

SOUTH DERBYSHIRE DISTRICT COUNCIL

BEST VALUE REVIEW –
ASSET MANAGEMENT

FINAL REPORT

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1.0 EXECUTIVE SUMMARY

- 1.1 In accordance with the Government's Best Value regime the Council has undertaken to review all of its Services over a period of five years and to draw up improvement plans with the aim of placing it in the top 25% of local authority performers.
- 1.2 The Council has recognised the importance of Asset Management by placing it in the second year of its 5 year review programme.
- 1.3 The Review has included progression through a number of stages as follows: -
- Form and Develop a Review Team
 - Agree on Scope of Review
 - Prepare a Baseline Assessment
 - Consideration of each topic within the scope
 - Identify the key issues
 - Consideration and analysis of options to address the key issues
 - Analyse the Options
 - Prepare an Improvement Plan to deliver continuous improvement
 - Apply the 4 C's throughout the process
- 1.4 The Review was undertaken during the period April 2001 to October 2002, during which time there were regular reports to Finance & Management Committee, Corporate Scrutiny Committee and the Best Value Working Group.
- 1.5 The Review Team comprised representatives from the various services which manage assets, other officers acting in an advisory or challenge capacity, three Members, a union representative and two officers from other local authorities.
- 1.6 This review cuts across a number of service areas. Asset Management includes work undertaken within Economic Development, Facilities and Development, Community and Leisure Development, Direct Services, Building Maintenance, Legal and Member Services and Exchequer Services.
- 1.7 It was agreed at an early stage that the review would focus on strategic asset management, rather than the detail associated with each particular asset or group of assets (this should be dealt with in service best value reviews). The exception to this was the Civic Offices, which are not due to be considered in any service review. The issues relating to this building have been considered in this review, but have been included as an annex to the Improvement Plan, rather than as part of the main plan.
- 1.8 The customers of Asset Management services are primarily officers and Members of the Council, together with those users who have a legal interest in property e.g commercial tenants. The public generally use the services run from assets and are less interested in the asset itself.

- 1.9 A large amount of work on asset management has already been undertaken during the last few years, both nationally and within this Authority. Some of the findings and recommendations of the various reports and studies had already been implemented prior to commencing this review. In addition a lot of progress has already been made on issues such as identifying and pursuing disposal opportunities. The team decided that the scope of the review would be based on the remaining recommendations of the work undertaken by District Audit, the Audit Commission's Hot Property report, the AMP action plan and the work carried out by York Consulting, together with the findings of consultation work undertaken to date. This did not mean that the team closed its mind to other issues, such as additional matters brought to light through the development of the baseline assessment
- 1.10 A baseline assessment was prepared between April and November 2001.
- 1.11 Each of the issues within the scope of the review was given full consideration, using the four 'C's' of Challenge, Compare, Consult and Compete.
- 1.12 Seven key issues were identified as needing action if the services are to improve:
1. Development of Corporate Property Issues
 2. Lack of clarity with the Council's existing in house management
 3. Investigating method of provision of asset management
 4. Lack of member involvement in asset management issues
 5. Dissatisfaction with the repairs and maintenance service
 6. Lack of centralisation of asset data
 7. Insufficient performance management data and comparison
- 1.13 The report concludes with an Improvement Plan to deliver the required outcomes listed above (annexe B).

2.0 INTRODUCTION

- 2.1 Over the last 3 years, the subject of Asset Management within the Council has started to be seriously looked at via a number of channels.
- 2.2 Firstly, in 1998, as part of a major restructuring of the Council, it was decided to appoint an Economic Development Manager and an Estates Officer to look at Estate Management issues in a more professional way. Prior to this, Estate Management had been dealt with by a variety of personnel who were unqualified and often inexperienced in property management. Consequently, despite their laudable efforts, the service required a major overhaul to put it in order. The Economic Development Manager was appointed in January 1999 and the Estates Officer in May 1999. Things have since dramatically improved although there is still a lot of work required.
- 2.3 The Council has adopted a pragmatic approach to the management of its assets, looking for the most sensible way forward for each particular asset. For example, it contracts the management of its main Leisure Centre, Market and a Forestry Centre to the private sector. Partnerships have been entered with parish councils for the management of public toilets,

village halls and recreation grounds. Negotiations are taking place with the Southern Derbyshire Chamber on the future management of a business centre and industrial estate.

A number of Improvements have also taken place in other areas of Asset Management. A summary of the improvements are set out in section 1 of the baseline assessment.

The Council has recently received its annual audit letter from District Audit. This highlights positive progress made in asset management since the last audit.

2.4 Secondly, in April 2000 the Audit Commission produced a report entitled 'Hot Property' - getting the best from local authority assets. This followed up an earlier report on local authority property management published in 1988. The key recommendations of this report, together with the steps taken by the authority to implement them, are set out in section 11.1 of the baseline assessment.

2.5 Thirdly, during 2000, District Audit, in recognition of the impending requirement for Council's to produce annual Asset Management Plans (AMP), conducted a review of asset management arrangements within the Council.

The report involved consultation with staff of the Council's administrative buildings and depot.

The review's recommendations, and details of the steps taken by the authority to implement them, are set out in section 11.4 of the baseline assessment.

2.6 Fourthly, the Government has recognised the importance of best practice in the management of property assets, and now requires all Local Authorities to produce annual Asset Management Plans (AMP). The 'dry run' document was produced in November 2000 and the first full document in July 2001, for which the Council received a 'satisfactory' assessment. These included a number of pieces of consultation work with key stakeholders. The action plan for the July 2002 AMP is set out in section 11.5 of the baseline assessment.

2.7 Fifthly, the Council has been selected to have its Asset Management Plan process evaluated by York Consulting. Their main findings are set out in section 11.6 of the baseline assessment.

2.8 Sixthly, guidance received via seminars attended and by reading the Inspection reports for other reviews has been assimilated and used to confirm the issues to be addressed (see section 11.7 of the baseline assessment).

2.9 And now, this Best Value Review. All of the work undertaken in completing the above exercises, or in evaluating the findings of the above pieces of work, has informed the Review and influenced its' scope.

METHODOLOGY

3.1 The Review commenced in April 2001 as one of the Council's Year 2 reviews. The stages in undertaking the Review were as follows:

- Form and Develop a Review Team
- Agree on Scope of Review (including consideration of customer base)

- Prepare a Baseline Assessment
- Consideration of each topic within the scope
- Identify the key issues
- Consideration and analysis of options to address the key issues
- Analyse the Options
- Prepare an Action Plan to deliver continuous improvement
- Apply the 4 C's throughout the process

3.2 Form and Develop a Review Team

- 3.2.1 The team was drawn from the various divisions which manage assets, together with other officers acting in a challenge capacity, or an advisory capacity (as they had undertaken an earlier review). A union representative, two labour and one conservative members and two officers from external authorities completed the team.

David Soanes - Economic Development Manager and Corporate Property Officer, leading the review.

Wayne Norcliffe - Estates Officer, responsible for the commercial property portfolio, valuations, land & property enquiries

Chris Mason - Facilities & Development Manager - responsible for management of many of the Council's operational properties

Paul Johnson - Planned Maintenance Manager - responsible for Facilities Management of Civic Offices & Depot, and representing the Building Maintenance section

Chris Swain - Revenue Manager - member of the Council's corporate Best Value Working Group and responsible for an earlier review of the Cash Office.

Mark Fearn - Revenue Collections Manager - acting in an advisory capacity, worked with Chris Swain on the Cash Office Review

Stuart Brown - Creditors Officer - deals with invoicing asset users, acting in a challenging capacity

Gillian Coates - Unison representative

Cllr Trevor Southerd - Chair of Environmental Services Committee, which oversees the management of many of the Council's properties

Cllr Les Brooks, former chair of the above committee and member of Finance & Management Committee, which oversees strategic asset management

Cllr John Lemmon - Leader of the Conservative Group and member of Finance & Management Committee

Linda Partridge - Estates Officer at Erewash Borough Council

Lydia Jutton - Assistant Head of Business Support (Finance) in the Property Department of Derbyshire County Council. Working on a Property Services BV Review at DCC.

3.2.2 The Review Team met on a fortnightly basis during the Review period.

3.3 Agree on Scope of Review (including consideration of customer base)

3.3.1 Prior to commencing the review in April 2001, a number of officers met to consider what the review should cover. The Review Team Manager had already been given general advice as to which issues should be included. However, this advice was not prescriptive, and the Review Team were advised that they must decide for themselves the full scope of the Review.

3.3.2 It was clear that with a review covering all the Council's non-housing assets and associated services, and cutting across six Council divisions, the team would have to be quite selective as to what could be looked at. It was quickly agreed that it would be impossible to try and look at the detail of each asset or group of assets, and that the review needed to cover more strategic issues.

3.3.3 As explained in section 2 of this report, a lot of work on asset management had already been undertaken during the last few years, including the identification and consideration of disposal opportunities. Some of the findings and recommendations of the various reports and studies have already been implemented, whilst it had been anticipated (by the Asset Management Plan steering group (now the Asset Management & Monitoring Group following its merger with the Capital Programme Working Group)) that many of the remaining issues would be considered as part of this review.

3.3.4 The team asked themselves who the main customers of Asset Management Services are. In considering this, a distinction needs to be made between the management of the Council's assets, and the service delivered from those assets. Most of the people who use the Council's assets do so through using the service which is delivered from that asset. i.e. Leisure Centre, Market, Sports Pavilions, Village Halls. Whilst some of these users may have a view about the quality of the site or building, the majority will mainly be concerned as to whether the service delivered from it meets their requirements. Additional consultation with these customer groups will take place in the service reviews mentioned in 3.3.7.

3.3.5 Certain other groups such as the tenants of commercial premises are of course much more concerned about the asset itself, as they either have a legal interest in that asset and/or pay to use that asset.

