

APPENDIX A:
STUDY METHODOLOGY

Introduction

- 1 There were three elements to the study methodology:
 - **Case Studies** - of 15 local authorities in England. The case study visits were undertaken between March and July 2002;
 - **Survey of Local Authorities** – a postal questionnaire survey of all local authorities in England, undertaken between February and August 2002;
 - **Government Office Meetings** – discussions with staff in the nine Government Offices responsible for the assessment of corporate capital strategies and asset management plans, undertaken in December 2001 and January 2002.
- 2 We discuss each of the three components of the study methodology in more detail below.

Case Studies

- 3 The selection of the 15 case study authorities was made during the initial design phase of the evaluation and the selection criteria were discussed in the baseline report. All of the authorities were visited between July and September 2001 as part of the baseline assessment.
- 4 The objective of the case studies was to assemble detailed qualitative and quantitative information on the development and implementation of corporate capital strategies and asset management plans. The longitudinal approach, in which each of the case studies is visited four times over the three-year period of the evaluation, allows a detailed understanding to be developed of the response of each authority to the requirements of the policy. The case studies involved semi-structured interviews with a wide range of local authority officers and elected members.
- 5 The local authority officers and elected members included in the case study interviews were selected to include those with responsibility for:
 - preparation of the corporate capital strategies and asset management plans during Round 1 of the Single Capital Pot;
 - asset management at both a corporate level and in education departments, including designated Corporate Property Officers (CPOs);
 - property management at both a corporate level and in individual service areas;

- management of the authority at both a corporate level and in individual service areas.
- 6 Whilst the discussions held during the case study visits were wide-ranging, they were conducted within a structure provided by an interview schedule. A copy of the interview schedule is included in **Annex I**. The principal issues covered during the interviews included:
- changes in the policy and operational background and context;
 - Round 1 capital strategies and asset management plans, including development process and responsibilities, consultation and effects;
 - impact of the introduction of the Single Capital Pot;
 - role of the Government Offices;
 - organisation of property management;
 - property disposal strategies;
 - property performance indicators;
 - property sharing and space utilisation;
 - property databases.
- 7 Each of the case study visits was written up as a standalone report, in the context of the interview schedule, which was agreed with the relevant local authority. In addition, separate topic reports have been prepared on the organisation of property management, property disposal strategies, property performance indicators, property sharing and space utilisation, and property databases. These reports formed a key input in the preparation of this document and have been published separately.

Survey of Local Authorities

- 8 The objective of the postal survey of local authorities was to assemble quantitative and qualitative information on the development and implementation of their corporate capital strategies and asset management plans. The results of the survey provide the “breadth” to complement the “depth” from the case studies.
- 9 A copy of the questionnaire is included in **Annex II**. The focus of the questionnaire was on the following areas relating to the preparation of the corporate capital strategies and asset management plans for Round 1 of the Single Capital Pot:
- strategy and plan preparation;

- resources;
 - consultation;
 - development problems;
 - effects;
 - role of the Government Offices;
 - property holdings and performance.
- 10 Questionnaires were sent to all 388 English principal local authorities. We received completed responses from 177 authorities, which represents a response rate of 46%. This is a significant fall in the response rate compared to the 60% achieved in the “dry run” survey, which probably reflects two principal factors:
- the increasing saturation of local authorities with questionnaires and other surveys, which we understand is leading to a general fall in response rates;
 - the inclusion of a section in the questionnaire requesting detailed information on property holdings and performance. Authorities that could not, or did not want to, respond to this section of the questionnaire, may not have provided answers to any of the questions.
- 11 The structure of responses to the questionnaires by region and type of authority is shown in **Table A.1**. This shows that the responses were broadly spread in terms of the two categories:
- **Region** – the response rates varied from 64% in the North East to 36% in the South West, with only three regions being within 10% of the average. The response rates to the Round 1 survey were lower than in the baseline survey for every region, with the biggest fall being in the South West and the smallest fall in the East. We are not aware of any reason that can explain the higher response rates from local authorities in the North East and, to a lesser extent, the West Midlands and the East, or the lower response rates from authorities in the South West, the South East and London. Within London, the response rate was significantly higher from outer boroughs (45%) than it was from inner boroughs (31%), as was also the case in relation to the “dry run” survey (although the response rate from the former fell from 65% whilst the latter was unchanged);

**Table A.1:
Questionnaire Survey Response Rates by Region and Type of Authority**

Region	County Councils		Metropolitan District Councils		London Boroughs		Unitary Councils		Non-Metropolitan District Councils		All Authorities	
	Baseline	Round 1	Baseline	Round 1	Baseline	Round 1	Baseline	Round 1	Baseline	Round 1	Baseline	Round 1
Number of Authorities												
East	6	5	-	-	-	-	3	2	23	20	32	27
East Midlands	5	5	-	-	-	-	3	3	19	14	27	22
London	-	-	-	-	17	13	-	-	-	-	17	13
North East	2	2	2	3	-	-	5	2	10	9	19	16
North West	2	2	12	10	-	-	4	1	8	6	26	19
South East	6	3	-	-	-	-	6	5	31	23	43	31
South West	6	5	-	-	-	-	7	4	16	9	29	18
West Midlands	4	4	6	5	-	-	1	2	14	10	25	21
Yorkshire and Humber	-	1	7	5	-	-	2	1	4	3	13	10
Total	31	27	27	23	17	13	31	20	125	94	231	177
Response Rates												
East	100%	83%	-	-	-	-	75%	50%	56%	49%	63%	53%
East Midlands	100%	100%	-	-	-	-	75%	75%	53%	39%	60%	49%
London	-	-	-	-	52%	39%	-	-	-	-	52%	39%
North East	100%	100%	40%	60%	-	-	100%	40%	77%	69%	76%	64%
North West	67%	67%	80%	67%	-	-	100%	25%	33%	25%	57%	41%
South East	86%	43%	-	-	-	-	50%	42%	53%	39%	55%	39%
South West	100%	83%	-	-	-	-	70%	40%	47%	26%	58%	36%
West Midlands	100%	100%	86%	71%	-	-	33%	67%	58%	42%	66%	55%
Yorkshire and Humber	-	100%	78%	56%	-	-	40%	20%	57%	43%	59%	45%
Total	91%	79%	75%	64%	52%	39%	66%	43%	53%	45%	60%	46%
Source: York Consulting.												

- **Type of authority** – the response rate was highest for county councils (79%) and metropolitan district councils (64%), and lowest for London boroughs (39%), unitary councils (43%) and non-metropolitan district councils (45%). The response rates to the Round 1 survey were lower than in the “dry run” survey for each type of authority. Compared to the “dry run” survey, the principal change was the sharp fall in the response rate from unitary councils (66% down to 43%). We are not aware of any factor that can account for this change.

12 The structure of responses to the questionnaire in terms of the Round 1 assessment outcomes is shown in **Table A.2**.

Table A.2:		
Questionnaire Survey Response Rates by		
Round 1 Assessment Outcomes		
Assessment Outcome	Capital Strategies	Asset Management Plans
Good	56%	64%
Satisfactory	41%	45%
Poor	40%	39%
Total	46%	46%
Source: York Consulting.		

- 13 Table A.2 shows that the response rate was significantly higher from those authorities that received a “good” assessment for their capital strategy (56%) and asset management plan (64%) than from those that received either a “satisfactory” (41% and 45% respectively) or a “poor” (40% and 39% respectively) rating.
- 14 Given the lower response achieved from unitary councils, London boroughs and non-metropolitan district councils and from those authorities that received a “satisfactory” or “poor” assessment outcome, we have weighted the survey results in terms of the response rates by type of authority and assessment outcome in order to eliminate any bias towards the larger and more successful authorities. The weighted numerical results of the survey are included in **Appendix B**.

Government Office Meetings

- 15 The objective of the meetings with staff of the nine Government Offices was to explore their approach to the assessment of the corporate capital strategies and asset management plans submitted by local authorities as part of Round 1 of the Single Capital Pot.
- 16 Whilst these discussions, like those held during the case study visits, were wide-ranging, they were conducted within a structure provided by an interview schedule. A copy of the schedule is included in **Annex III**. The main issues covered in the interviews included:

- management of the Round 1 assessment process;
- staff training;
- guidance from ODPM;
- contacts with local authorities;
- local authority performance.

17 Each of the discussions was written up as a standalone report, in the context of the interview schedule, and was agreed with the relevant Government Office. These nine reports, along with an overview, also formed a key input in the preparation of this document and have been published separately.

EVALUATION OF THE PROCESS BY WHICH ASSET MANAGEMENT PLANS AND CORPORATE CAPITAL STRATEGIES ARE DEVELOPED AND IMPLEMENTED

LOCAL AUTHORITY CASE STUDIES: YEAR 1 INTERVIEW SCHEDULE

Introduction

The checklist provides a list of generic issues, not all of which will necessarily be relevant to all the case study authorities. In addition, there will be specific issues relating to individual case studies identified during the initial visits that need to be followed up.

The focus of the second round of case study visits should be on changes since the initial visit and, in particular, on the emerging impacts of the processes that authorities have put in place to respond to the corporate capital strategy and asset management planning agenda.

Background and Context

- 1 How, if at all, have changes in political structures, and specifically the introduction of systems of cabinet government, impacted on the management of property in the authority? For example, has having an elected member with portfolio responsibility for property made a significant impact on the profile of property issues and the role they play in the decision-making processes of the council?
- 2 Has the authority introduced any changes in political and/or operational structures since the initial case study visit? If so, what implications, if any, does this have for the development and implementation of its corporate capital strategy and asset management plan?

- 3 Has the authority made any significant changes to property holdings since the initial case study visit in terms of acquisitions, disposals or transfers? If so, what factors lay behind these changes? What role, if any, did the development of a corporate asset management plan play in these changes?
- 4 Has the authority made any other changes since the initial case study visit that are relevant to the development and implementation of its corporate capital strategy and asset management plan?

Corporate Capital Strategies

Development Process

- 5 To what extent did the Year 1 corporate capital strategy differ from the document submitted for the “dry run”? What specific changes were made and what prompted these changes?
- 6 Were specific changes made to the capital strategy in response to the feedback on the “dry run” document? Are these changes perceived to have been beneficial?

