless, it is intrinsic upon the Council to ensure that a system, whether manual or automated, is effective in applying penalties to poor-performing contractors in line with the terms of the contract.
- The move to an automated system will enable the Building Consultancy service to more effectively monitor performance. It will provide performance data which can be assessed by contractors to ensure that contractors are completing jobs within the required timeframe, whether there are any delays in the upload of data, or if incomplete data is being uploaded, or if there are any quality control issues associated with a specific contractor. This information will then enable the Council to apply penalties to poor performing contractors in accordance with the terms of their contract.
- The Council appoints asbestos surveyors and contractors approved to handle asbestos. Procedures are in place to ensure asbestos surveys are undertaken prior to any works being undertaken, which may for example involve disrupting the roof spaces.

⁴ K2 is the name of the asset management system provided by the company Tribal. It offers a total solutions approach to addressing property-related requirements. The system can offer a range of tools which can be procured and tailored to meet the specific needs of organisations. For further information see www.tribalgroup.com.

Level 2 question**Are there effective performance management arrangements in place to monitor the implementation of the Asset Management Plan?**

Conclusion and findings

Monitoring of the Asset Management Strategy and the performance of assets by both officers and members is weak but the Council is currently reviewing its performance data to determine how and when this should be reported.

We concluded this because:

- Implementation of the strategy document is being monitored via the Asset Management Group. However, the absence of formal minutes means we have been unable to substantiate this. Progress is discussed informally with the Cabinet Member every fortnight but there have been no formal progress reports to members or the Corporate Management Team despite this being set out in the strategy document.
- The Head of Property and Performance has monthly meetings with his team to discuss progress in implementing the strategy document and current issues.
- The strategy document includes a detailed integrated project plan outlining when actions will be undertaken. The majority of tasks were due to be completed by the end of 2012 (with the exception of the performance monitoring system and related reporting, the development of the 5 to 10-year property vision and the three-year asset strategy linked to the Medium-Term Financial Plan). However, these timescales have been reviewed by Property Services and the majority of tasks are now expected to be completed during the course of 2013, with the property vision and three-year asset strategy by mid-2014. We understand these timescale changes came about erroneously due to a programme monitoring/revision mistake and that some progress has recently been made linking the three-year asset strategy to the Medium-Term Financial Plan, particularly around asset disposals. In the absence of a formally adopted strategy and monitoring arrangements, it also suggests a lack of corporate drive and priority to support the implementation of the strategy document and key aspects of it, including the development of service asset management plans.
- There is a nationally agreed set of Corporate Asset Management performance indicators, which is reported to the Data Unit Wales. Currently, these indicators are not reported to members. The Council is in the process of reviewing all the property performance data it is currently collecting as it is derived from a number of different sources. It will then determine which data will be monitored and to which member and officer forums it will be reported.

Level 2 question**Are there effective performance management arrangements in place to monitor the implementation of the Asset Management Plan?**

Conclusion and findings

- Each of the services within Property Services has a suite of measures that they use to monitor their performance. These are set out in the Property Services' 2013-14 Service Improvement Plan and will be monitored through local and departmental management team meetings.
- One of the outcomes identified in Property Services' 2013-14 Annual Service Improvement Plan is to improve data management for council property as it states that: 'Currently property data is collated across a number of systems making it difficult and time consuming to get good property management information'. An internal group of property information users has been established to develop an agreed IT module that will be used to centralise building data.



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