3.3.6 The main customers of the Council's Asset Management services i.e. those services which contribute to the actual managing of the assets, are, in addition to those mentioned above, the Members and Officers of the Council, who are either based in the Civic Offices or Depot, make decisions which relate to assets, or deal with queries about assets.

3.3.7 The team decided therefore that it was inappropriate within this Review to try and look in detail at each asset, as most of the issues which affected the customers who used that asset were service related. It was assumed that the detailed management of these assets, including consideration as to their future, will be addressed within the best value reviews covering those services i.e. those for Technical Services and Regeneration scheduled for year 4 (2003/04) which should cover Car Parks, Cemeteries, Toilets, Parks & play areas,

Sports Pavilions, Open Space, Depot, Town Hall, Commercial property, Rosliston Forestry Centre, Leisure Centres, allotments, bus station, bus shelters and village halls.

3.3.8 Taking all the above into consideration, the team decided that the scope of the review would be based on the recommendations and findings of the earlier work undertaken by District Audit, the Audit Commission's Hot Property report, the AMP action plan and the work carried out by York Consulting, together with the findings of consultation work undertaken to date. This did not mean that the team closed its mind to other issues, such as additional matters brought to light through the development of the baseline assessment.

3.3.9 The scope of the review was therefore agreed as covering the following:

Assets as a corporate resource

- contribution to meeting the Council's corporate objectives;
- linkages to other Council strategies; and
- relationship with other services, other organisations and the public

Corporate Property Issues

- the need to develop a comprehensive strategy, and corporate guidance for the holding disposal and management of assets; consideration of why the Council holds land and property;
- whether these assets are fully utilised/should the Council continue to hold them?; and
- the opportunities for property sharing/letting of space
- potential impact of changes in service delivery such as hot desking and home working and whether the Council should be encouraging them; and
- disability access

Management Responsibilities

- the way the Council manages its properties;
- the option of having a Central Property Services Department looking after all aspects of property management;
- clarity of management roles and responsibilities;
- alternative options for delivery of the various property services;
- the competitiveness of the property management function, in terms of price and quality;
- the level of member involvement in property issues and the current committee structure as it relates to property;
- repairs and maintenance service; and
- data management

and, as the Civic Offices is not being covered through a future service review,

Civic Office Usage

- competitiveness of running costs;
- incentives to encourage building users to reduce space and costs, such as introducing asset rents and devolving revenue cost management to budget holders;
- imposition of space standards and letting of surplus space

3.4 Prepare a Baseline Assessment

A Baseline Assessment was carried out, to set out the current position for Asset Management Services. The assessment contains 13 sections, as follows: -

1. Progress over last 3 years
2. Profile of the District
3. Democratic process
4. Corporate Vision and Objectives
5. Legal Framework
6. Current Resources
7. Organisational & Management Structures
8. Current specifications, PI's and Standards
9. Working practices and methods of service delivery
10. Profile of the Service
11. External reviews/inspections/reports on service
12. Relationship to other services
13. User and employee involvement

3.5 Consideration of each topic within the scope

ASSETS AS A CORPORATE RESOURCE

Contribution to meeting the council's corporate objectives

- 3.5.1 York Consulting noted that 'The way in which the council has linked its property objectives in a transparent way with the overall objectives of the authority is impressive and this should be developed further when the Community Plan has been prepared and operationalised. The 12 property objectives provide a sound basis for the preparation of a corporate property strategy, which is being taken forward later this year through the vehicle of a Best Value review of asset management.'
- 3.5.2 Until recently, the Council had eight **strategic objectives**, from which were agreed a number of related property objectives. The Council has recently produced a Corporate Plan, within which it has reviewed these into eight key aims. The property objectives have also been reviewed by the Asset Management & Monitoring Group. The aims and objectives are set out in section 4 of the baseline assessment.

Linkages to other Council Strategies

- 3.5.3 Asset Management links in to numerous Council strategies:
- Asset Management Plan (AMP) - providing a strategic overview of the Council's asset management processes. The action plan for the July 2002 document is set out in section 11.5 of the baseline assessment and the full 2002 AMP is available on request.
 - Capital Strategy - emphasises that capital receipts from asset sales will play an increasingly important role in the funding of the Capital Programme.
 - Corporate Plan - one of the new corporate key aims is to manage resources efficiently and effectively. A section of the plan deals with capital assets.
 - Service Plans - all divisional managers are now required to comment on the use of assets which they manage

- Leisure Strategy - dealing with parks, Forestry Centre, Leisure Centres, Sports development etc
- Local Plan - provides a framework of policies and proposals for the development and use of land throughout the district
- Town Centre Strategy - produced by the Civic Trust Regeneration Unit, contains a number of proposals to enhance the Town Centre, within which the Council owns numerous properties
- Economic Development Strategy - encouraging new and existing businesses by promoting sites and premises, provision of industrial and retail premises and an effective estate management service, and operating GHBC as a managed workspace offering a range of services to tenants and other local businesses
- Community Strategy - to be developed later this year
- E-government statement and work on the National Land and Property Gazetteer
- Equal Opportunities policy - encouraging greater access to Council buildings for people with disabilities

CORPORATE PROPERTY ISSUES

Absence of a corporate property strategy

3.5.4 This Council, like most, owns a large amount of property. However it is only in the last couple of years, with the advent of Asset Management Planning, that it has begun to look at these assets strategically.

The Council has produced Asset Management Plans as required by the Government and part of this exercise was the development of a number of Property Objectives, emanating from the Councils key aims. 19 Property Objectives have now been developed, and these are set out in section 4 of the Baseline Information.

These Property Objectives set out what the Council wants to achieve in respect of its assets and are therefore the objectives of a Corporate Property Strategy.

The purpose of such a strategy is to provide the Council with a clearly defined way forward for managing its land and property assets. The vision for this strategy is:

'To ensure that the Council makes the most efficient and effective use of its land and property holdings and that they are well managed and maintained'.

Each of the Property Objectives needs to be considered in detail to determine how they can be achieved. A number of the objectives are being addressed through this best value review and its improvement plan. Others require further consideration and this will be timetabled at an early stage of the Improvement Plan (see Action 1).

An action plan will be developed. However, as the Improvement Plan for this review is scheduled to run over the next 3 years, and there are also actions emanating from the Asset Management Plan, this action plan will be long reaching in its outlook.

3.5.5 One of the Corporate Property Strategy's objectives is to produce corporate guidelines for the holding, disposal and management of assets (see Action 2). District Audit and the AMP recognise the need to develop formal procedures for various issues such as identifying surplus or under-used properties. This corporate guidance can be used by the managers of land and property assets when undertaking their service best value reviews (see Action 3). The guidance will help managers to:

- Re-confirm the assets which they manage (what they have)
- Identify their purpose/intent (what they are used for)
- Establish service needs over a 3-5 year period (what they need)
- Challenge the utilisation of the property (best value/value for money/appropriate):
- Consider what investment is required; and
- Determine the next steps (where to?)

Once this is completed, it will provide a sound basis for corporately developing a priority list for future action

Why the Council holds land and property

3.5.6 The Council's land and property assets are listed in sections 9.5.1 and 9.5.8 of the baseline assessment. The majority of the Council's assets are held to provide services. Some amenities have to be provided because of statutory requirement, for example, allotments. Parks, village halls, toilets, leisure centres etc are non-statutory requirements, but it is perceived that most people believe it is the authority's 'duty' to provide such facilities. These were originally provided as part of the Council's historic civic responsibilities. This also includes land acquired for Parish Councils, like recreation grounds, which the Council have been required to maintain.

3.5.7 Most of the land which the Council owns remains from former housing clearance areas, demolition of former council houses etc. Those sites which can be readily redeveloped have already been disposed of. The remainder are subject to planning constraints and consideration needs to be given to disposal for alternative purposes. Open space is usually acquired as part of planning obligations and the Council are required to maintain it (after the first 10 years).

3.5.8 The Civic Offices are required as an administration centre and the Depot as a base for delivering services. It is unlikely that an alternative venue for administration would be any more practical or cost effective than the current building. However, this will be explored in the improvement plan together with the opportunities for releasing space to other organisations. Members have resolved to sell the site on which the depot is located and wish to consider alternative delivery arrangements for the services provided. A working group is taking this forward. The Town Hall is a former administration building and is now used for a range of community activities.

3.5.9 The Council also holds a portfolio of commercial, retail and industrial premises. These have mostly been developed for economic development reasons, as a support tool for local businesses, or acquired for a range of other reasons. One large premises were built for a large local employer, and extended as they required. Another industrial estate is leased following a sale and leaseback arrangement and the lease runs for a further 15 years. A number of craft units were developed as part of the Rosliston Forestry Centre.

Are assets fully utilised/Should the Council continue to hold them?

- 3.5.10 Whilst the majority of operational properties are fully utilised and not felt to be surplus because they are used to deliver services, more detailed analysis is required once the corporate guidance has been developed to ensure that the merits of retaining each property can be justified. It is anticipated that this will be covered in service best value reviews. Members have agreed to dispose of some of the public toilets which are surplus to requirements. As previously mentioned, a disposal of the site of the depot is being investigated.
- 3.5.11 The non-operational investment portfolio would appear to provide plenty of scope for possible disposals. Much of the property has been developed for sound economic development reasons but is now being operated on a normal commercial basis. In many cases there is no particular reason why such property needs to be retained by the Council and in these cases disposal should be investigated. It may be however that there are practical reasons why a disposal may be difficult to achieve. Investigations are required into the legal and planning positions, including relationship to adjacent properties. Undoubtedly the Council will need to consult with tenants and users to assess their views. Some progress has been made over the last few months. Discussions have taken place with a number of tenants who are interested in possibly purchasing their properties and agents have been appointed to provide an appraisal of the disposal options and issues.
- 3.5.12 The Council has a policy not to sell public open space, unless there are extenuating circumstances. Until recently there was also a policy that land would not be disposed of, but this no longer applies and a number of pieces of land have now been sold
- 3.5.13 Where possible the Council endeavours to transfer responsibility for assets to other parties. For example, many of the public toilets are now held in partnership with parish councils. In the case of village halls, there is greater difficulty in achieving a transfer because of the ensuing liabilities which Parish councils are not prepared to accept.