Responsibility

- 7 Were there any changes to the officers responsible for the production of the capital strategy between the “dry run” and Year 1? If so, what prompted the changes? Who had overall responsibility for the production of the Year 1 capital strategy? Who did they report to?
- 8 Who else was involved in the development of the Year 1 capital strategy? In particular, what was the role, if any, of the Corporate Property Officer?
- 9 How, if at all, were elected members involved in the development of the Year 1 corporate capital strategy? Did this represent a change from the “dry run”? If so, in what way? How effective has this involvement been and how could it be improved in the future?

Consultation

- 10 How did the approach adopted to consult within the authority during the development of the Year 1 capital strategy compare with the “dry run”? What impact did this internal consultation have on the Year 1 strategy?
- 11 What impact, if any, did progress on the preparation of the Community Plan have on the Year 1 capital strategy?

- 12 Was any consultation with external stakeholders carried out in developing the Year 1 capital strategy? If so, what impact did this external consultation have on the Year 1 strategy?

Effects

- 13 To what extent has the development and introduction of the corporate capital strategy led to a change in the authority's capital spending priorities at a corporate and/or service level? Can you provide any specific examples of such changes?
- 14 Has the requirement to submit a capital strategy led the authority to introduce a process for prioritising capital projects in line with corporate objectives? If so, please provide details of this process. Can you provide any specific examples of changes that have resulted?
- 15 Has the introduction of the corporate capital strategy led to changes in the way in which capital plans are developed at the service level? Have there been any changes in the contents of service level plans as a result of the development and introduction of the corporate capital strategy? If so, can you provide any specific examples of such changes?
- 16 Has the development of the Year 1 corporate capital strategy had any effect on the nature or scale of bids for external funding, the way in which capital or revenue finance planning is carried out, or other issues?
- 17 Does the authority have any processes in place to evaluate the success of the corporate capital strategy? If so, what is the timescale for this evaluation? What, if anything, has emerged from these processes to date?

Impact of the Single Capital Pot

- 18 How does the authority currently make decisions regarding the allocation of the available resources for capital expenditure?
- 19 Has the introduction of the Single Capital Pot made any difference, as yet, to the way in which these decisions are made?
- 20 Does an indication of the funding level for each service area within the Pot influence the decision on funding for that service? To what extent are the indications likely to be ignored?

- 21 Does the introduction of unhypothecated funding imply any new structures, processes or timings?

Role of the Government Office

- 22 How much contact did the authority have with the Government Office during the preparation of its Year 1 capital strategy and asset management plan? What was the nature of this contact and how helpful was it?
- 23 Did the authority have any contact with the Government Office between submission of the Year 1 capital strategy and asset management plan and the announcement of the assessment results? If so, what was the nature and purpose of this contact?
- 24 What contact has the authority had with the Government Office following the announcement of the assessment results? Has feedback been received on the Year 1 capital strategy and asset management plan? If so, how was the feedback provided and how would you rate its usefulness?

Asset Management Plans

Approach and Responsibilities

- 25 Compared to the “dry run”, did the authority make any changes to responsibilities for the development of the asset management plan? If so, what changes were made and what prompted them? Who made significant inputs to the development of the Year 1 document?
- 26 Have there been any changes to the role of the Corporate Property Officer (CPO) over the past year? If so, what changes have been made and what prompted them?
- 27 Has the same officer held the post of CPO over the period of the “dry run” and Year 1 of the Single Capital Pot? Have there been any changes to the reporting arrangements of the CPO?

Year 1 Plan Preparation

- 28 How much liaison was there between the CPO and the service users of property during the preparation of the Year 1 asset management plan?
- 29 How, if at all, were elected members involved in the development of the Year 1 corporate asset management plan? Did this represent a change from the “dry run”? If so, in what way? How effective has this involvement been and how could it be improved in the future?

- 30 How, if at all, do property issues fit into the considerations of elected members, such as part of scrutiny functions or Best Value reviews?
- 31 What progress has been made in developing links between the education and corporate asset management plans? What factors are important in this context?

Consultation

- 32 How did the approach adopted to consult within the authority during the development of the Year 1 asset management plan compare with the “dry run”? What impact did this internal consultation have on the Year 1 plan?
- 33 Was any consultation with external stakeholders carried out in developing the Year 1 asset management plan? If so, what impact did this external consultation have on the Year 1 plan?

Effects

- 34 Has the profile of asset management planning within the authority been enhanced by the development of the “dry run” and Year 1 asset management plans? If so, can you provide any specific examples of this effect?
- 35 Has the introduction of the corporate asset management plan led to any innovation in service delivery through the authority’s property assets? To what extent are service users aware of the changes in the authority’s approach to property management?
- 36 What has been the effect on the other responsibilities of staff involved in the development of the corporate asset management plan? Have other tasks not been undertaken, new resources provided, longer hours worked, or a combination of all three?
- 37 What effect to date has the introduction of the corporate asset management planning process had on the organisation of the work of property professionals within authorities? For example, what has been the impact of the establishment of asset management planning working groups on the carrying out of other property-related tasks?
- 38 What progress has the authority made in addressing the backlog of property investment (such as repairs)?

Organisation of Property Management

- 39 How are the various property management activities organised within the authority? Who is responsible for each of these activities and what are the reporting arrangements? How many staff are involved in each of the activities? Has the number of staff involved in property management increased over the past two years?
- 40 What are the key factors that explain the current organisation of property management in the authority?
- 41 Have there been any changes in the authority's approach to property management since over the past two years? If so, what changes have been made and what prompted them? In particular, what role has the corporate asset management planning process played in these changes?
- 42 Are there currently any plans to change the way in which property management is organised in the authority? If so, what are these plans and are they linked to the corporate asset management planning process? In particular, is there likely to be a move towards the centralisation of responsibility for property management?

Property Disposal Strategies

- 43 Does the authority have a written property disposal strategy? If so, can we have a copy of the strategy? Has the strategy been approved by the relevant council body?
- 44 When was this disposal strategy prepared? Was it developed in response to the corporate asset management plan process?
- 45 What are the key elements of the disposal strategy? In what ways, if any, does the authority consider that its disposal strategy could be improved?
- 46 Is there evidence that the rate of disposal of surplus properties has increased in response to the corporate asset management planning process? Can you provide any specific examples of this impact?
- 47 If the authority does not have a written disposal strategy, on what basis does it make decisions on property disposals? Does the authority have any plans to develop a strategy?

Property Performance Indicators

- 48 What progress has the authority made in generating data against the five pPIs set out in the Guidance? What are the difficulties in implementing the five pPIs?

- 49 How are the five pPIs being used in the authority's asset management planning process?
- 50 Does the authority use other pPIs developed locally? What do these local pPIs cover (or what are they likely to cover)?
- 51 What are the resource implications of collecting data for the pPIs? Is there corporate support to ensure that the information is collected and acted on?
- 52 Has the authority been involved in any benchmarking of property performance, either with other local authorities or with private sector organisations? If so, how has this been carried out?
- 53 How has this benchmarking activity impacted on the management of the authority's property assets? What were the processes linking analysis of the benchmarking data with changes in the management of property assets?

Property Sharing and Space Utilisation

- 54 What arrangements for the sharing of council property with external organisations does the authority currently operate?
- 55 Does the authority have a written policy/strategy in relation to the sharing of council properties with external organisations? If so, can we have a copy of the policy/strategy? Has the policy/strategy been approved by the relevant council body?
- 56 When was this policy/strategy prepared? Was it developed in response to the corporate asset management plan process? Has it led to an increase in property sharing? Can you provide any specific examples of this impact? Are any further developments of joint use of accommodation planned?
- 57 Does the authority have a written policy/strategy in relation to the utilisation of space and remote working? If so, can we have a copy of the policy/strategy? Has the policy/strategy been approved by the relevant council body?
- 58 When was this policy/strategy prepared? Was it developed in response to the corporate asset management plan process? Has it led to an improvement in space utilisation and an increase in remote working? Can you provide any specific examples of this impact?

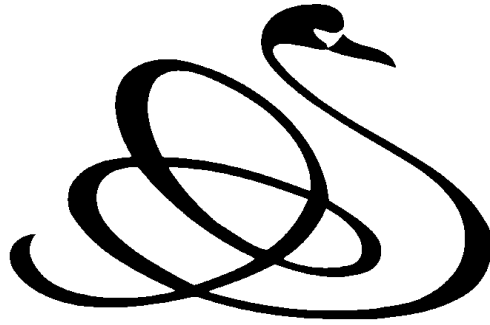
Property Databases

- 59 Does the authority have a corporate property database, or is the holding of property information dispersed in the service areas?

- 60 How complete is the information held at present compared to what is proposed? What are the principal information gaps and when are they expected to be filled?
- 61 If there is a corporate database, was this developed in response to the corporate asset management plan process? What is the coverage of this database in terms of properties and information?
- 62 What software/hardware is used for the database? What staff and financial resources have been devoted to the development of the database to date and what is the estimate for its completion? Who has access to the database?
- 63 Was there a specification of the corporate property database? If so, who prepared this specification? With the benefit of hindsight, was this specification the right one? If not, in what ways should the specification have been different? Who has been responsible for developing the database and who does this officer report to?
- 64 What impact, if any, did the education asset management planning process have on the specification of the corporate property database?
- 65 If the holding of property information is dispersed in the service areas, is this arrangement a robust basis for the corporate asset management planning process? How many databases are there and who has access to them? Are there any plans to change to a corporate database?

ANNEX II

SURVEY OF LOCAL AUTHORITIES QUESTIONNAIRE



York Consulting

**The Development and Implementation of
Corporate Capital Strategies and
Asset Management Plans:
(Year 1 of the Single Capital Pot)**

**A Survey on behalf of the
Department of Transport,
Local Government and the Regions**

January 2002

Checked by:

Dated:

No:

Contact Name:

Authority:

Telephone Number:

E-mail Address:

Section A relates to your authority’s approach to the development and implementation of its corporate capital strategy for Year 1 of the Single Capital Pot (submitted to the Government Office in July 2001). Section B relates to your authority’s approach to the development and implementation of its Year 1 asset management plan. Section C relates to quantitative information on your authority’s property holdings and performance.

Unless directed otherwise, please tick only one box in answer to the questions and proceed to the next question.

