



Meeting **REPORT TO AD HOC SELECT COMMITTEE FOR NCC STRATEGIC  
PROPERTY REVIEW**

Date **Wednesday, 24<sup>th</sup> November 2004**

agenda item number

From: **Jas Hundal, Deputy Director of Environment**

## **STRATEGIC PROPERTY REVIEW – PROPERTY PERFORMANCE MEASURES**

### **Purpose**

1. To propose a Performance Management Framework to Members that seeks to gather a select range of performance and property information. This information can be then used to improve property's contribution to public facing service delivery and inform future investment decisions.

### **Context**

2. The main focus of the Strategic Property Best Value Review has been to consider property management not just as an end in itself but as a way to improve the quality of service our customers receive. The County Council has competing pressures on resources and an increased emphasis is being placed on improving efficiency (particularly in asset management) as a result of the 'Gershon Report' and Government's Efficiency Review. The County Council will therefore have to ensure that any investment in property leads directly to customers receiving a better service. We need therefore to develop tools that enable us to capture and measure the contribution of property on the services received by our customers.
3. The successful development of a Property Performance Management Framework that is capable of measuring both property performance and its' contribution to service delivery would have a number of advantages:
  - It would allow Service Departments to manage their property portfolio more effectively and enable them to focus attention on problem areas
  - Property that is not contributing to service delivery could be more easily identified and then proposed for refurbishment or disposal
  - A baseline could be established for existing property performance challenging targets be set for future improvement
  - Information to inform investment decisions with regard to the Capital Programme
  - It would enable a clear 'business case' for additional investment in property to be established. As this investment could then be justified and demonstrated by improvements in property and service performance

## **Property Performance Management Framework**

4. A workshop involving representatives from all Departments was held on the 13<sup>th</sup> September 2004 tasked with devising property performance measures and linking them to service delivery. At this workshop it was agreed that a pilot scheme should be established within Library Services to build on their existing research and expertise in customer consultation.
5. Library Services, Environment and Corporate Property have been working together to develop a suite of performance indicators for Library Services that measure the contribution of property / facilities to the quality of service delivery. It is considered important that these measures are robust and wide ranging without adding any undue bureaucracy. This framework, if successful can then be adapted by other service areas to assess their property on the same basis.
6. The suite of indicators needs to cover all aspects of service delivery and property condition and can be grouped into the **three discrete areas, as below**. A detailed list of the proposed indicators themselves is included in **Appendix A**.
  - a) **National Performance Indicators** - These indicators are already collected by Library Services and give hard empirical data that allows comparison with Top Performing Authorities and are subject to external verification and publication in the Best Value Performance Plan.
  - b) **Property performance measures** – This information is already collected by Corporate Property and will help to demonstrate the potential revenue savings of capital investment in more efficient property.
  - c) **Service specific qualitative measures** – Library Services already have a great deal of qualitative research and data. This is the information that gives context and meaning to the empirical data. It is the existing and on-going collection of this evidence that that will demonstrate whether investment in property is having a positive (long-term) impact on service delivery.
7. The majority of this information already exists (but in different places) but has not been combined and used in this context previously. It is hoped that the combination of the above three consultation and performance areas will give a broad overall picture of Library Services without adding further bureaucracy.

## **Action Plan**

8. The table on the following page is an Action Plan detailing how this pilot scheme and the Performance Management Framework will be progressed following the conclusion of this Best Value Review.

Task	Timeline	Responsible Officers
Pilot the performance measures for West Bridgford and Worksop Libraries. Establish a 'baseline' position for both Libraries and link future investment to improved performance at both sites	Commencing 01/01/2005	Richard Hanson & Anthony Cook
Develop Performance Management Framework for the whole Library network. This will allow comparison of different Library properties across the network and will inform prioritisation of investment in Library infrastructure	Commencing 01/04/2005	Patrick Robinson & Mark Wright
Learning lessons from the Library Services 'Pilot' develop the Performance Framework for other areas of County Council service delivery.	Commencing 01/01/2006	Jas Hundal & Richard Hanson

### **Recommendation**

9. It is recommended that Members of the Ad Hoc Select Committee note and comment on the issues raised in the report and approve the Pilot scheme proposed for Library Services and properties occupied by Environment Department.

Jas Hundal  
Review Manager  
Deputy Director of Environment