Opportunities for property sharing/letting of space?

- 3.5.14 As identified in section 1.16 of the baseline assessment, the Council has started to share its premises with like-minded organisations. Parts of the Civic Offices are used by Neighbourhood Watch, the Crime and Disorder Partnership and Citizens Advice Bureau. The management building at the George Holmes Business Centre is used by the Small Business Service. Discussions are taking place with the Probation Service and County Council over possible property sharing, including the Civic Offices and Depot. Partnership arrangements have been discussed with the neighbouring District Council to use their Tourist Information Centre to promote South Derbyshire. For further details on proposals for the Civic Offices, see below.

Home working & Hot desking

- 3.5.15 District Audit noted that the Council had not considered alternative forms of working and should do so. The Audit Commission's Hot Property report also recommended that authorities should introduce hot desking, home working and other innovative practices wherever feasible.

- 3.5.16 As set out in section 11.2 of the baseline assessment, consultation with Divisional Managers has identified limited scope for home working and hot desking to fit with work requirements. There may be opportunities in certain divisions subject to the appropriate technology being in place, for example where staff are working on reports or particular projects. However, most divisions need to be available at short notice to deal with the public, members or other officers. The area where there is most scope is in Environmental Health who suggest that, subject to receiving the appropriate support, many of their staff could operate from home. Hot desking already occurs to some extent in IT & Customer Services, Community & Leisure Development and Revenue.
- 3.5.17 The main benefit to the authority of adopting an element of home working would be to reduce the amount of office space required. This assumes that the home-workers would not require desk space when they were in the Civic Offices, and that it is possible to let the space vacated to another organisation. These issues will be more fully explored within the improvement plan (see Action 6)
- 3.5.18 The Council has undertaken some research into the homeworking policies adopted by other authorities.

Disability access issues

- 3.5.19 The Disability Discrimination Act comes into effect in 2004. The Council needs to audit all of its properties which are accessible to the public and ensure that, where required, suitable improvements are made. These issues are now being addressed and will be the subject of much work over the next couple of years (see Action 7).
- 3.5.20 The Review Team invited Cllr Ken Harrington, who is Chair of the Disability Access Group, to one of their meetings to raise awareness about these issues. The main points highlighted were (in respect of the Civic Offices);
- Doorways are an extremely important issue as there are some offices that he can not even enter - the first phase of door widening was completed in March 2002.
 - The security keypads are located very high for wheelchair users.
 - Signs – these could be made clearer for partially sighted people.
 - Hearing loops should be in all meeting rooms.
- 3.5.21 It has been suggested that the Council should have a 'Champion' who would tackle these issues on an on-going basis. Both Member and colleague involvement will be crucial in tackling the matter.
- 3.5.22 There is of course a cost factor involved in these changes, which needs to be accounted for.
- 3.5.23 Consultation is key, particularly when a new building is being looked at, to consider disability access from a 'user' point of view. This allows the issues to be addressed before problems arise.

MANAGEMENT RESPONSIBILITIES

Existing position & clarity of management responsibilities

- 3.5.24 28 members of staff work on Asset Management to one degree or another, based in Economic Development, Technical Services, Community & Leisure Development, Legal Services, Financial Services and Housing (Building Maintenance). This equates to 5 FTE staff, at a cost of £217,000 inclusive of on-costs (2000/01 figures). It is not known at this stage how costs compare with others. However, the Council has calculated the cost per square metre of managing its assets. This is one of the 5 property performance indicators (pPI's) which the government have introduced and on which all local authorities were expected to report for the first time in the July 2002 AMP. The Council will shortly be able to compare its costs against other authorities (see Action 23).
- 3.5.25 Assets have historically been managed in-house. However, as highlighted in the District Audit report recommendations, there is a lack of clarity over who manages what, leading to duplication or a derogation of responsibility. York Consulting also highlighted this issue as needing attention.
- 3.5.26 As part of a consultation exercise with Divisional Managers, the Best Value Review Team tried to assess the extent of the problem. 57% of responders were clear who manages the different land and property holdings owned by the Council, 43% were not. Particular confusion arises in relation to assets where a couple of different divisions have an input into the management, most notably village halls, pavilions, toilets, car parks etc.
- 3.5.27 The service operated from certain assets may be managed by one division, but those staff do not necessarily have the expertise to deal with more technical issues.
- 3.5.28 Clarity is also needed on the remit of the new corporate asset management work being undertaken by the Economic Development Manager, and how this inter-relates with the day to day responsibility for the use of the assets.
- 3.5.29 The Review Team leader also discussed this issue with Members who agreed that they were also unclear as to who managed assets within the Council.
- 3.5.30 The team also compared the Council's approach to the management of property with about 25 other local authorities and a number of private sector companies, asking whether those authorities managed properties centrally or in a number of different departments?

Only 26% of the organisations currently manage property centrally. 74% have two or more different departments dealing with the management.

One organisation explained that they have a central property team including a chartered surveyor, Building Maintenance Manager, Facilities Manager and 3 maintenance operatives. Others said that they were moving towards a more centralised approach.

- 3.5.31 They were then asked whether they were happy with current management arrangements. 67% said that they were, 20% were not, and 13% added that they were not entirely happy

- One organisation said that a property officer would be very beneficial but unfortunately they do not have the resources.
- Several said that they would prefer properties to all be managed centrally as they find that people who don't have property expertise are dealing with issues, particularly

repairs and maintenance, e.g using outside contractors when they don't have the expertise to monitor them.

- One said that there was confusion over roles and expertise of staff, and overlapping of responsibilities.

3.5.32 Clearly the in-house management of assets is an issue which the Council needs to address further (see Actions 8 & 9)

Alternative options for delivery of property management services

3.5.33 In recent years the management of certain assets has been contracted to the private sector, such as the Market, Leisure Centre and Forestry Centre, with definite improvements for local people - see section 8.1 of Baseline Assessment. Management of other assets has been divested to as local a level as possible. For example, long term leases have been signed or are being negotiated to transfer the management of several Playing Fields to Parish Council's. In addition, a number of the Public Toilets within the District are now managed by the Parish Council's, rather than by the District Council. Members are now open to reviewing the ongoing management of the remaining assets.

3.5.34 Alternative management options explored to date are to pay the private sector to manage assets on our behalf, or to work in partnership with other authorities to jointly manage assets. Another option which could be considered is transferring assets into the control of Development Trusts. It is unlikely however, that the Council has any assets which are suitable for such a transfer.

3.5.35 The review team considered the pro's and con's of these options, together with that of retaining management in-house, and carried out a SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis of each option - this document is available on request. The main conclusions of this analysis are:

- There are advantages and disadvantages for each option. No one option is preferable.
- The Council needs to continue with its existing pragmatic approach to managing assets. Different solutions will probably be right for different properties. It certainly does not seem appropriate to try and apply a single option to the whole asset base. The Council need to review each particular group of assets and consider what is the best option in each case (see Action 9)

3.5.36 The comparison survey mentioned above asked whether organisations had outsourced the management of any of their properties or explored the possibilities of doing so, and, if they had done so, were they satisfied with the arrangements?

57% had either outsourced work or explored doing so, whilst 43% had not.

- Many organisations said that they had explored this and subsequently decided not to outsource. Some said they provided a better service at lower cost, but it is unclear how rigorously this was tested. Many preferred to continue using in-house staff because of their knowledge and expertise.
- Of those that had outsourced work, there was mixed response to its success. Some felt it had been worthwhile, whilst others said that a lot of supervision was required and were less happy with the service received. One commented that it was important not to accept the cheapest option.

- Only one or two seem to have outsourced all or most of their property work. Most organisations that have outsourced have done so in respect of property or valuation advice or management of certain assets, particularly the commercial portfolio.

3.5.37 The local authorities who took part in the survey were asked an additional question - whether they would like to explore the possibility of several local authorities working together in partnership to either:

- a) deliver Asset Management services themselves; or
- b) outsource Asset Management services

50% responded positively to both these suggestions. 50% did not wish to work in partnership to outsource asset management services, whilst only 22% were not in favour of joint delivery of services, with the balance unsure. This option needs further investigation (see Action 8).

3.5.38 Meetings have taken place with firms who would be interested in managing some or all of the Council's assets. Two local firms of chartered surveyors were approached and both would be keen to manage the commercial portfolio. A national firm were approached and they would be interested in managing all of the Council's assets, although they have limited experience of dealing with many operational assets. A national Facilities Management company are keen to take on all aspects of the management of the Civic Offices. These options will be further investigated (see Action 12).

3.5.39 To obtain sufficiently detailed fee quotes from these companies will entail the preparation of a detailed specification of what needs to be done and the frequency of activities (see Action 11).

Member involvement

3.5.40 Hot Property, York Consulting and the Minister for Local Government all highlighted the lack of member involvement as a national issue which needs to be addressed. District Audit also recommended that the Council need to look at this.

3.5.41 The Review Team considered how Members could get more involved in Asset Management, and consulted several Members on the issue. It is recognised that most Members do not have sufficient appreciation of Asset Management issues and that the historic basis of reporting on assets to a number of different committees does not assist with this. Most councils who operate the cabinet system have one Member responsible for asset issues. South Derbyshire DC have decided not to introduce the cabinet system and therefore need to consider how the committee system can better address this matter.