Section A: Development of Corporate Capital Strategies

1 Did your authority develop a corporate capital strategy for Year 1 of the Single Capital Pot? *(Please tick one box)*

We developed a strategy and submitted it to the Government Office (1) *Please go to Question A.2*

We developed a strategy but did not submit it to the Government Office (2) *Please go to Question A.2*

We did not develop a strategy (3) *Please go to Question A.17*

2 Which officer within your authority had overall responsibility for leading the development of the corporate capital strategy for Year 1 of the Single Capital Pot? *(Please provide details of the relevant officer’s job title, department and directorate and go to Question A.3)*

Job Title/Position

Department

Directorate

- 3 How many officers were involved in developing your authority's Year 1 corporate capital strategy (excluding officers consulted during the process of its preparation)? *(Please enter the number of officers in the box)*

Number of Officers

If two or more officers were involved, please go to Question A.4. Otherwise, please go to Question A.5

- 4 Which officers were members of the team responsible for the development of your authority's Year 1 corporate capital strategy? *(Please enter a number in all boxes that apply and go to Question A.5)*

	No. of Officers		No. of Officers
Central/Corporate Policy	<input type="text"/> (1)	Service Area Planners	<input type="text"/> (7)
Central/Corporate Property	<input type="text"/> (2)	Service Area Finance	<input type="text"/> (8)
Central/Corporate Planners	<input type="text"/> (3)	Other (Please Specify):	<input type="text"/> (9)
Central/Corporate Finance	<input type="text"/> (4)		
Heads of Service	<input type="text"/> (5)		
Service Area Property	<input type="text"/> (6)		

- 5 As accurately as you are able to estimate, how many hours of officer time did your authority spend on the development of its Year 1 corporate capital strategy? *(Please provide a figure and go to Question A.6)*

Officer Time

 Hours

- 6 Did your authority use external consultants in the development of its Year 1 corporate capital strategy? *(Please tick one box)*

Yes (1) *Please go to Question A.7*

No (2) *Please go to Question A.8*

7 What role did the external consultants play in the development of the Year 1 corporate capital strategy? *(Please tick all boxes that apply and go to Question A.8)*

- Facilitation of the strategy development process (1)
- Consultation within the Council (2)
- Consultation with external stakeholders (3)
- Drafting of the corporate capital strategy (4)
- Other (Please Specify): (5)

8 What approach did you use to identify the authority's objectives and priorities set out in the Year 1 corporate capital strategy? *(Please tick one box and go to Question A.9)*

- Our objectives and priorities were developed on the basis of those set out in the Community Strategy/Plan (1)
- Our objectives and priorities were developed at a corporate level in order to inform the objectives and priorities of individual service areas (2)
- Our corporate objectives and priorities were developed on the basis of existing service-level objectives and priorities (3)
- Other (Please Specify): (4)
-

9 What role did Best Value play in the identification of the authority's objectives and priorities set out in the Year 1 corporate capital strategy? *(Please tick one box and go to Question A.10)*

- The objectives and priorities were generally identified in Best Value service reviews (1)
- The objectives and priorities were generally identified in capital programme or property service reviews (2)
- The objectives and priorities were generally identified through other routes (3)

10 What approaches did you use to consult elected members (in addition to discussion in meetings of the full council or committees) and officers within the authority during the development of your Year 1 corporate capital strategy? *(Please tick all boxes that apply and go to Question A.11)*

	Members	Officers
1) We circulated a consultation paper and sought written feedback during the strategy preparation process	(1)	(2)
2) We held corporate consultation events	(1)	(2)
3) We held consultation events in each service area	(1)	(2)
4) We circulated an early draft of the corporate capital strategy for comments	(1)	(2)
5) We circulated the final corporate capital strategy	(1)	(2)
6) Other (Please Specify):	(1)	(2)

11 Did you consult with external partners during the process of developing your Year 1 corporate capital strategy? *(Please tick one box)*

- Yes (1) *Please go to Question A.12*
- No (2) *Please go to Question A.15*

12 Which external partners did you consult during the process of developing your Year 1 corporate capital strategy? *(Please tick all that apply and go to Question A.13)*

Local Strategic Partnership	<input type="checkbox"/> (1)	Health Authority	<input type="checkbox"/> (7)
Property Users or Occupiers	<input type="checkbox"/> (2)	Police	<input type="checkbox"/> (8)
Community Groups	<input type="checkbox"/> (3)	Other local authorities	<input type="checkbox"/> (9)
Businesses	<input type="checkbox"/> (4)	Government Office	<input type="checkbox"/> (10)
Schools	<input type="checkbox"/> (5)	Other (Please Specify):	<input type="checkbox"/> (11)
Universities and Colleges	<input type="checkbox"/> (6)		

13 Was the external consultation specifically for the purposes of developing the corporate capital strategy, or was this part of a wider consultation process? *(Please tick one box and go to Question A.14)*

We carried out a consultation specifically to develop the corporate capital strategy (1)

We included consultation on the corporate capital strategy as part of a wider consultation process (2)

14 What approaches did you use to consult with external partners during the development of your Year 1 corporate capital strategy? *(Please tick all boxes that apply and go to Question A.15)*

We circulated a consultation paper and sought written feedback during the strategy development process (1)

We held consultation events (2)

We circulated an early draft of the corporate capital strategy for comments (3)

We circulated the final corporate capital strategy (4)

Other (Please Specify): (5)

15 What were the main problems encountered by your authority in the development of its Year 1 corporate capital strategy? *(Please tick one box in each row and go to Question A.16)*

	Very Significant	Significant	Somewhat Significant	Not Significant
1) Lack of experience in undertaking such as task	(1)	(2)	(3)	(4)
2) Lack of officer time	(1)	(2)	(3)	(4)
3) Lack of resources	(1)	(2)	(3)	(4)
4) Lack of internal consultation	(1)	(2)	(3)	(4)
5) Lack of external consultation	(1)	(2)	(3)	(4)
6) Lack of appropriate information on the authority's capital assets	(1)	(2)	(3)	(4)
7) Lack of appropriate advice from Government	(1)	(2)	(3)	(4)
8) Lack of appropriate advice from other sources	(1)	(2)	(3)	(4)
9) Other (Please Specify):	(1)	(2)	(3)	(4)

16 What impact has the development and introduction of the corporate capital strategy had, thus far, on your authority's approach to capital expenditure? *(Please tick one box in each row and go to Question A.17)*

	Agree Strongly	Agree Somewhat	Neither Agree nor Disagree	Disagree Somewhat	Disagree Strongly
1) We have changed our corporate capital spending priorities	(1)	(2)	(3)	(4)	(5)
2) We have made changes to our service level capital plans	(1)	(2)	(3)	(4)	(5)
3) We have made changes to our approach to service level capital planning	(1)	(2)	(3)	(4)	(5)
4) We have made changes to our Best Value programme	(1)	(2)	(3)	(4)	(5)
5) We have made changes to our approach to bidding for capital funding	(1)	(2)	(3)	(4)	(5)
6) There has been little impact to date	(1)	(2)	(3)	(4)	(5)
7) Other (Please Specify):	(1)	(2)	(3)	(4)	(5)

17 Did the Government Office run any briefing, or other, events on the development of Year 1 corporate capital strategies? *(Please tick one box)*

Yes (1) *Please go to Question A.18*

No (2) *Please go to Question A.21*

Don't Know (3) *Please go to Question A.21*

18 Did any officers from your authority attend any of these briefing events on the development of Year 1 corporate capital strategies? *(Please tick one box)*

Yes (1) *Please go to Question A.19*

No (2) *Please go to Question A.20*

19 How would you rate the usefulness of the briefing events attended?
(Please tick one box in each row and go to Question A.21)

	Very Good	Good	Adequate	Poor
1) Content	(1)	(2)	(3)	(4)
2) Format	(1)	(2)	(3)	(4)
3) Timing	(1)	(2)	(3)	(4)

20 What were the reasons for your decision not to attend the briefing event(s)? *(Please tick all boxes that apply and go to Question A.21)*

No appropriate officers were available at the time of the event(s)	(1)
The location of the event was not convenient	(2)
We had sufficient information to prepare our corporate capital strategy	(3)
Other (Please Specify):	(4)

21 Apart from any briefing events, did you receive any advice or guidance from the Government Office during the development of your authority's Year 1 corporate capital strategy? *(Please tick one box)*

- Yes (1) *Please go to Question A.22*
- No (2) *Please go to Question A.23*

22 How would you rate the quality of this advice and guidance provided by your Government Office during the development of your authority's Year 1 corporate capital strategy? *(Please tick one box in each row and go to Question A.23)*

	Very Good	Good	Adequate	Poor	Don't Know
1) Written materials and guidance	(1)	(2)	(3)	(4)	(5)
2) Verbal advice and guidance	(1)	(2)	(3)	(4)	(5)
3) Availability and responsiveness	(1)	(2)	(3)	(4)	(5)

23 **Did you have any contact with the Government Office regarding your Year 1 corporate capital strategy between submission of the document and the announcement of the results of the assessment process? (Please tick all boxes that apply and go to Question A.24)**

Yes – by telephone, fax, letter or e-mail (1)

Yes – in a meeting (2)

No (3)

24 **Do you intend to approach the Government Office for advice and guidance in relation to the development of the corporate capital strategy for Year 2 of the Single Capital Pot? (Please tick one box and go to Question A.25)**

Yes (1)

No (2)

25 **How fully did your authority understand the criteria that the Government Office used to assess the Year 1 corporate capital strategies? (Please tick one box and go to Question A.26)**

We understood them fully (1)

We understood the majority of the criteria (2)

We understood more than we did not understand (3)

We understood less than we did not understand (4)

We did not understand the criteria at all (5)

26 **In addition to the letter setting out the results of the assessment process, has your authority received any feedback, either by letter or in a meeting, on its Year 1 corporate capital strategy from the Government Office? (Please tick one box)**

Yes (1) Please go to Question A.27

No (2) Please go to Section B

27 How would you rate the quality of the feedback received from the Government Office on the Year 1 corporate capital strategy? *(Please tick one box and go to Section B)*

	Very Good	Good	Adequate	Poor	Don't Know
Quality of the feedback	(1)	(2)	(3)	(4)	(5)