3.5.42 The main suggestion has been to take all Asset matters to a single committee. This will involve a review of the terms of reference of each committee. It would lead to a greater knowledge, expertise and ownership of asset matters by the Members of that committee. However, it is recognised that this will be a contentious proposal, not least because many of the reports taken to committee cover service delivery as well as asset matters and may then have to be taken to the relevant service committee as well, therefore causing a lot of extra work (see Actions 15 & 16).

3.5.43 The Council have reviewed the former AMP steering group and Capital Programme Working Group structure and decided to merge them into a single Asset Management &

Monitoring Group. The degree and level of Member involvement with this group is still under consideration (see Action 17)

Repairs and Maintenance Service

3.3.44 A number of recent consultation exercises have identified dissatisfaction with the Council's Repairs and Maintenance Service.

3.3.45 As part of their Asset Management report in 2000, District Audit sent a questionnaire to a number of staff covering amongst other things satisfaction with property services. Most respondents commented on the office space (including the depot) which they occupy whilst others were able to comment on their experiences of managing other properties.

- The majority of respondents, whilst satisfied with the quality of repair works, were dissatisfied with the speed with which the repairs were carried out. Several respondents also commented on various other problems with the Building Maintenance service.
- Most respondents were satisfied with the quality of technical support and advice received and with the cleanliness of the public buildings.
- No-one had been previously surveyed on their satisfaction with these services or been involved in setting standards for property service work or monitoring contractor performance.

3.5.46 In 2001 all commercial tenants were questioned on their views about a number of issues including the condition of their premises and the speed and quality of repairs. Responses were received from 15 of the 48 tenants questioned (31%).

- The majority of tenants were very or fairly satisfied with the condition of their premises.
- An equal number were either satisfied or dissatisfied with speed of repair work whilst no-one was dissatisfied with the quality of work.

3.5.47 A questionnaire sent to all Divisional Managers (and certain other staff) sought their views on the Asset Management service provided by various departments. In the case of the Repairs and Maintenance service responders were asked their opinion on overall service provided; quality of repairs/maintenance; quality of technical support/advice; response time to requests and helpfulness of staff, with 1 being poor and 5 being excellent. Responders were asked to explain where they were dissatisfied about an issue, and to suggest how the service received could be improved.

3.5.48 The questionnaire received 14 responses, 9 of which answered most of the questions related to the Repairs and Maintenance Service. A number of responders were unhappy with various issues and there were few scores of 4 or 5 recorded. Three of the nine felt that overall service was poor and another gave it a score of 2. Most responders said that quality of repairs and maintenance was satisfactory (3) but one said it was poor and another gave it a score of 2. Only seven responders answered the question about quality of technical support/advice, and three of these said it was poor. Three also said that response times were poor, whilst one gave this a score of 2. Finally two responders said that helpfulness of staff was poor and one gave it a score of 2, although four did give a score of 4 for this issue.

3.5.49 Those who were dissatisfied commented that response times and quality of service were poor compared to other internal services; that it took a very long time to get a response regarding a quote for some work; and that the response time for emergency repairs was

better than that for less urgent ones. Also that the housing stock was given a higher priority than other buildings; that funding issues can cause problems; and that there is a lack of feedback provided on actions to be taken, timescales and the progress of identified work. Also that the customer receives a poor service and that others have to deal with the associated complaints.

- 3.5.50 Suggested improvements include clear objective setting for staff with performance monitoring and accountability, and adopting a client/contractor culture i.e realising that they are providing a service to other departments and members of the public, sometimes advising those with little or no knowledge of the subject.
- 3.5.51 As a result of these responses, it is clear that a full review of the Repairs and Maintenance Service is required (see Action 19).
- 3.5.52 Most of the maintenance work undertaken on the Council's assets is reactive rather than planned. This leads to a gradual deterioration of condition. It would be prudent to implement planned maintenance programmes for all assets (see Action 20)

Data Management

- 3.5.53 DETR guidance on Asset Management Planning emphasises the need for effective management of asset data. The Council has taken steps to achieve this by creating a central Asset database. All Council owned non-HRA property is recorded in an asset register held on a Microsoft ACCESS database. The data was entered in 2000 and includes size and value, condition, how the asset was acquired, whether it is still required, whether users have been consulted about it and whether it has been subject to any form of review. The database is of a form that it can be used in conjunction with other relevant databases within the authority. The individual asset records on the database can be updated at any time as required. The database is a live system and can be updated by nominated officers in each service area. It was validated in 2002 to ensure that the information was correct. The majority of the Council's deed packets have been reviewed and the information transferred onto computerised records (GDC Plan Terrier), which links to MapInfo. Intermediate data is available for most properties and is held locally, rather than centrally.
- 3.5.54 However, the recent evaluation report on our Asset Management process by York Consulting has suggested that the Council need to work on further centralising asset data and making it more accessible to all. The Review Team has agreed that the Council's goal should be to achieve this centralisation (see Action 21). However, there could be significant costs involved in achieving this. The Council is currently looking at the implementation of electronic government, National Land and Property Gazetteer, NLPG etc, and asset data requirements should be built into these discussions. An initial meeting with IT agreed that a number of data management systems would be explored. The Corporate Property Officer and an IT advisor have visited other authorities to view a number of IT asset management packages, and are now considering the best way forward, bearing in mind the need for any system to link with financial information systems. As the Council's Estates Officer would be the main user of this system, no decision will be made until a permanent officer is in post. The constraints to achieving this centralisation are the cost of purchasing the software and the staff resources required both to initially transfer the data and then to keep it up to date. As a small authority with a limited property portfolio, the Council will need to decide to what degree it is appropriate to pursue this data centralisation given these constraints.

CIVIC OFFICE USAGE

As explained in section 1.7, issues related to the Civic Offices have been considered within this review because there is no other service review which will cover them. However, it is recognised that the issues considered are detailed rather than strategic. The actions identified are set out in an annex to the Improvement Plan.

Why should the offices be retained?

3.5.55 The Council needs a base from which to operate. With low property costs and a limited market for accommodation in Swadlincote, it is unlikely that there is merit in disposing of the Civic Offices and finding an alternative site or base. However, the improvement plan will explore this further (see Improvement Plan Annex, Action 1)

Facilities Management services

3.5.56 As set out in 3.5.38 above, the Review Team have begun to explore alternative management arrangements for property management services, including Facilities Management. Discussions have taken place with a Facilities Management company who would be interested in taking over this work, as would a national firm of surveyors. The Council propose to look at this in more detail within the improvement plan (see Improvement Plan Annex, Action 2)

Competitiveness of running costs

3.5.57 As part of their study in 2000, District Audit benchmarked the following running costs for the Civic Offices.

- Energy/fuel
- Cleaning & caretaking
- Water & sewerage
- Buildings insurance
- Repairs and maintenance costs

3.5.58 They concluded that the Council's running costs overall were just below the average for district council's on their database (£51.18 sq m compared to £51.97 sq m). The Council's energy/fuel costs were below average but its' cleaning & caretaking and water & sewerage costs were above average. They recommended that the Council investigate via internal challenge and external benchmarking, the reason for these higher costs (see Improvement Plan Annex, Action 4)

3.5.59 Recent figures prepared for the government's property indicator pPI 4 have shown that water & sewerage costs have now been substantially reduced and would appear to be below the district council average. The previous high figure was due to an undetected water leak.

3.5.60 The Council has in the past taken a number of steps to improve energy efficiency. These included alterations to the Green Bank Leisure Centre in 1993/94 in the form of a combined heat and power unit which saved energy and was nominated for a Gas Energy Management Award. However, there is a need to review matters, including undertaking a full energy audit (see Improvement Plan Annex, Action 3)

3.5.61 Following this audit, the Council will explore whether incentives can be introduced for building users to reduce running costs (see Improvement Plan Annex, Action 3)

Space Utilisation

3.5.62 District Audit noted that the space per employee against other district councils on their database was below average at 11.2 sq m compared to 11.7 sq m. A workplace assessment was conducted in September 1998 but due to restructuring now needs to be updated (see Improvement Plan Annex, Action 5)

3.5.63 Many staff have commented that there is a shortage of storage space at the Civic Offices and an inflexible office layout, although this is probably not such a problem following the restructuring that has taken place which has released more space.

3.5.64 This restructuring has resulted in office space becoming surplus to requirements. However, any proposals to release space will involve a number of steps (see Improvement Plan Annex, Actions 5 & 6)

1. Undertake an exercise to identify where surplus space exists, using agreed space standards.
2. Identify how the building could be divided so that part could be let to other organisations without compromising security and access.
3. Assess whether there is a market for the available space and what the net income to the Council might be.
4. Identify a budget to pay for the necessary conversion works.
5. Obtain agreement from all concerned to contract the Council staff into the reduced area.
6. Undertake the works and let out the spare space.

3.5.65 The Council already let out a small amount of space to local organisations. The Council are discussing with Derbyshire County Council and the Probation Service, the possibilities of them taking space within the Civic Offices and are aware of other organisations who have previously expressed a similar interest (see Improvement Plan Annex, Action 7)

3.5.66 The Review Team began to consider the issue of introducing asset rents to encourage building users to minimise the amount of space used. This will require a change in the method of allocating central occupancy costs (see Improvement Plan Annex, Action 6).

3.5.67 A note of warning was sounded by James Grierson of Donaldsons at a recent asset management seminar. He guarded against slavishly pursuing floorspace efficiency, as its effect on finances would not be that significant (more so in a low rent area like Swadlincote).

Work environment

3.5.68 The Council are conscious that a poor environment can lead to inefficient working. A study by an independent environmental consultant concluded that the Civic Offices were suffering from Sick Building Syndrome, particularly due to the lack of control in the heating system, lack of air conditioning poor natural air movement. Many staff have commented that the Civic Offices and Depot are in poor physical condition or decorative state. These issues and the possible solutions to them need further investigation (see Improvement Plan Annex, Action 8)

Ongoing staff consultation

3.5.69 Many Civic Office/Depot users feel they have no forum or procedures through which they can raise problems. Almost all staff have never been asked to record and report on how their space is used and/or occupancy levels (see Improvement Plan Annex, Action 9).