Section B: Development of Asset Management Plans

1 Does your authority have a designated Corporate Property Officer? *(Please tick one box)*

Yes (1) *Please go to Question B.2*

No (2) *Please go to Question B.3*

2 Who does your Corporate Property Officer report to? *(Please enter the job title of the person to whom the Corporate Property Officer reports and go to Question B.3)*

Job Title/Position

3 Did your authority develop a corporate asset management plan for Year 1 of the Single Capital Pot? *(Please tick one box)*

We developed an asset management plan and submitted it to the Government Office (1) *Please go to Question B.4*

We developed an asset management plan but did not submit it to the Government Office (2) *Please go to Question B.4*

We did not develop an asset management plan (3) *Please go to Question B.18*

4 Who within your authority had overall responsibility for leading the development of the Year 1 asset management plan? *(Please provide details of the relevant officer's job title, department and directorate and go to Question B.5)*

Job Title/Position

Department

Directorate

5 How many officers were involved in developing your authority's Year 1 asset management plan (excluding officers consulted as part of the development process)? *(Please enter the number of officers in the box)*

Number of Officers

If two or more officers were involved, please go to Question B.6. Otherwise, please go to Question B.7

6 Which officers were members of the team responsible for the development of your Year 1 asset management plan? *(Please enter a number in all boxes that apply and go to Question B.7)*

	Number of Officers		Number of Officers
Corporate Property	<input style="width: 50%; border: 1px solid black;" type="text" value="(1)"/>	Corporate Policy	<input style="width: 50%; border: 1px solid black;" type="text" value="(5)"/>
Service/Property Department	<input style="width: 50%; border: 1px solid black;" type="text" value="(2)"/>	Service/Policy Dept.	<input style="width: 50%; border: 1px solid black;" type="text" value="(6)"/>
Corporate Finance	<input style="width: 50%; border: 1px solid black;" type="text" value="(3)"/>	Other (Please Specify):	<input style="width: 50%; border: 1px solid black;" type="text" value="(7)"/>
Service/Finance Department	<input style="width: 50%; border: 1px solid black;" type="text" value="(4)"/>		

7 As accurately as you are able to estimate, how many hours of officer time did your authority spend in developing its Year 1 asset management plan? *(Please provide a figure and go to Question B.8)*

Officer Time

 Hours

8 Did your authority use external consultants in the development of its Year 1 asset management plan? *(Please tick one box)*

Yes *Please go to Question B.9*

No *Please go to Question B.10*

9 What role did the external consultants play in the development of the Year 1 asset management plan? *(Please tick all boxes that apply and go to Question B.10)*

Facilitation of planning	<input style="width: 50%; border: 1px solid black;" type="text" value="(1)"/>	Assisting with IT/Data	<input style="width: 50%; border: 1px solid black;" type="text" value="(5)"/>
Internal Consultation	<input style="width: 50%; border: 1px solid black;" type="text" value="(2)"/>	Performance Measurement	<input style="width: 50%; border: 1px solid black;" type="text" value="(6)"/>
External Consultation	<input style="width: 50%; border: 1px solid black;" type="text" value="(3)"/>	Other (Please Specify):	<input style="width: 50%; border: 1px solid black;" type="text" value="(7)"/>

.....

Drafting of the AMP (4)

10 What approaches did you use to consult elected members (in addition to discussion in meetings of the full council or committees) and officers within the authority during the development of your Year 1 asset management plan? *(Please tick all boxes that apply and go to Question B.11)*

	Members	Officers
1) We circulated a consultation paper and sought written feedback during the plan development process	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)
2) We held corporate consultation events	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)
3) We held consultation events in each service area	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)
4) We circulated an early draft of the asset management plan for comments	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)
5) We circulated the final asset management plan	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)
6) Other (Please Specify):	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)

11 Did you consult with external partners during the process of developing your authority's Year 1 asset management plan? *(Please tick one box)*

Yes (1) *Please go to Question B.12*

No (2) *Please go to Question B.15*

12 Which external partners did you consult during the process of developing your authority's Year 1 asset management plan? *(Please tick all boxes that apply and go to Question B.13)*

Local Strategic Partnership	<input type="checkbox"/> (1)	Health Authority	<input type="checkbox"/> (7)
Property Users or Occupiers	<input type="checkbox"/> (2)	Police	<input type="checkbox"/> (8)
Community Groups	<input type="checkbox"/> (3)	Other local authorities	<input type="checkbox"/> (9)
Businesses	<input type="checkbox"/> (4)	Government Office	<input type="checkbox"/> (10)
Schools	<input type="checkbox"/> (5)	Other (Please Specify):	<input type="checkbox"/> (11)
Universities and Colleges	<input type="checkbox"/> (6)		

13 Was the external consultation specifically for the purposes of developing the Year 1 asset management plan, or was this part of a wider consultation process? *(Please tick one box and go to Question B.14)*

We carried out a consultation specifically to develop the asset management plan (1)

We included consultation on the asset management plan as part of a wider consultation process (2)

14 What approaches did you use to consult with external partners during the development of your authority's Year 1 asset management plan? *(Please tick all that apply and go to Question B.15)*

We circulated a consultation paper and sought written feedback during the plan development process (1)

We held consultation events (2)

We circulated an early draft of the asset management plan for comments (3)

We circulated the final asset management plan (4)

Other (Please Specify): (5)

.....

15 What approach did you use to identify the authority's priorities set out in the Year 1 asset management plan? *(Please tick one box and go to Question B.16)*

Individual departments/committees developed their own priorities, which were combined to form the corporate priorities (1)

Our priorities were developed at a corporate level in order to inform the priorities of individual service areas (2)

A common framework for developing property priorities was provided to each service area to follow in preparing its property priorities (3)

The central property team developed priorities for each area following consultation with service departments (4)

Other (Please Specify): (5)

.....

16 What were the main problems encountered by your authority during the development of its Year 1 asset management plan? *(Please tick all boxes that apply and go to Question B.17)*

	Very Significant	Significant	Somewhat Significant	Not Significant
1) A culture of property planning at the service level	(1)	(2)	(3)	(4)
2) Uncertainty over future funding for property expenditure	(1)	(2)	(3)	(4)
3) Lack of resources	(1)	(2)	(3)	(4)
4) Lack of expertise within the authority to undertake corporate asset management planning	(1)	(2)	(3)	(4)
5) Gaps in the information on property assets held	(1)	(2)	(3)	(4)
6) Incompatibility of the computer packages holding the asset information	(1)	(2)	(3)	(4)
7) Other (Please Specify):	(1)	(2)	(3)	(4)

17 What impact has the development and introduction of the corporate asset management plan had, thus far, on your authority's approach to the management of its property? *(Please tick one box in each row and go to Question B.18)*

	Agree Strongly	Agree Somewhat	Neither Agree nor Disagree	Disagree Somewhat	Disagree Strongly
1) We now know what assets we possess	(1)	(2)	(3)	(4)	(5)
2) We have computerised our property records	(1)	(2)	(3)	(4)	(5)
3) We have introduced property performance indicators	(1)	(2)	(3)	(4)	(5)
4) We have reduced the amount of surplus property	(1)	(2)	(3)	(4)	(5)
5) We have made changes to our Best Value programme	(1)	(2)	(3)	(4)	(5)
6) There has been little impact to date	(1)	(2)	(3)	(4)	(5)
7) Other (Please Specify):	(1)	(2)	(3)	(4)	(5)

22 Who do you benchmark your property management against? *(Tick all that apply, and go to Question B.23)*

Neighbouring local authorities	(1)
Cluster of similar local authorities (e.g. historic cities, core cities etc)	(2)
Private sector businesses	(3)
Other (Please Specify):	(4)

23 Did the Government Office run any briefing, or other, events on the development of Year 1 asset management plans? *(Please tick one box)*

Yes (1) *Please go to Question B.24*

No (2) *Please go to Question B.27*

Don't Know (3) *Please go to Question B.27*

24 Did any officers from your authority attend any of these briefing events on the development of Year 1 asset management plans? *(Please tick one box)*

Yes (1) *Please go to Question B.25*

No (2) *Please go to Question B.26*

25 How would you rate the usefulness of the briefing events attended? *(Please tick one box in each row and go to Question B.27)*

	Very Good	Good	Adequate	Poor
1) Content	(1)	(2)	(3)	(4)
2) Format	(1)	(2)	(3)	(4)
3) Timing	(1)	(2)	(3)	(4)

26 **What were the reasons for your decision not to attend the briefing event(s)? (Please tick all boxes that apply and go to Question B.27)**

- No appropriate officers were available at the time of the event(s) (1)
- The location of the event was not convenient (2)
- We had sufficient information to prepare our asset management plan (3)
- Other (Please Specify): (4)

27 **Apart from any briefing events, did you receive any advice or guidance from the Government Office on the development of your authority's Year 1 asset management plan? (Please tick one box)**

- Yes (1) Please go to Question B.28
- No (2) Please go to Question B.29

28 **How would you rate the quality of this advice and guidance provided by your Government Office in relation to the development of asset management plans for Year 1 of the Single Capital Pot? (Please tick one box in each row and go to Question B.29)**

	Very Good	Good	Adequate	Poor	Don't Know
Written materials and guidance	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)	<input type="checkbox"/> (3)	<input type="checkbox"/> (4)	<input type="checkbox"/> (5)
Verbal advice and guidance	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)	<input type="checkbox"/> (3)	<input type="checkbox"/> (4)	<input type="checkbox"/> (5)
Availability and responsiveness	<input type="checkbox"/> (1)	<input type="checkbox"/> (2)	<input type="checkbox"/> (3)	<input type="checkbox"/> (4)	<input type="checkbox"/> (5)

29 **Did you have any contact with the Government Office regarding your Year 1 corporate asset management plan between submission of the document and the announcement of the results of the assessment process? (Please tick all boxes that apply and go to Question B.30)**

- Yes – by telephone, fax, letter or e-mail (1)
- Yes – in a meeting (2)
- No (3)

30 Do you intend to approach the Government Office for advice and guidance in relation to the development of your asset management plan for Year 2 of the Single Capital Pot? *(Please tick one box and go to Question B.31)*

Yes (1)

No (2)

31 How fully did your authority understand the criteria that the Government Office used to assess the Year 1 asset management plans? *(Please tick one box and go to Question B.32)*

We understood them fully (1)

We understood the majority of the criteria (2)

We understood more than we did not understand (3)

We understood less than we did not understand (4)

We did not understand the criteria at all (5)

32 In addition to the letter setting out the results of the assessment process, has your authority received any feedback, either by letter or in a meeting, on its Year 1 corporate asset management plan from the Government Office? *(Please tick one box)*

Yes (1) *Please go to Question B.33*

No (2) *Please go to Section C*

33 How would you rate the quality of the feedback received from the Government Office on the Year 1 corporate asset management plan? *(Please tick one box and go to Section C)*

	Very Good	Good	Adequate	Poor	Don't Know
Quality of the feedback	(1)	(2)	(3)	(4)	(5)

Section C: Property Holdings and Performance

The information sought in Section C will be used to assess changes in local authority property performance over the course of the study. Individual authorities will not be identified in any analysis made using this data.

Please note that we do not expect authorities to generate new information but, where possible, to provide answers on the basis of data that is readily available.

All terms and categories used in Section C are defined in line with the Single Capital Pot Guidance (Parts I and II) issued by the Department of Transport, Local Government and the Regions in 2001 (or as subsequently amended). We have attached Annex D of Part I of the Guidance on the CIPFA Property Categories in order facilitate completion of the questionnaire.

Throughout Section C, information on council (Housing Revenue Account) dwellings, infrastructure assets and community assets should be excluded.

Where the questionnaire seeks information on your authority's property holdings, this should relate to the most current data available. Where information is sought on annual expenditure or changes in property holdings, figures should be provided for the year 2000/01.

C.1 What are your authority's current total property holdings? *(Please provide details of the total number of properties, the gross internal floorspace and asset register value, break these totals down by the CIPFA property categories, enter the relevant date, and go to Question C.2)*

Property Category	Number of Properties	Gross Internal Floorspace (m ²)	Asset Register Value (£'000)
All properties			
Of which:			
Operational assets: (other land and buildings)			
Non-operational assets: (general)			
Non-operational assets (surplus property)			
Date to which the information relates			

C.2 What proportion of your authority's properties are in the following CIPFA categories? (Please provide the number of properties, the percentage in each category, enter the relevant date, and go to Question C.3)

Property Type	Number of Properties	% of Total Properties
<u>Operational Assets (Other Land and Buildings) :</u>		
Schools	<input type="text"/>	<input type="text"/>
Libraries	<input type="text"/>	<input type="text"/>
Residential homes and day centres	<input type="text"/>	<input type="text"/>
Cemeteries and crematoria buildings	<input type="text"/>	<input type="text"/>
Sports centres and pools	<input type="text"/>	<input type="text"/>
Offices, administrative buildings and associated land	<input type="text"/>	<input type="text"/>
Museums and galleries	<input type="text"/>	<input type="text"/>
Other operational assets (other land and buildings)	<input type="text"/>	<input type="text"/>
Total Operational Assets	<input type="text"/>	100%
<u>Non-Operational Assets (General):</u>		
Tenanted farms/smallholdings	<input type="text"/>	<input type="text"/>
Commercial starter units, industrial property and warehouse property	<input type="text"/>	<input type="text"/>
Shops on housing estates and retail units	<input type="text"/>	<input type="text"/>
Markets	<input type="text"/>	<input type="text"/>
Other non-operational assets (general)	<input type="text"/>	<input type="text"/>
Total Non-Operational Assets	<input type="text"/>	100%
Date to which the information relates	<input type="text"/>	

C.3 What was the total amount of property (both freehold and leasehold) acquired by your authority during 2000/01? *(Please provide details of the gross internal floorspace/area of property acquired and the purchase price of these acquisitions, break these totals down by property category, and go to Question C.4)*

	Gross Internal Floorspace (m ²)	Area (hectares)	Purchase Price (£'000)
All acquisitions			
Of which:			
Acquisitions of operational assets			
Acquisitions of non-operational assets			
Acquisitions of land			

C.4 What was the total amount of property disposal (both freehold and leasehold) by your authority during 2000/01? *(Please provide details of the gross internal floorspace/area of property disposals and the sale price of these disposals, break these totals down by property category, and go to Question C.5)*

	Gross Internal Floorspace (m ²)	Area (hectares)	Sale Price (£'000)
All disposals			
Of which:			
Disposals of operational assets			
Disposals of non-operational assets			
Disposals of land			

C.5 What was your authority's total expenditure (capital and revenue) on the repair and maintenance and improvement of property during 2000/01? *(Please provide details of the total expenditure, break this total down by property category, and go to Question C.6)*

	Expenditure on Property Repair and Maintenance and Improvement (£'000)
Total expenditure	
Of which:	
Expenditure on operational assets (other land and buildings)	
Expenditure on non-operational assets (general)	
Expenditure on non-operational (surplus property)	

Question 6 refers to properties in Condition Categories A to D. The definition of these Condition Categories is shown below.

- A Good - Performing as intended and operating efficiently.**
- B Satisfactory - Performing as intended, but exhibiting minor deterioration.**
- C Poor – Exhibiting major defects and/or serious risk of imminent failure.**
- D Bad - Life expectancy expired and/or serious risk of imminent failure.**

C.6 What proportion of your authority's properties are currently classed as being in Condition Categories A to D? *(Please provide details of the proportion of your authority's total holdings by number and gross internal floorspace in each Condition Category, break these down by property category, and go to Question C.7)*

CATEGORY A	% of Properties in Category A	% of Gross internal floorspace in Category A
Total property holdings		
Of which:		
Operational assets (other land and buildings)		
Non-operational assets (general)		
Non-operational assets (surplus property)		

CATEGORY B**% of Properties in
Category B****% of Gross internal
floorspace in Category B**

Total property holdings

--	--

Of which:

Operational assets
(other land and buildings)

--	--

Non-operational assets
(general)

--	--

Non-operational assets
(surplus property)

--	--

CATEGORY C**% of Properties in
Category C****% of Gross internal
floorspace in Category C**

Total property holdings

--	--

Of which:

Operational assets
(other land and buildings)

--	--

Non-operational assets
(general)

--	--

Non-operational assets
(surplus property)

--	--

CATEGORY D**% of Properties in
Category D****% of Gross internal
floorspace in Category D**

Total property holdings

--	--

Of which:

Operational assets
(other land and buildings)

--	--

Non-operational assets
(general)

--	--

Non-operational assets
(surplus property)

--	--

Not categorised

--

Date to which the
information relates

--

Question 7 relates to properties at Priority Levels 1 to 4. The definition of these priority levels is shown below.

- 1** Urgent works required that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of the legislation.
- 2** Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a less serious breach of legislation.
- 3** Desirable work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of the occupants and/or a minor breach of the legislation.
- 4** Long term work required outside the five year planning period that will prevent deterioration of the fabric or services.

C.7 What proportion of your authority's properties are currently classed as being in Priority Levels 1 to 4? *(Please provide details of the proportion of your authority's total holdings by number and gross internal floorspace in each Priority Level, break this down by property category, and go to Question C.8)*

PRIORITY LEVEL 1	% of Properties in Priority Level 1	% of Gross internal floorspace in Priority Level 1
Total property holdings	<input type="text"/>	<input type="text"/>
Of which:		
Operational assets (other land and buildings)	<input type="text"/>	<input type="text"/>
Non-operational assets (general)	<input type="text"/>	<input type="text"/>
Non-operational assets (surplus property)	<input type="text"/>	<input type="text"/>

PRIORITY LEVEL 2	% of Properties in Priority Level 2	% of Gross internal floorspace in Priority Level 2
Total property holdings	<input type="text"/>	<input type="text"/>
Of which:		
Operational assets (other land and buildings)	<input type="text"/>	<input type="text"/>
Non-operational assets (general)	<input type="text"/>	<input type="text"/>
Non-operational assets (surplus property)	<input type="text"/>	<input type="text"/>

PRIORITY LEVEL 3	% of Properties in Priority Level 3	% of Gross internal floorspace in Priority Level 3
-------------------------	--	---

Total property holdings		
Of which:		
Operational assets (other land and buildings)		
Non-operational assets (general)		
Non-operational assets (surplus property)		

PRIORITY LEVEL 4	% of Properties in Priority Level 4	% of Gross internal floorspace in Priority Level 4
-------------------------	--	---

Total property holdings		
Of which:		
Operational assets (other land and buildings)		
Non-operational assets (general)		
Non-operational assets (surplus property)		

Not categorised

Date to which the information relates

C.8 What is your authority's current property maintenance backlog? *(Please provide details of the total value of the maintenance backlog, break this down by property category, and go to Question C.9)*

	Value of Maintenance Backlog (£ million)
Total maintenance backlog	<input style="width: 100%; height: 20px;" type="text"/>
Of which:	
Operational assets (other land and buildings)	<input style="width: 100%; height: 20px;" type="text"/>
Non-operational assets (general)	<input style="width: 100%; height: 20px;" type="text"/>
Non-operational assets (surplus property)	<input style="width: 100%; height: 20px;" type="text"/>

C.9 What proportion of your authority's total current property maintenance backlog is in Priority Levels 1 to 4? *(Please provide a percentage for each Priority Level and go to Question C.10)*

	Proportion of Total Maintenance Backlog (%)
Priority Level 1	<input style="width: 100%; height: 20px;" type="text"/>
Priority Level 2	<input style="width: 100%; height: 20px;" type="text"/>
Priority Level 3	<input style="width: 100%; height: 20px;" type="text"/>
Priority Level 4	<input style="width: 100%; height: 20px;" type="text"/>

C.10 What proportion of the repair and maintenance to your authority's properties carried out during 2000/01 was reactive (that is, unanticipated and not part of a planned programme of repair and maintenance)? *(Please provide the percentage of reactive repair and maintenance and go to Question C.11)*

% of reactive repair and maintenance	<input style="width: 100%; height: 20px;" type="text"/>
---	---

C.11 What were the revenue running costs (including all repair and maintenance, energy, water and rates) of your authority's operational properties during 2000/01? *(Please provide details of the revenue running costs per square metre of your operational land and buildings (excluding council dwellings, infrastructure assets and community assets) and go to Question C.12)*

Revenue running costs of operational land and buildings £/m²

C.12 What were the management costs for your authority's operational and non-operational properties during 2000/01? *(Please provide details of the management costs per square metre of gross internal floorspace for operational and non-operational properties and go to Question C.13)*

Management costs of operational land and buildings £/m²

Management costs of non-operational land and buildings

C.13 On average across your authority's office accommodation, what is the space currently occupied per person? *(Please provide a figure of the space per person in square metres and go to Question C.14)*

Space per person m² per person

C.14 What was the ratio of annual rental income to asset register value of your authority's non-operational properties during 2000/01? *(Please provide a figure for the rental income received during 2000/01 divided by the asset register value of your authority's non-operational properties)*

Ratio of rental income to value of investment properties

Thank you for completing the questionnaire.
Your responses will be treated in the strictest confidence.