PERFORMANCE MANAGEMENT

3.5.70 This is discussed in section 8 of the baseline assessment. The Review Team have highlighted this as a key issue, with 3 actions (22-24) specifically aimed at monitoring performance

3.6 Identify the key issues

From the considerations above, the review Team identified 7 Key Issues.

1. Development of corporate property issues
2. Lack of clarity with the council's existing in-house management arrangements
3. Investigating method of provision of asset management
4. Lack of member involvement in asset management issues
5. Dissatisfaction with the repairs and maintenance service
6. Lack of centralisation of asset data
7. Insufficient performance management data and comparison

In addition, a number of actions were identified in respect of the Civic Offices

Many of the key issues relate primarily to matters which do not concern the public, but are very important to many of the customers of asset management services - i.e. the Officers and Members of the Council. Other issues, such as Repairs and Maintenance affect all customers including the commercial tenants.

3.7 Consideration and analysis of options to address the key issues

3.7.1 Having identified and agreed the Key Issues, a number of Actions were suggested, including, in the case of 3 of the key issues, various alternatives.

- 3.7.2 These were put before a Focus Group made up of a number of customers of Asset Management services.
- 3.7.3 Following this meeting, the views of the Focus Group were considered by the Review Team and a draft improvement plan prepared.
- 3.7.4 A meeting was held with the Deputy Chief Executive and the Technical Services Manager, at which they suggested a number of changes to the final report. The Review Team considered in detail the comments made and many of these have been taken on board in preparing this report. In addition, the draft final report, baseline assessment and Improvement Plan were sent to Derbyshire County Council, who undertook an 'independent reality check'. Certain other changes were made as a result of their feedback. Finally, the Council's Best Value Working Group suggested a number of other alterations, all of which were addressed by the Review Team and a number of which resulted in additional changes to the report and Improvement Plan.

3.8 Prepare an Improvement Plan to deliver continuous improvement

In addition to the actions being listed, arising from the options analysis, the plan includes target dates, performance measures, costs, officers responsible for delivery and supplementary comments.

3.9 Apply the 4 C's throughout the process

Throughout these processes the Review Team has sought to apply the four C's to the Review process. Section 3.5 indicates where the four C's have been addressed in considering each element of the scope of the Review. A summary of the activities within each 'C' is also included in sections 4.0 to 7.0.

3.10 Future Actions

Upon completion of the Review and agreement of the Improvement Plan, it is proposed that monitoring and delivery of the Improvement Plan should be the responsibility of the Asset Management and Monitoring group, and to report the same to Members on a quarterly basis.

4.0 CHALLENGE

In undertaking the review the Team has addressed the following questions.

- 4.1 Do the objectives for land and property tie in to the Council's corporate strategic objectives? See 3.5.1 & 2
- 4.2 How does Asset Management link to other Council Strategies? See section 3.5.3.
- 4.3 Does the Council need a Corporate Property Strategy, including guidance for the holding, disposal and management of assets? See 3.5.4 & 5
- 4.4 Why does the Council hold land & property? See 3.5.6 on

- 4.5 Are Council assets fully utilised/should the Council continue to hold them? See 3.5.10 on
- 4.6 What opportunities exist for property sharing/ letting of space? See 3.5.14 and section 1.16 of the baseline assessment.
- 4.7 What are the opportunities for home working and hot desking? See 3.5.15 on
- 4.8 How is the Council addressing disability access issues? See 3.5.19 on.
- 4.9 Who is currently responsible for managing Council assets and is there clarity in these arrangements? See 3.5.24 on
- 4.10 What are the alternative options for delivering asset management? See 3.5.33 on, plus a SWOT analysis.
- 4.11 Is their sufficient Member involvement in Asset Management? See 3.5.40 on.
- 4.12 What is the customer's view of the repairs & maintenance service? See 3.5.44 on.
- 4.13 Should the Council seek to further centralise its' asset data? See 3.5.53 on
- 4.14 Should the Civic Offices be retained as the Council's administrative base? See 3.5.55
- 4.15 Are the Civic Offices running costs competitive? Can incentives be introduced to reduce energy consumption? See 3.5.57 on
- 4.16 Is space within the Civic Offices well utilised? Could the Council release space to let to other organisations? How feasible would it be to charge notional asset rents? See 3.5.62 on
- 4.17 Is the work environment within the Civic Offices conducive to efficient working? See 3.5.68.
- 4.18 Do staff have sufficient opportunities to comment on their working environment? See 3.5.69
- 4.19 How are the Council's assets performing – see 3.5.70 and section 8.3 of the baseline assessment

5.0 COMPARE

- 5.1 The Review Team decided to contact a number of other authorities and private sector organisations to find out their approach to a number of the issues which the team have been considering. Other Derbyshire authorities & neighbouring authorities were approached together with the Daventry benchmarking group and other authorities who have undertaken Best Value Reviews of Asset Management. Private sector firms with significant asset holdings were also approached.
- 5.2 Consultation was undertaken by phone and by post.

Telephone canvass was made with the following:

Babergh DC
 Hinckley & Bosworth BC
 High Peak BC
 Derbyshire Dales DC

NE Derbyshire DC
Amber Valley DC
Chesterfield BC
Erewash BC
Derbyshire CC
East Staffs BC
NW Leics DC
Suffolk CC
Severn Trent
Jones Lang LaSalle
Burton College
Southern Derbyshire Community & Mental Health NHS Trust

Written responses were received from:

Rushcliffe BC
North Warwickshire BC
Staffordshire Moorlands DC
Mid Beds DC
Forset of Dean DC
Dorset CC
Wrexham CBC
London Scottish Bank

- 5.3 Question 1 asked whether the organisation had undertaken a review of Asset Management (not necessarily a Best Value review).

Of those who responded, 71% had undertaken some sort of review, although in many cases authorities had classed the preparation of an annual Asset Management Plan as a review. 29% have completed no review, although many of these have a forthcoming Best Value Review.

They were then asked what the outcome was of the review.

- Several authorities are now looking at the structure of their organisation in respect of the way it deals with property issues, and moving to a more centralised system, especially for strategic matters.
- Some are reviewing the viability of their land and property holdings and future options for service delivery. At least one has decided to retain most of its' industrial units, but sell or evaluate the possible sale of some of its' miscellaneous properties.
- A number are adopting best practice guidance across their authorities.
- Some have decided to outsource some of their work, but retain in-house staff for most of it.

- 5.4 Question 2 asked whether properties were managed centrally or by a number of different departments?

Only 26% of the organisations currently manage property centrally. 74% have two or more different departments dealing with the management

One organisation explained that they have a central property team including a chartered surveyor, Building Maintenance Manager, Facilities Manager and 3 maintenance operatives. Others said that they were moving towards a more centralised approach

They were then asked whether they were happy with current management arrangements.

67% said that they were, 20% were not, and 13% added that they were not entirely happy

- One organisation said that a property officer would be very beneficial unfortunately they do not have the resources
- Several said that they would prefer properties to all be managed centrally as they find that people who don't have property expertise are dealing with issues, particularly repairs and maintenance, e.g using outside contractors when they don't have the expertise to monitor them.
- One said that there was confusion over roles and expertise of staff, and overlapping of responsibilities

5.5 Question 3 asked whether organisations had outsourced the management of any of their properties or explored the possibilities of doing so, and, if they had done so, were they satisfied with the arrangements?

56% had either outsourced work or explored doing so, whilst 43% had not.

- Many organisations said that they had explored this and subsequently decided not to outsource. Some said they provided a better service at lower cost, but it is unclear how rigorously this was tested. Many preferred to continue using in-house staff because of their knowledge and expertise.
- Of those that had outsourced work, there was mixed response to its success. Some felt it had been worthwhile, whilst others said that a lot of supervision was required and were less happy with the service received. One commented that it was important not to accept the cheapest option.
- Only one or two seem to have outsourced all or most of their property work. Most organisations that have outsourced have done so in respect of property or valuation advice or management of certain assets, particularly the commercial portfolio.

5.6 Question 4 asked organisations whether they would be happy to benchmark costs and processes with us.

80% said that they were happy to do so.

5.7 The local authorities were asked an additional question - whether they would like to explore the possibility of several local authorities working together in partnership to either:

- a) deliver Asset Management services themselves; or
- b) outsource Asset Management services

50% responded positively to both these suggestions. 50% did not wish to work in partnership to outsource asset management services, whilst only 22% were not in favour of joint delivery of services, with the balance unsure.

5.8 Finally, organisations were asked if they wished to make any additional comments.

- Forest of Dean DC, who have undertaken a BV review, now realised that their review had been too narrow, and that all assets should be reviewed as part of the process.
- Southern Derbyshire NHS Trust said that they would be interested in "property swaps" or similar between our organisations

- Many other organisations would be keen to communicate further with us on these issues and follow our progress.

6.0 CONSULT

6.1 The Council is committed (as identified in property objective 18) to consult the community on the best use of assets. It has developed a Consultation Strategy to ensure that statutory requirements are met, that limited resources are used economically, efficiently and effectively, and that consultation continues to be meaningful and relevant to local people and other stakeholders.

It has also signed up to the Derbyshire Consultation Principles.

6.2 The Asset Management Plan has identified the key stakeholders to be consulted:

- Council staff, particularly as occupiers of Civic Offices and Depot
- Other users of the Civic Offices
- Those who use the Council's other directly held assets such as the Town Hall, Sports Pavilions and Parks, Toilets, Car Parks, Bus Shelters
- Users of facilities operated by third parties i.e Market and Leisure Centres
- Tenants of commercial premises
- If possible, non-users of Council assets - i.e why don't they use them?