Please return the complete questionnaire (including Sections A, B and C)
to Emma King, either:

in the attached pre-paid envelope
by fax on 0113-222-3540
by e-mail to emma.king@yorkconsulting.demon.co.uk

CIPFA PROPERTY CATEGORIES

Operational Assets			
Council Dwellings	Other Land and Buildings	Infrastructure Assets	Community Assets
<u>NOT INCLUDED IN THIS SURVEY</u>		<u>NOT INCLUDED IN THIS SURVEY</u>	<u>NOT INCLUDED IN THIS SURVEY</u>
Housing	Schools	Roads	Parks
	Libraries	Sea defences	Works of art
	Residential homes and day centres	Bridges	Museum Exhibits
	Cemeteries and crematoria (buildings only)	Permanent ways	Cemeteries and crematoria (land)
	Sports centres and pools	Water and drainage	Civic regalia
	Offices, administrative buildings and land associated with administrative buildings	Street furniture, fixtures and fittings etc	
	Museums and galleries		
	Property used for or in direct support of residential activities		
	Other housing (HRA) property and Non-HRA housing		
	Land associated with operational property		
	Off-street car parks/park and ride		

Non-Operational Assets	
Non-Operational (general)	Surplus Property
Tenanted Farms/smallholdings	Property released by a service and awaiting alternative use
Commercial starter Units, industrial property, and warehouse property	Buildings declared surplus
Depots 3 rd party use	Land declared surplus assets
Shops on housing estates and retail units	
Workshops 3 rd party use	
Historic buildings – 3 rd party use	
Land under construction	

Markets	
Mooring sites and rights/dockland/slipways	

DEVELOPMENT AND IMPLEMENTATION OF CORPORATE CAPITAL STRATEGIES AND ASSET MANAGEMENT PLANS

GOVERNMENT OFFICES CONSULTATION, ROUND 1 OF THE SINGLE CAPITAL POT: INTERVIEW SCHEDULE

Introduction

The overall objective of the study is to inform and evaluate local authority implementation of the Government's policies on capital and asset management, establishing the extent to which the objectives are being met.

The specific objectives of the study are:

- to document initial progress and review good practice as capital strategies and asset management develop in local government;
- to evaluate the input of Government Offices through the assessment process;
- to review and evaluate the arrangements that develop as the Single Capital Pot allocation programme becomes fully operational.

The study will:

- provide material for DTLR to feed back to local authorities on successful development approaches;
- provide feedback to Government Offices on the assessment process;
- provide recommendations to DTLR on drafting guidance material and adjustments to the assessment framework.

The study will run until March 2004. On four occasions over the three years of the evaluation, our approach will include:

- a postal survey of all local authorities in England;
- discussions with those responsible for the assessment of corporate capital strategies and asset management plans in the nine Government Offices;
- case studies of 15 local authorities and their partners;
- interviews with other key players;
- a qualitative evaluation of process outcomes and a quantitative impact assessment;
- a development programme involving the publication of research papers, regional workshops, an evaluation web site and involvement in conferences, seminars and other and events.

Context

- 1 Since April/May 2001, has the Government Office (GO) introduced any changes that impact on the organisation and management of its relationship with local authorities in the region? For example, has the GO moved to an area team structure or established a Local Government team?

Management of the Assessment

- 2 Did the GO make any changes to the section/team responsible for the Round 1 assessment process compared to the “dry run”? If so, which section/team of the GO was responsible for the Round 1 assessment process?
- 3 What were the reasons for the change?
- 4 What was the background/experience/expertise of the members of the new section/team? In particular, what experience do the members of the team possess in relation to local authorities?
- 5 Did any members of the section/team have any professional property qualifications?
- 6 Did any members of the section/team have any relevant experience in relation to property issues?
- 7 How many staff were involved in the Round 1 assessment process?
- 8 How many of the staff involved in the Round 1 assessment process were also involved in the “dry run”?

- 9 What proportion of the time of each member of the team over the four-month period between August and November 2001 was devoted to the Round 1 assessment process?
- 10 How did the team operate and what were the roles of team members?
- 11 How did their involvement in the assessment of capital strategies and asset management plans fit in with their other responsibilities?
- 12 Were the same staff involved in the assessment of both capital strategies and asset management plans? If not, what mechanisms were in place for effective communication between the two groups of staff?

Training

- 13 How many of the team involved in the Round One assessment process attended one of the training sessions facilitated by DTZ Pineda during the summer of 2001?
- 14 If not all attended one of the training sessions, how was this training cascaded down to other members of the team?
- 15 How appropriate and effective was the training?
- 16 Were there any areas where additional training would have been beneficial?
- 17 Did the GO organise any additional training for staff within the region?
- 18 Are there any areas where GO staff need additional training before Round 2?
- 19 Are there any alternative ways of developing the knowledge and understanding needed to operate the Single Capital Pot?

DTLR Guidance

- 20 How appropriate was the Round 1 guidance received from DTLR?
- 21 How clear was the GO on what it was expected to do during the Round 1 assessment process? In particular, how clear was the GO on the assessment criteria?
- 22 Was any further guidance/advice sought from DTLR during Round 1? How useful was any additional guidance/advice received?
- 23 Are any alternative sources of guidance or information available?
- 24 What, if any, additional information or guidance will the GO require for Round 2? Are there any specific areas where further guidance will be useful?

- 25 What is the best way of providing the GO with information and guidance on the Single Capital Pot?

Contacts with Local Authorities

- 26 What, if any, activities did the GO undertake with authorities in the region to communicate the requirements of Round 1?
- 27 Was a regional briefing event held? If so, what did this cover?
- 28 Was specific guidance prepared in the region? If so, what did this cover?
- 29 What was the response from authorities to events organised by the GO or the guidance circulated?
- 30 How much contact did the GO have with authorities prior to the submission of strategies and plans? For example, what proportion of authorities in the region did the GO have contact with during Round 1 (either face-to-face or by telephone, fax or e-mail) prior to submission?
- 31 Was there more or less contact with authorities in the region during Round 1 than during the “dry run”? If there was a difference, what were the reasons for this?
- 32 Did authorities approach the GO for additional guidance during the preparation of their strategies and plans? What was the nature of the requests for additional guidance? Was the GO able to answer the requests for additional guidance, or did they need to be referred to DTLR for further advice?
- 33 How many authorities did the GO hold meetings with during the preparation of their strategies and plans?
- 34 Did the GO pro-actively offer the opportunity of a meeting to authorities, or did it respond to requests for meetings?
- 35 How is the GO proposing to provide feedback to authorities in the region on their performance during Round 1 and the ratings of their strategies and plans? How will this compare with the feedback process following the “dry run”?

Assessment Process

- 36 Did the GO hold meetings with any or all authorities in the region following the submission of strategies and plans?
- 37 Did the GO have telephone or other contacts with any or all authorities in the region following the submission of strategies and plans?

- 38 How strictly did the GO interpret the assessment criteria? For example, what would assessors have done/did they do in the following circumstances:
- If an authority had not undertaken a condition survey on one building in its portfolio, would it have failed that primary criterion?
 - If the GO knew that an authority had fulfilled one of the primary criteria but it was not evident from the documents, would it have been failed, or would the authority have been contacted to remedy the situation?
 - If an authority completed a comprehensive and accurate condition survey on all its portfolio of assets in September 2001, would this have counted?
- 39 Can the GO think of examples that illustrate its approach to the assessment process in general and its interpretation of the assessment criteria in particular?
- 40 Did the GO hold briefing meetings for its assessment team or issue guidance to its assessors on the interpretation of the assessment criteria?
- 41 How effectively was the GO able draw on specialist inputs during the assessment process, such as from housing and transport staff within the GO and externally from DfES and SSI?
- 42 Was the position in relation to drawing on these specialist inputs better or worse than during the “dry run”?
- 43 Did the GO make any arrangements to draw on specialist property expertise, either from within the GO or externally, during the Round 1 assessment process?
- 44 How much time did the GO allow for the assessment of each capital strategy?
- 45 How much time did the GO allow for the assessment of each asset management plan?
- 46 Did the GO monitor the amount of time devoted by staff to the Round 1 assessment process?
- 47 Were the time limits for assessment strictly adhered to?
- 48 Was the time available sufficient to be able to make a rigorous assessment of the strategies and plans?
- 49 Will any changes to these time allocations be needed for the assessment of strategies and plans during Round 2?
- 50 Was there a benefit in the assessors having established knowledge of particular authorities?

- 51 Were the strategies and plans submitted by authorities during Round 1 proportionate to the scale of their capital programmes and asset holdings, or was it generally a case of “one size fits all”?
- 52 How readily were assessors able to judge if the documents submitted were proportionate to the nature of each authority’s property holdings?
- 53 If the plans and strategies were proportionate to property holdings, was it possible to make consistent assessments between them?
- 54 Were assessors rating the quality of the strategies and plans submitted by authorities, or how good authorities currently are at managing their capital programmes and property assets?
- 55 What approach did the GO adopt to ensure internal consistency in assessment of the strategies and plans?
- 56 In what ways could this have been/will this be done better in Round 2?
- 57 Was greater emphasis placed on quality control/moderation than during the “dry run”?
- 58 Has the GO had any contact with other GOs regarding their approach to the assessment process? If so, was the nature of this contact likely to lead to a greater consistency of approach between the regions?
- 59 How useful have the inter-GO meetings of G7s been? Are they likely to have promoted a greater consistency of approach between the regions?
- 60 Does the GO consider that DTLR needs to place more emphasis on ensuring greater consistency in the approach to the assessment process between regions?

Local Authority Performance

- 61 Did any authorities in the region not submit either a capital strategy or an asset management plan?
- 62 What reasons, if any, did these authorities give for not submitting strategies/plans?
- 63 Did any authorities submit capital strategies but decline to submit asset management plans, or vice versa? What were the reasons for this?
- 64 What was the distribution of “good”, “satisfactory” and “poor” assessments for capital strategies and asset management plans in the region? Can we have a list of the ratings by authority?
- 65 Have the strategies and plans of authorities developed significantly since the “dry run”?

- 66 What were the main strengths and weaknesses of the strategies and plans?
- 67 What were the characteristics of the authorities that submitted the better quality capital strategies?
- 68 What were the characteristics of the authorities that submitted the better quality asset management plans?
- 69 How much variation was there between the capital strategies and asset management plans submitted by authorities in the region?
- 70 Was there any systematic difference between different types of authority in the region (counties, unitaries, metropolitan and non-metropolitan districts) in terms of the quality of the capital strategies and asset management plans prepared during Round 1?
- 71 Did the authorities that submitted better quality capital strategies also submit better quality asset management plans?
- 72 What does the GO perceive as having been the principal problems faced by authorities in preparing their capital strategies and asset management plans?
- 73 What does the GO perceive are the main challenges faced by authorities in developing and implementing their capital strategies and asset management plans?

APPENDIX B:
RESULTS OF THE SURVEY OF LOCAL AUTHORITIES

Section A: Development of Corporate Capital Strategies

28 Did your authority develop a corporate capital strategy for Year 1 of the Single Capital Pot?

We developed a strategy and submitted it to the Government Office	99.3%
We developed a strategy but did not submit it to the Government Office	-
We did not develop a strategy	0.7%

Base: 166 authorities.

29 Which officer within your authority had overall responsibility for leading the development of the corporate capital strategy for Year 1 of the Single Capital Pot?

Job Title/Position	<input type="text"/>
Department	<input type="text"/>
Directorate	<input type="text"/>

30 How many officers were involved in developing your authority's Year 1 corporate capital strategy (excluding officers consulted during the process of its preparation)?

Number of Officers	1-17
--------------------	------

Base: 164 authorities.

31 Which officers were members of the team responsible for the development of your authority's Year 1 corporate capital strategy?

	No of Officers		No of Officers
Central/Corporate Policy	1-3	Service Area Planners	1-6
Central/Corporate Property	1-5	Service Area Finance	1-5
Central/Corporate Planners	1	Other	1-9
Central/Corporate Finance	1-4		
Heads of Service	1-7		
Service Area Property	1-6		

Base: 177 authorities.

32 As accurately as you are able to estimate, how many hours of officer time did your authority spend on the development of its Year 1 corporate capital strategy?

Officer Time

Base: 139 authorities.

33 Did your authority use external consultants in the development of its Year 1 corporate capital strategy?

Yes

No

Base: 164 authorities.

34 What role did the external consultants play in the development of the Year 1 corporate capital strategy?

Facilitation of the strategy development process

Consultation within the Council

Consultation with external stakeholders

Drafting of the corporate capital strategy

Other

Base: 3 authorities.

35 What approach did you use to identify the authority's objectives and priorities set out in the Year 1 corporate capital strategy?

Our objectives and priorities were developed on the basis of those set out in the Community Strategy/Plan

Our objectives and priorities were developed at a corporate level in order to inform the objectives and priorities of individual service areas

Our corporate objectives and priorities were developed on the basis of existing service-level objectives and priorities

Other

Base: 164 authorities.

36 What role did Best Value play in the identification of the authority’s objectives and priorities set out in the Year 1 corporate capital strategy?

The objectives and priorities were generally identified in Best Value service reviews	10.1%
The objectives and priorities were generally identified in capital programme or property service reviews	40.1%
The objectives and priorities were generally identified through other routes	49.8%

Base: 161 authorities.

37 What approaches did you use to consult elected members (in addition to discussion in meetings of the full council or committees) and officers within the authority during the development of your Year 1 corporate capital strategy?

	Members	Officers
1) We circulated a consultation paper and sought written feedback during the strategy preparation process	10.0%	26.5%
2) We held corporate consultation events	3.1%	9.6%
3) We held consultation events in each service area	-	4.8%
4) We circulated an early draft of the corporate capital strategy for comments	41.3%	74.1%
5) We circulated the final corporate capital strategy	75.7%	63.8%
6) Other	9.0%	8.5%

Base: 177 authorities.

38 Did you consult with external partners during the process of developing your Year 1 corporate capital strategy?

Yes	23.0%
No	77.0%

Base: 163 authorities.

39 Which external partners did you consult during the process of developing your Year 1 corporate capital strategy?

Local Strategic Partnership	58.0%	Health Authority	35.8%
Property Users or Occupiers	34.6%	Police	24.7%
Community Groups	39.5%	Other local authorities	38.3%
Businesses	29.6%	Government Office	29.6%
Schools	14.8%	Other	19.8%
Universities and Colleges	9.9%		

Base: 42 authorities.

40 Was the external consultation specifically for the purposes of developing the corporate capital strategy, or was this part of a wider consultation process?

We carried out a consultation specifically to develop the corporate capital strategy	47.0%
We included consultation on the corporate capital strategy as part of a wider consultation process	53.0%

Base: 40 authorities.

41 What approaches did you use to consult with external partners during the development of your Year 1 corporate capital strategy?

We circulated a consultation paper and sought written feedback during the strategy development process	11.5%
We held consultation events	28.2%
We circulated an early draft of the corporate capital strategy for comments	47.4%
We circulated the final corporate capital strategy	24.4%
Other	25.6%

Base: 42 authorities.

42 What were the main problems encountered by your authority in the development of its Year 1 corporate capital strategy?

	Very Significant	Significant	Somewhat Significant	Not Significant
1) Lack of experience in undertaking such as task	4.9%	22.5%	36.1%	36.5%
2) Lack of officer time	25.3%	38.8%	27.4%	8.6%
3) Lack of resources	17.2%	37.1%	28.9%	16.9%
4) Lack of internal consultation	3.9%	13.7%	31.2%	51.2%
5) Lack of external consultation	8.6%	19.1%	31.2%	41.2%
6) Lack of appropriate information on the authority's capital assets	5.2%	15.4%	25.2%	54.3%
7) Lack of appropriate advice from Government	5.2%	16.1%	42.6%	36.1%
8) Lack of appropriate advice from other sources	1.4%	5.6%	22.1%	70.9%
9) Other	33.1%	32.0%	12.5%	22.4%

Base: 164 authorities.

43 What impact has the development and introduction of the corporate capital strategy had, thus far, on your authority's approach to capital expenditure?

	Agree Strongly	Agree Somewhat	Neither Agree nor Disagree	Disagree Somewhat	Disagree Strongly
1) We have changed our corporate capital spending priorities	3.7%	23.9%	31.9%	24.2%	16.2%
2) We have made changes to our service level capital plans	0.7%	21.1%	31.7%	30.0%	16.6%
3) We have made changes to our approach to service level capital planning	6.2%	34.9%	24.5%	22.8%	11.6%
4) We have made changes to our Best Value programme	-	11.7%	33.8%	27.7%	26.8%
5) We have made changes to our approach to bidding for capital funding	10.2%	30.9%	26.1%	19.6%	13.2%
6) There has been little impact to date	26.4%	25.5%	15.7%	25.4%	7.1%
Other	70.9%	29.1%	-	-	-

Base: 163 authorities.

44 Did the Government Office run any briefing, or other, events on the development of Year 1 corporate capital strategies?

Yes
 No
 Don't Know

Base: 163 authorities.

45 Did any officers from your authority attend any of these briefing events on the development of Year 1 corporate capital strategies?

Yes
 No

Base: 101 authorities.

46 How would you rate the usefulness of the briefing events attended?

	Very Good	Good	Adequate	Poor
1) Content	3.7%	39.1%	43.3%	13.9%
2) Format	3.7%	40.0%	43.1%	13.2%
3) Timing	6.4%	33.8%	47.2%	12.6%

Base: 92 authorities.

47 What were the reasons for your decision not to attend the briefing event(s)?

No appropriate officers were available at the time of the event(s)
 The location of the event was not convenient
 We had sufficient information to prepare our corporate capital strategy
 Other

Base: 6 authorities.

48 Apart from any briefing events, did you receive any advice or guidance from the Government Office during the development of your authority's Year 1 corporate capital strategy?

Yes
 No

Base: 164 authorities.

49 How would you rate the quality of this advice and guidance provided by your Government Office during the development of your authority's Year 1 corporate capital strategy?

	Very Good	Good	Adequate	Poor	Don't Know
1) Written materials and guidance	2.3%	27.8%	57.0%	8.0%	4.9%
2) Verbal advice and guidance	1.2%	16.8%	38.6%	18.7%	24.7%
3) Availability and responsiveness	7.2%	21.5%	37.7%	14.5%	19.0%

Base: 102 authorities.

50 Did you have any contact with the Government Office regarding your Year 1 corporate capital strategy between submission of the document and the announcement of the results of the assessment process?

Yes – by telephone, fax, letter or e-mail	28.5%
Yes – in a meeting	8.0%
No	59.4%

Base: 177 authorities.

51 Do you intend to approach the Government Office for advice and guidance in relation to the development of the corporate capital strategy for Year 2 of the Single Capital Pot?

Yes	70.5%
No	29.5%

Base: 159 authorities.

52 How fully did your authority understand the criteria that the Government Office used to assess the Year 1 corporate capital strategies?

We understood them fully	16.6%
We understood the majority of the criteria	56.2%
We understood more than we did not understand	21.9%
We understood less than we did not understand	4.6%
We did not understand the criteria at all	0.7%

Base: 164 authorities.

53 In addition to the letter setting out the results of the assessment process, has your authority received any feedback, either by letter or in a meeting, on its Year 1 corporate capital strategy from the Government Office?

Yes

No

Base: 165 authorities.

54 How would you rate the quality of the feedback received from the Government Office on the Year 1 corporate capital strategy?

	Very Good	Good	Adequate	Poor	Don't Know
Quality of the feedback	6.2%	29.4%	47.8%	15.3%	1.2%

Base: 114 authorities.