6.3 Over the last couple of years several pieces of consultation work have been undertaken. These are set out below:

6.3.1 All commercial tenants were questioned on their views about the condition of their premises, speed and quality of repairs, signage, access & parking, the overall service provided by the Council as Landlord, and whether the Council should continue to manage the premises or whether it might be more appropriate for the day to day management to be handled by agents or another organisation.

6.3.2 Responses were received from 15 of the 48 tenants questioned (31%). The main findings were:

- The majority of tenants were very or fairly satisfied with the condition of their premises.
- An equal number were either satisfied or dissatisfied with speed of repair work whilst no-one was dissatisfied with the quality of work.
- Signage was the issue which most tenants were dissatisfied with, whilst access and parking were generally considered satisfactory.
- The majority of tenants were satisfied with the overall service provided by the Council as Landlord
- All respondents thought the Council should continue to manage the premises rather than agents or another organisation

6.3.3 In 1999, bi-annual meetings were established with all of the Council's industrial and commercial tenants to provide the opportunity for tenants to discuss all manner of property related issues. In general, interest in these meetings has been limited and we therefore asked, as part of the consultation exercise identified in 13.5 for tenant's views as to their continuation. Although a number advised that did not wish to attend these meetings, the majority said they should continue and, on balance, on a bi-annual basis.

- 6.3.4 All tenants also said that in addition to the meetings they appreciated being able to discuss any concerns they had as and when with the Council's Estates Officer.
- 6.3.5 The tenants of the George Holmes Industrial Estate have been consulted separately about security measures for the estate following several incidents. The result of this is that we have put together a scheme to provide security fencing and an entrance barrier, jointly funded by the Council, tenants and Single Regeneration Budget grant.
- 6.3.6 The tenants of the Boardman Estate have been consulted separately about access, circulation and parking issues. The result was that following the preparation of various suggested schemes, which would have required a financial input by the tenants, they decided to leave things as they were.
- 6.3.7 Users of the Town Hall were asked a number of questions, with the issue of maintenance standards being pertinent to the AMP. Of the 49% of respondents, all felt that maintenance standards were good or excellent.
- 6.3.8 Eleven football clubs who use Sports Pavilions (changing rooms) and football pitches were also asked their views on a number of issues. Of the 64% who responded, the majority felt that the maintenance standard of certain individual pitches was poor but that of changing rooms was good. Comments made included that certain pitches were poorly drained, boggy and rutted and suffered from vandalism whilst some changing rooms lacked heating and showers.
- 6.3.9 Bus companies were sent a questionnaire to seek their views on bus shelters and the bus station. With regard to bus shelters, all respondents felt that there were insufficient number, were not well placed and were not particularly clean. The majority did feel, however, that they were in fairly good condition. With regard to the bus station, all respondents felt that there were sufficient bays, adequately placed, in good condition and clean.
- 6.3.10 As part of their Asset Management report in 2000, District Audit sent a questionnaire to a number of staff covering satisfaction with property services, access, IT, condition, toilets, parking and space issues. Most respondents commented on the office space which they occupy whilst others were able to comment on their experiences of managing other properties. The same questionnaire was later rolled out to several occupants of the Council's depot.
- 6.3.11 The main findings were as follows:
- The majority of respondents, whilst satisfied with the quality of repair works, were dissatisfied with the speed with which the repairs were carried out. Several respondents also commented on various other problems with the Building Maintenance service.
 - Most respondents were satisfied with the quality of technical support and advice received and with the cleanliness of the public buildings.
 - No-one had been previously surveyed on their satisfaction with these services or been involved in setting standards for property service work or monitoring contractor performance.
 - Most people were happy with the level of office space and toilet facilities, but experienced a shortage of storage space. The majority felt that buildings were in a poor physical condition or decorative state, but were adequate to cope with modern IT equipment. A few respondents felt that disabled access needed improving and that the office layout was inflexible.

- Most respondents had no forum or procedures through which they could raise these problems.
- 3 respondents had space within their building surplus to their needs whilst almost all had never been asked to record and report on how their space was used and/or occupancy levels.
- Most respondents had not consulted with any external users or clients of buildings on their needs, or compared the costs of accommodation with outside organisations.
- Respondents indicated a variety of things which they would like to do to improve their buildings, most of which are related to the above points.

6.3.12 In January 2000 a survey of various issues relating to the Town Centre was conducted by Southern Derbyshire Chamber in liaison with the Council. One of the main issues raised was the condition and cleanliness of the Bus Station toilets. In response to this, Single Regeneration Budget funding was earmarked for a £10,000 facelift of the toilets. The work has been completed and increased levels of cleaning agreed.

6.3.13 The Greenbank Leisure Centre in Swadlincote, which is managed under contract by SLM, have undertaken joint consultation (with the Council) with users. Two of the questions asked related to building cleanliness and building decoration. 85% of those who responded thought that both of the above were good or satisfactory.

6.3.14 A citizens panel questionnaire has recently been sent out which is seeking views on the Council's parks.

6.3.15 To date the Council has concentrated its' consultation on those assets for which there is a readily identifiable client base. With other assets where that user base is not so easy to contact e.g car parks and open space, alternative methods of consultation will be required, such as a citizens panel, focus group, or wider survey. The Council will ensure that it undertakes some meaningful consultation on as many of its' assets as possible during the next 12 months.

6.3.16 Other key stakeholders who will be consulted include the 'Friends of Groups' which exist for the various parks, Allotment holders, Village Hall users and Market traders. Active 'Friends of Groups' have been formally established in two of the three Swadlincote urban parks. In addition to playing an active practical part in improvements at these parks, the Groups are pursuing, with Council officers, sources of external funding to implement jointly agreed development plans for the sites. Consultation with the staff, traders and users of the Market will need to be undertaken in liaison with Market Initiatives who manage the Market by way of contract with the Council.

6.4 The Review Team circulated a questionnaire to all Divisional Managers, and other staff directly involved in the management of assets covering some general issues, followed by their views on the various Asset Management services which they use. 14 responses were received.

General Issues

6.4.1 57% of responders were clear who manages the different land and property holdings owned by the Council, 43% were not. Particular confusion arises in relation to assets where a couple of different divisions have an input into the management, most notably village halls, pavilions, toilets, car parks etc. The service operated from certain assets may be managed by one division, but those staff do not necessarily have the expertise to deal with more technical issues.

6.4.2 Clarity is needed on the remit of the new corporate asset management work being undertaken by the Economic Development Manager, and how this inter-relates with the day to day responsibility for the use of the assets.

6.4.3 With regard to home working, whilst several responders said there was very limited opportunities in their divisions, a number said that there were opportunities subject to the appropriate technology being in place. Most divisions need to be available at short notice to deal with the public, members or other officers. Where staff are working on reports or particular projects then there is more scope. Environmental Health suggest that, subject to receiving the appropriate support, many of their staff could operate from home.

6.4.4 Hot desking already occurs to some extent in IT & Customer Services, Community & Leisure Development and Revenue. Most divisions have said that there is little scope for this.

Property Management Services

6.4.5 A number of responders did not complete this section as they do not use these services. Responders were asked their opinion on overall service provided; quality of instructions provided by them to enable you to service their needs; response time to requests and helpfulness of staff, with 1 being poor and 5 being excellent. Responders were asked to explain where they were dissatisfied about an issue, and to suggest how the service received could be improved.

6.4.6 Estate Management (Covering Commercial/Industrial portfolio, general land & property enquiries, valuation advice, disposals, co-ordination of Asset Management Planning)

7 of the responders completed this section. The majority were pleased with all aspects of the service, and two responders said that helpfulness of staff was excellent. None of the issues were said to be poor, but there was a single score of 2 against three of the issues.

Comments received suggested that Estates should have a wider appreciation of what other units do; that a detailed profile of the service would be helpful, and that additional valuation training was required, together with more co-ordination with in-house Building Surveyors/QS on valuation matters.

6.4.7 Building Maintenance (Covering maintenance of most Council property, management of the Civic Offices and Depot)

For this service the question on quality of instructions provided was replaced with two other questions, one on quality of repairs/maintenance and one on quality of technical support/advice.

9 of the responders answered most of the questions. A number of responders were unhappy with various issues and there were few scores of 4 or 5 recorded. Three of the nine felt that overall service was poor and another gave it a score of 2. Most responders said that quality of repairs and maintenance was satisfactory (3) but one said it was poor and another gave it a score of 2. Only seven responders answered the question about quality of technical support/advice, and three of these said it was poor. Three also said that response times were poor, whilst one gave this a score of 2. Finally two responders said that helpfulness of staff was poor and one gave it a score of 2, although four did give a score of 4 for this issue.

Those who were dissatisfied commented that response times and quality of service were poor compared to other internal services; that it took a very long time to get a response

regarding a quote for some work; and that the response time for emergency repairs was better than that for less urgent ones. Also that the housing stock was given a higher priority than other buildings; that funding issues can cause problems; and that there is a lack of feedback provided on actions to be taken, timescales and the progress of identified work. Also that the customer receives a poor service and that others have to deal with the associated complaints.

Suggested improvements include clear objective setting for staff with performance monitoring and accountability; adopting a client/contractor culture i.e realising that they are providing a service to other departments and members of the public, sometimes advising those with little or no knowledge of the subject.

6.4.8 Facilities & Development (Covering Parks & Play areas, Car Parks, Leisure Centres, Market, Town Hall, Public Open Space)

Only five people provided responses to this section. There was a spread of scores, with one person saying they were poor for the quality of instructions provided, two giving them a score of 2 for response times, but all saying the staff were helpful (incl one score of excellent).

It was suggested that it may be better to have a centralised property department to deal with the management of all assets.

6.4.9 Community & Leisure Development (Covering Rosliston Forestry Centre)

Only four people provided responses for this section. The majority were happy with all aspects of the service (including three scores of excellent). There were however two scores of 2 related to the quality of instructions provided.

No-one provided any comments.

6.4.10 Direct Services (Covering Public Toilets, Bus Station, Bus Shelters)

Again only four people provided responses for this section. There single poor scores for overall service provided and response times, and three scores of 2. Most of the other scores were 4.

There was a comment that some staff are not especially helpful.

Supporting Services

The same questions were asked except the one related to quality of instructions provided.

6.4.11 Legal

7 people provided responses. Everyone was very happy with the service except for one score of 2 related to response times. Notably there were two scores of excellent against each of the questions.

No comments were made

6.4.12 Finance (Income/insurance)

Again, 7 people provided responses. The majority were happy although there were single scores of 2 against response times and helpfulness of staff. There were three scores of excellent, one for each question.

There was a comment that the income section's service could be improved by a greater understanding and appreciation of the requirements of service units.

6.4.13 Any other comments

- Raising standards to a level of good service across the Council should be the priority.
- Many services may not initially need to improve, they just need to communicate their function and service to users and potential users.
- More supporting info to expand on the roles of the various sections would be helpful, and a better understanding of who is responsible for what
- The Asset Management function of the Authority is advancing and improving considerably better than at any time in the past.

6.5 The main concerns which the consultation exercises have identified are as follows, together with details of how they have or will be addressed.

- Signage on industrial estates - **the Council are discussing with a local business the provision of a new sign at GHBC**
- Security problems at GHBC - **barrier and fencing being erected**
- Poor condition of sports pitches - **drainage improved over recent years. Recent survey by the Football Association into condition of pitches could release funds for improvements**
- Insufficient number of bus shelters, not well placed and not particularly clean - **A new cleaning company has been employed who are cleaning shelters on a monthly rather than quarterly basis. A number of shelters have been replaced over the last 12 months.**
- Shortage of storage space at Civic Offices and inflexible office layout. Other staff have space surplus to their needs - **these concerns will be taken into account when reviewing space standards and the re-use of surplus space.**
- Civic Offices in a poor physical condition or decorative state - **to date the Council has not viewed this as a priority. However, £20,000 has recently been allocated for internal refurbishment. Will be addressed further when reviewing the work environment.**
- Disabled access needs improving - **improvement plan will look at this**
- Civic Office/Depot users feel they have no forum or procedures through which they can raise problems. Almost all staff have never been asked to record and report on how their space is used and/or occupancy levels - **to be looked at in the improvement plan**
- The Managers of most buildings have not consulted with any external users or clients of buildings on their needs, or compared the costs of accommodation with outside organisations - **these comments were made prior to the many recent consultation exercises that have taken place. Costs of accommodation are being addressed through the government's PI's following which comparison will become much easier.**
- Poor condition and cleanliness of Bus Station toilets - **£10,000 improvements undertaken and regularity of cleaning increased**
- Clarity of management responsibilities - **addressed through improvement plan**

- More co-ordination between Estate Management staff and in-house Building Surveyors/QS on valuation matters - **being progressed**. The two departments are **currently working together on Pavilion valuations**. Working arrangements between the two departments have been strained but new arrangements for dealing with tenant enquiries are now being effected which should improve matters. Regular dialogue will continue to ensure that problems are dealt with quickly and effectively.
- Repairs and Maintenance service concerns - **to be addressed in improvement plan**
- Income section's service could be improved by a greater understanding and appreciation of the requirements of service units - **to be addressed as part of the Financial Services Best Value Review which has recently commenced**
- Raising standards to a level of good service across the Council should be the priority - **hopefully the increasing awareness of asset management amongst officers and members will help achieve this**
- Services need to communicate their function and service to users and potential users. More supporting info on the roles of the various sections would be helpful - **following the review of management responsibilities, a guide will be produced showing what each section does and who is responsible for what.**

7.0 COMPETE

- 7.1 The management of a number of the Council's assets and services has already been passed to the private sector – see 3.5.33 and section 8 of the baseline assessment
- 7.2 The Review Team carried out a SWOT analysis of the various management options – leaving management in-house, using private sector firms, or working in partnership with other local authorities.
- 7.3 Preliminary discussions have taken place with several firms – see 3.5.38, and other authorities and businesses have been asked how they have approached this issue as part of the Comparison survey referred to in section 6.

8.0 IMPROVEMENT PLAN (ANNEX B)

- 8.1 The plan will be overseen by the Asset Management & Monitoring Group. This group is responsible for all aspects of the development of the AMP, including undertaking consultation and monitoring asset performance. It therefore seems sensible that it should also monitor the additional issues raised through the Best Value review, particularly as many of them will contribute to future AMP's.
- 8.2 The issues being implemented should help to move the Council's Asset Management Plan from the 'satisfactory' rating to a 'good' rating, thereby ensuring additional capital resources for the authority.
- 8.3 The issues set out in the Improvement Plan are those which the Review Team believes are key to improving the Council's management of assets. The changes which customers of asset management services should see as a result of implementing these issues include :
- Strategic property management guidance in place
 - Surplus assets identified and disposals undertaken
 - Clarity as to who manages the assets
 - If appropriate, alternative management and service delivery arrangements put in place

- Increased Member involvement in asset management
- Improved Repairs & Maintenance Service
- Centralised asset data
- Surplus space shared by other organisations
- Improved work environment
- Improved access for the disabled

8.4 Some additional actions for the coming year are set out in the AMP action plan.

8.5 In addition, as detailed earlier in the report, there are a number of other, mainly ongoing Asset Management improvements. These include:

- Continue with the policy of devolving management of assets to as local a level as possible
- Continue to review and improve asset management procedures
- Complete the transfer of the GHBC management centre to Southern Derbyshire Chamber
- Continue to seek funding to improve our assets
- Continue with Tenant liaison meetings
- Implement service charges at George Holmes Business Centre and seek to do the same with other assets
- Undertake gas and electrical safety inspections on all units prior to re-letting
- Continue the process of raising corporate awareness of asset management
- Continue to consult with asset users on a regular basis
- Undertake repairs to assets in category C to bring them up to at least category B standard
- Review all service contracts to ensure that they contain quality targets and performance monitoring criteria
- Continue to review lettings for which no detailed records exist
- Investigate the integration of the Capital Strategy and AMP.

ASSET MANAGEMENT - IMPROVEMENT PLAN

Notes:

- The improvement plan runs for 3 years from January 2003 (although certain issues being looked at prior to this)
- S = start date F = finish date
- CPO - Corporate Property Officer (Economic Development Manager)
- EO - Estates Officer
- BM - Building Maintenance Manager
- FD - Facilities & Development Manager
- DS - Direct Services Manager
- LMS - Legal & Democratic Services Manager
- CE - Chief Executive
- CFO - Chief Finance Officer
- IT - IT Manager
- PD - Personnel & Development Manager
- TS - Technical Services Manager
- EH - Environmental Health Manager

There are potential staffing resource issues in delivering most of the actions set out below, and individual divisions will prioritise the time which they can spend together with their other duties. A specific reference is made within the Resources box where it is anticipated that there may be particular difficulties.

Before commencing each action, a strategic approach to undertaking that action will be agreed by the lead officer, which will include a list of the steps required to achieve the action together with a timescale for doing so.

For each Key Issue there is an identified required outcome. These outcomes also form some of the Council's new Property Objectives which link to the new Strategic Objectives. These Objectives are set out in section 4 of the Baseline Assessment.

KEY ISSUE 1. DEVELOPMENT OF CORPORATE PROPERTY ISSUES

Required outcomes: A. To develop a Corporate Property Strategy

B. To have produced corporate guidelines for the holding, disposal and management of assets (Property Objective 12)

C. To develop a home working policy

D. To improve all Council buildings which are open to the public in line with the requirements of the Disability Discrimination Act.

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
1. Develop a corporate property strategy	S = Jan 03 F = Jun 03	Strategy completed		CPO & Asset Mgt & Mtrg group	CPO
2. Produce corporate guidelines for the holding, disposal and management of assets	S = Jan 03 F = Jun 03	Guidance completed		CPO & Asset Mgt & Mtrg group	CPO
3. Through service best value reviews, apply guidance to each group of assets to determine suitability for current and future use.	S = Aug 03 F = Mar 05	Suitability of all assets reviewed	Potential staffing resource issues	All property managers	CPO
4. Review the outcomes of the service best value reviews and develop a programme of action to address the needs identified	S = July 05 F = Dec 05	Programme of action developed		CPO Asset Mgt & Mtrg group	CPO

5. Continue to seek out suitable organisations for sharing Council property, through proactive discussions by Chief Executive, CPO and other officers	Ongoing	Possible property sharers identified		CPO EO	CPO
6. Develop a home-working policy.	S = Mar 03 F = April 04	Set up & lead an officer working group to identify all key issues, and actions reqd. Draft policy in place Pilot Study implemented -- to run for 6 months, and then be reviewed by working group.		CPO PD EH IT CFO	PD
7. Review disability access issues for all public buildings across the district	S = Oct 02 F = Sept 03	Action plan in place to implement minimum requirements of DDA	Resources required to implement improvements	BM CPO	BM

KEY ISSUE 2. LACK OF CLARITY WITH THE COUNCIL'S EXISTING IN-HOUSE MANAGEMENT ARRANGEMENTS

Required outcome: *To clarify ongoing management arrangements (Property Objective 7)*