Section B: Development of Asset Management Plans

34 Does your authority have a designated Corporate Property Officer?

Yes

No

Base: 162 authorities.

35 Who does your Corporate Property Officer report to?

Job Title/Position

36 Did your authority develop a corporate asset management plan for Year 1 of the Single Capital Pot?

We developed an asset management plan and submitted it to the Government Office

We developed an asset management plan but did not submit it to the Government Office

We did not develop an asset management plan

Base: 159 authorities.

37 Who within your authority had overall responsibility for leading the development of the Year 1 asset management plan?

Job Title/Position

Department

Directorate

38 How many officers were involved in developing your authority's Year 1 asset management plan (excluding officers consulted as part of the development process)?

Number of Officers

Base: 160 authorities.

39 Which officers were members of the team responsible for the development of your Year 1 asset management plan?

	Number of Officers		Number of Officers
Corporate Property	<input type="text" value="1-6"/>	Corporate Policy	<input type="text" value="1-8"/>
Service/Property Department	<input type="text" value="1-12"/>	Service/Policy Dept.	<input type="text" value="1-9"/>
Corporate Finance	<input type="text" value="1-3"/>	Other	<input type="text" value="1-8"/>
Service/Finance Department	<input type="text" value="1-6"/>		

Base: 114 authorities.

40 As accurately as you are able to estimate, how many hours of officer time did your authority spend in developing its Year 1 asset management plan?

Officer Time

Base: 133 authorities.

41 Did your authority use external consultants in the development of its Year 1 asset management plan?

Yes

No

Base: 159 authorities.

42 What role did the external consultants play in the development of the Year 1 asset management plan?

Facilitation of planning	35.1%	Assisting with IT/Data	35.1%
Internal Consultation	18.9%	Performance Measurement	24.3%
External Consultation	29.7%	Other	35.1%
Drafting of the AMP	35.1%		

Base: 18 authorities.

43 What approaches did you use to consult elected members (in addition to discussion in meetings of the full council or committees) and officers within the authority during the development of your Year 1 asset management plan?

	Members	Officers
1) We circulated a consultation paper and sought written feedback during the plan development process	10.9%	25.6%
2) We held corporate consultation events	3.1%	12.6%
3) We held consultation events in each service area	0.3%	14.7%
4) We circulated an early draft of the asset management plan for comments	35.5%	72.5%
5) We circulated the final asset management plan	75.6%	66.4%
6) Other	9.7%	8.9%

Base: 143 authorities.

44 Did you consult with external partners during the process of developing your authority's Year 1 asset management plan?

Yes	29.1%
No	70.9%

Base: 160 authorities.

45 Which external partners did you consult during the process of developing your authority's Year 1 asset management plan?

Local Strategic Partnership	17.0%	Health Authority	26.0%
Property Users or Occupiers	58.0%	Police	11.0%
Community Groups	21.0%	Other local authorities	65.0%
Businesses	12.0%	Government Office	34.0%
Schools	19.0%	Other	20.0%
Universities and Colleges	4.0%		

Base: 53 authorities.

46 Was the external consultation specifically for the purposes of developing the Year 1 asset management plan, or was this part of a wider consultation process?

We carried out a consultation specifically to develop the asset management plan	53.5%
We included consultation on the asset management plan as part of a wider consultation process	46.5%

Base: 52 authorities.

47 What approaches did you use to consult with external partners during the development of your authority's Year 1 asset management plan?

We circulated a consultation paper and sought written feedback during the plan development process	7.2%
We held consultation events	36.1%
We circulated an early draft of the asset management plan for comments	34.0%
We circulated the final asset management plan	39.2%
Other	30.9%

Base: 53 authorities.

48 What approach did you use to identify the authority's priorities set out in the Year 1 asset management plan?

Individual departments/committees developed their own priorities, which were combined to form the corporate priorities	17.3%
Our priorities were developed at a corporate level in order to inform the priorities of individual service areas	48.2%
A common framework for developing property priorities was provided to each service area to follow in preparing its property priorities	8.6%
The central property team developed priorities for each area following consultation with service departments	16.0%
Other	10.0%

Base: 157 authorities.

49 What were the main problems encountered by your authority during the development of its Year 1 asset management plan?

	Very Significant	Significant	Somewhat Significant	Not Significant
1) A culture of property planning at the service level	19.3%	37.6%	22.9%	20.2%
2) Uncertainty over future funding for property expenditure	19.8%	36.2%	26.4%	17.5%
3) Lack of resources linked to the "dry run"	39.4%	35.9%	18.4%	6.4%
4) Lack of expertise within the authority to Undertake corporate asset management planning	7.8%	22.4%	33.1%	36.9%
5) Gaps in the information on property assets held	16.4%	32.6%	31.7%	19.1%
6) Incompatibility of the computer packages holding the asset information	12.3%	30.9%	24.0%	33.0%
7) Other	59.5%	32.4%	8.1%	-

Base: 161 authorities.

50 What impact has the development and introduction of the corporate asset management plan had, thus far, on your authority's approach to the management of its property?

	Agree Strongly	Agree Somewhat	Neither Agree nor Disagree	Disagree Somewhat	Disagree Strongly
1) We now know what assets we possess	31.0%	32.0%	20.0%	4.5%	12.5%
2) We have computerised our property records	12.0%	30.8%	25.8%	15.9%	15.5%
3) We have introduced property performance indicators	16.2%	51.4%	17.6%	10.0%	4.8%
4) We have reduced the amount of surplus property	2.2%	16.9%	44.6%	22.4%	13.9%
5) We have made changes to our Best Value programme	2.7%	20.4%	40.9%	19.3%	16.8%
6) There has been little impact to date	13.1%	19.4%	23.5%	27.7%	16.3%
7) Other	42.5%	57.5%	-	-	-

Base: 160 authorities.

51 Does your authority currently use, or plan to use, local pPIs in addition to those developed centrally by the Department of Transport, Local Government and the Regions?

We currently use local pPIs	<input type="text" value="38.0%"/>
We plan to use local pPIs	<input type="text" value="51.8%"/>
No	<input type="text" value="10.3%"/>

Base: 158 authorities.

52 Does your authority currently have a central asset register and/or property terrier/database?

	Yes	No
1) Asset Register	<input type="text" value="93.0%"/>	<input type="text" value="7.0%"/>
2) Property Terrier/Database	<input type="text" value="97.0%"/>	<input type="text" value="3.0%"/>

Base: 159 authorities.

53 In what format does your authority currently hold its asset register and/or property terrier/database?

	Asset Register	Property Terrier/ Database
Paper based	11.2%	30.8%
Computer based without GIS link	66.5%	27.3%
Computer based with GIS link	19.6%	35.7%
Paper based and computer without GIS	1.5%	1.9%
Paper based and computer with GIS	-	1.5%
Other	1.3%	2.7%
	Base: 149 authorities.	Base: 152 authorities.

54 Has your authority been involved in benchmarking its property management with any external organisations?

Yes

No

Base: 159 authorities.

55 Who do you benchmark your property management against and when did this benchmarking activity start?

Benchmarking Partner

Neighbouring local authorities

Cluster of similar local authorities (e.g. historic cities, core cities etc)

Private sector businesses

Other

Base: 93 authorities.

56 Did the Government Office run any briefing, or other, events on the development of Year 1 asset management plans?

Yes

No

Don't Know

Base: 159 authorities.

57 Did you or any officers from your authority attend any of these briefing events on the development of Year 1 asset management plans?

Yes
 No

Base: 97 authorities.

58 How would you rate the usefulness of the briefing events attended?

	Very Good	Good	Adequate	Poor
1) Content	<input type="text" value="6.4%"/>	<input type="text" value="27.4%"/>	<input type="text" value="45.4%"/>	<input type="text" value="20.9%"/>
2) Format	<input type="text" value="4.5%"/>	<input type="text" value="30.9%"/>	<input type="text" value="46.9%"/>	<input type="text" value="17.7%"/>
3) Timing	<input type="text" value="6.6%"/>	<input type="text" value="25.2%"/>	<input type="text" value="48.9%"/>	<input type="text" value="19.4%"/>

Base: 90 authorities.

59 What were the reasons for your decision not to attend the briefing event(s)?

No appropriate officers were available at the time of the event(s)
 The location of the event was not convenient
 We had sufficient information to prepare our asset management plan
 Other

Base: 10 authorities.

60 Apart from any briefing events, did you receive any advice or guidance from the Government Office on the development of your authority's Year 1 asset management plan?

Yes
 No

Base: 159 authorities.

61 How would you rate the quality of this advice and guidance provided by your Government Office in relation to the development of Year 1 asset management plans?

	Very Good	Good	Adequate	Poor	Don't Know
Written materials and guidance	4.4%	32.0%	52.5%	9.4%	1.7%
Verbal advice and guidance	4.2%	20.3%	36.3%	22.8%	16.5%
Availability and responsiveness	5.0%	24.7%	42.1%	14.2%	14.0%

Base: 95 authorities.

62 Did you have any contact with the Government Office regarding your Year 1 corporate asset management plan between submission of the document and the announcement of the results of the assessment process?

Yes – by telephone, fax, letter or e-mail	35.9%
Yes – in a meeting	6.3%
No	49.8%

Base: 177 authorities.

63 Do you intend to approach, the Government Office for advice and guidance in relation to the development of your asset management plan for Year 2 of the Single Capital Pot?

Yes	76.9%
No	23.1%

Base: 158 authorities.

64 How fully did your authority understand the criteria that the Government Office used to assess the Year 1 asset management plans?

We understood them fully	15.4%
We understood the majority of the criteria	57.9%
We understood more than we did not understand	21.6%
We understood less than we did not understand	5.0%
We did not understand the criteria at all	-

Base: 160 authorities.

65 In addition to the letter setting out the results of the assessment process, has your authority received any feedback, either by letter or in a meeting, on its Year 1 corporate asset management plan from the Government Office?

Yes

No

Base: 160 authorities.

66 How would you rate the quality of the feedback received from the Government Office on the Year 1 corporate asset management plan?

	Very Good	Good	Adequate	Poor	Don't Know
Quality of the feedback	5.0%	27.3%	45.2%	22.6%	-

Base: 120 authorities.