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
8. Review the current management arrangements for each group of	S = Jun 03 F = Nov 03	Customers clear who manages which assets	Potential staffing	CPO EO	CPO

properties to reduce confusion and provide clarity to customers. Also clarify the corporate roles and responsibilities of the CPO and Asset Management & Monitoring Group. Put together a clear guide to show who manages each asset, to be circulated to all Divisional Managers (and their relevant staff) and Members.			resource issues	BM FD DS	
9. Monitor the impact of the above changes. If they have not achieved the additional clarity of function, consider in more detail the issues involved in centralising asset management functions.	S = Dec 03 F = May 04	Has necessary clarity been achieved?		CPO & Asset Mgt & Mtrg group	CPO
10. Service Managers to benchmark the cost of managing their assets when undertaking their service reviews	S = Aug 03 F = Mar 05	Costs of managing assets compared to other authorities determined		CPO EO BM FD DS	CPO

KEY ISSUE 3. INVESTIGATING METHOD OF PROVISION OF ASSET MANAGEMENT

Required outcome: To establish the most appropriate method of service provision (Property Objective 8)

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
11. Prepare a detailed specification of asset management activities and their	S = Apr 05 F = Sep 05	Detailed specification for activities associated with	Potential staffing	CPO EO	FD

frequency. (Some of this has already been prepared for the baseline assessment, but in insufficient detail to allow quotes to be prepared.)		each group of assets prepared	resource issues	BM FD DS LDS	
12. Obtain quotes from private sector companies for the management of certain assets.	S = Oct 05 F = Dec 05	Quotes received which are accurate enough to compare costs		CPO EO BM	EO
13. Discuss with other authorities the opportunities for managing certain assets via a partnership approach.	S = Oct 05 F = Dec 05	Detailed picture obtained of the scope for partnership working		CPO FD DS BM	FD
Once the above are completed:					
14. Review options and agree appropriate ongoing management approaches for different assets, in light of cost-benefit analysis.	S = Oct 04 F = Dec 04	Future management approaches agreed for each group of assets	Potential staffing resource issues	CPO & Asset Mgt & Mtrg group	CPO

KEY ISSUE 4. LACK OF MEMBER INVOLVEMENT IN ASSET MANAGEMENT ISSUES

Required outcome: To achieve Members greater understanding of asset management (Property Objective 9)

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
15. Review the terms of reference of the 3 policy committees, moving final	S = Mar 03 F = Sept 03	New terms of reference agreed		LDS CPO	LDS

decision making powers on all asset management issues to a single committee (probably Finance & Management).					CE	
16. Consider, in consultation with officers and Members, the future inter-relationship between the committees to ensure that appropriate input on asset management matters is retained.	S = Mar 03 F = Sept 03	New terms of reference agreed		LDS CPO CE	LDS	
17. Consider Member involvement in the revised Asset Management Monitoring Group.	Jan 03	Decision reached on degree and level of Member involvement		CPO CFO CE	CPO	

KEY ISSUE 5. DISATISFACTION WITH THE REPAIRS AND MAINTENANCE SERVICE

Required outcome: To improve customer satisfaction with the repairs & maintenance service (Property Objective 10)

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
18. Make initial improvements e.g improve communication by sending a confirmatory letter to the building occupier	Apr 03	System of letter provision up and running		BM	

19. Undertake a full review of the Repairs and Maintenance Service, to cover the concerns raised.	S = Apr 03 F = Sept 03	Improvements effected which satisfy concerns of all customers	Potential staffing resource issues	BM	BM
20. Implement planned maintenance programmes for all assets	S = Apr 03 F = Jun 03	Planned Maintenance programmes in place	Possible additional budgets required	BM	BM

KEY ISSUE 6. LACK OF CENTRALISATION OF ASSET DATA

Required outcome: Improved management capabilities (PO13)

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
21. Investigate asset management IT packages and determine best fit for authority of this size. Purchase software and populate system.	S = May 02 F = July 03	IT system chosen, purchased, installed and populated with data (note this cannot be completed until new Estates Officer in position)	Likely to be budget implications	GIS working group to oversee this IT, CPO, EO	CPO

KEY ISSUE 7. INSUFFICIENT PERFORMANCE MANAGEMENT DATA AND COMPARISON

Required outcome: To be among the better performing authorities (Property Objective 11)

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
22. Review the Council's performance using those asset indicators currently monitored and assess how performance can be improved.	S = Jan 03 F = Apr 03	Performance reviewed Improvement possibilities identified	Possible resource implications	BM FD TS	FD
23. Benchmark property performance indicators (including newly developed local indicators) against a number of other LA's and ascertain those in the top 25%.	S = Jan 03 F = Jun 03	Top 25% performance identified, plus that of other benchmarking partners		CPO	CPO
24. Implement measures to improve our performance to meet these targets.	S = July 03 F = Feb 04	Action plan developed and improvements commenced	Possible resource implications	CPO BM CFO	CPO

IMPROVEMENT PLAN ANNEX

CIVIC OFFICES ISSUES

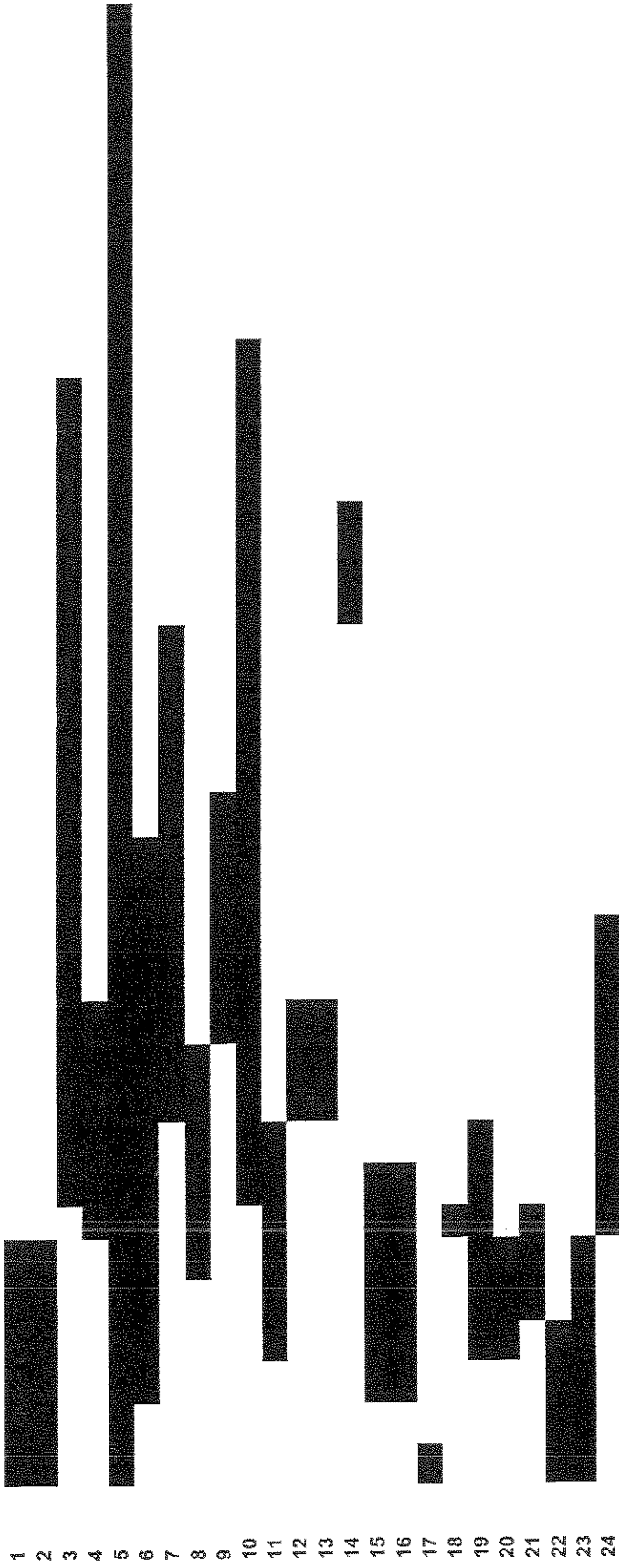
Required outcome: Achieve the efficient use and management of the Civic Offices (Property Objectives 15-17)

Action	Target Date	Performance Measures	Resources	Staff responsible	Lead Officer
1. Confirm with reference to the local property market why the Civic Offices should be retained as the base for the Council's activities.	Jun 04	Agents consulted		EO	EO
2. Explore alternative management arrangements with Facilities Management companies.	S = Oct 05 F = Dec 05	See key Issue 3		CPO BM	CPO
3. Undertake an Energy Audit and examine incentives for building users to reduce running costs.	S = Aug 04 F = Dec 04	Audit completed Feasibility of introducing incentives confirmed	Potential staffing resource issues	BM CFO	BM
4A. Benchmark costs of Cleaning & Caretaking functions 4B. If appropriate, obtain alternative quotes for delivery of those services.	S = Mar 03 F = May 03 S = Mar 04 F = Sep 04	Services reviewed	Potential staffing resource issues	BM	BM

5. Identify the amount and position of surplus space, plus the degree to which floorspace standards are being met.	S = Oct 03 F = Dec 03	Figures obtained	Potential staffing resource issues	BM	BM
6. Calculate the cost of moving people/partitioning v the income which might be achieved. Also consider further the introduction of asset rents to encourage building users to minimise space used.	S = Jan 04 F = Apr 04	Figures obtained Feasibility of asset rent introduction confirmed	Potential staffing resource issues	BM CPO CFO EO	CPO
7. Continue to seek out suitable organisations for property sharing, through proactive discussions by Chief Executive, CPO and other officers	Ongoing	Possible property sharers identified		CPO EO	CPO
8. Investigate issues affecting the work environment.	S = Jan 05 F = Jun 05	Recommendations for improvements		BM	BM
9. Develop a suitable forum for ongoing staff consultation / raising of concerns.	S = July 05 F = Oct 05	Forum in place		BM PD	PD

ASSET MANAGEMENT BEST VALUE REVIEW IMPROVEMENT PLAN TIMETABLE

ACTION Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
 ~2003 ~2004 ~2005



Annex A

