



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

Date **Wednesday, 24th November 2004**

agenda item number

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

**STRATEGIC PROPERTY REVIEW – CONSULTATION WITH PORTFOLIO  
HOLDERS AND SENIOR MANAGEMENT**

**Purpose**

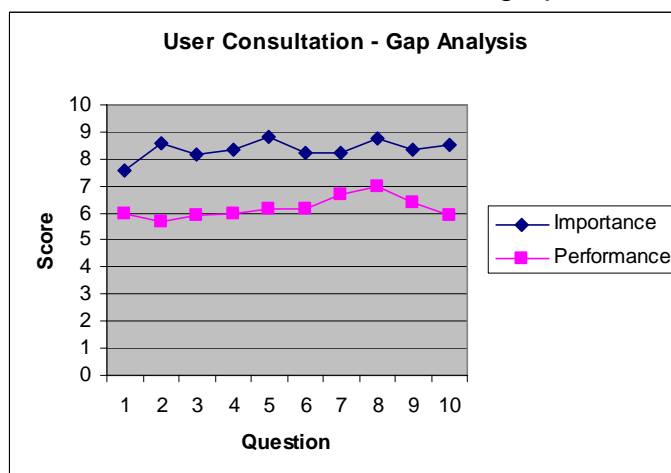
1. To summarise and present the outcomes of the consultation undertaken with Members, Chief Officers and Service Heads as part of the Best Value Review, to the Members of the Select Committee.

**Methodology**

2. A questionnaire was prepared and issued to all Portfolio Holders, Service Heads and Chief Officers. The questions related to the recipients' views of the importance and performance of the key areas of strategic property management work undertaken by Corporate Property. The response rate equates to 50% of questionnaires dispatched.

**Findings**

3. A full table of results is attached to this report in Appendix A.
4. The questionnaire canvassed opinion on each respondents view of:
  - a) How important each specified area of work is to the Council's overall performance
  - b) The level of performance delivered by the division in each area
5. The overall results are summarised in the graph below:



This graph shows the relative average scores awarded for each question in both importance and performance. **Both criteria have been scored on a sliding scale from 0 to 10, with 10 being the highest score and 0 being the lowest.**

#### Data analysis:

	Importance	Performance
Range	1.25	1.33
Overall average score	8.36	6.19
Members' average score	8.7	5.6
Officers' average score	8.19	6.5

6. The narrow range of the return scores suggests there was a consistent response across all of the areas.

The overall average score for importance of **8.36** suggests that the strategic work undertaken by the division is seen as very important to the Authority's performance.

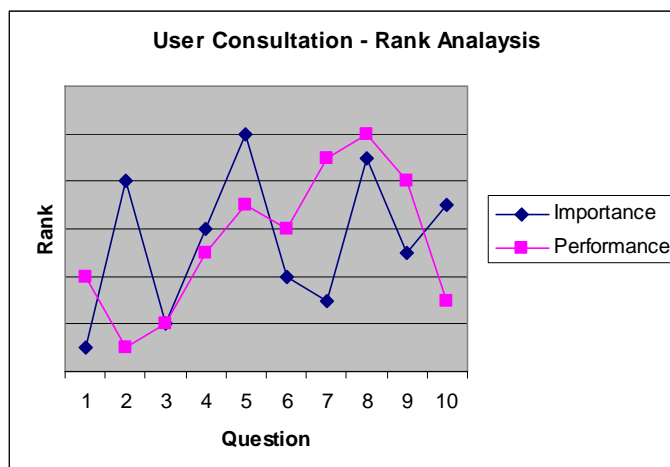
The gap analysis shows that the gap ranges from 1.58 to 2.92 with **performance always scored below importance**. This suggests that there is a need by the Corporate Property service to improve their performance to meet user expectation and thus close the gap between importance and performance.

An important factor to emerge from the consultation is that Portfolio Holders attached a higher level of importance to the property function than the other respondents. In addition to this greater importance, Portfolio Holders responded that the performance of Corporate Property needs to be improved to a greater extent in order to achieve the Council's objective of providing better quality services to the people of Nottinghamshire.

The significant gaps between importance and service performance were:

- Corporate Property policy and strategy reflects corporate goals and priorities (gap 2.92)
- Corporate property policy and strategy addresses issues important to my Portfolio/Service (2.25)
- Corporate Staff work with me/my staff in my organisation as a team (2.67)
- Corporate Property staff provide reliable high quality information, advice and support (2.08)

## Rank Analysis of returns



7. This graph places each response for importance and performance in rank order.

The issue ranked as most important is question 5 whereas in performance terms this issue was marked down to fourth place.

The issue ranked best in terms of Performance was question 8 – “The division has sound management processes” and this was second most important in terms of Importance.

In these terms there are **three areas where performance is ranked significantly below importance**, these being:

- Question 2 – “Property policy reflects corporate goals”
- Question 5 - “Property staff work with me as part of a team”
- Question 10 – “Overall quality of strategic property management is good”

It is therefore vital that Corporate Property addresses the above issues to ensure that their performance improves to reflect the importance placed on these key areas by property users.

## Findings

8. Based on the feedback received through the questionnaires, the **key areas where Corporate Property can work to improve** are:

- Ensuring that the developing property strategy matches the Council’s corporate objectives
- Encouraging closer links between corporate property staff and departmental property representatives
- Improving communication between Corporate Property and property users
- Determining clear definitions of the relative roles and responsibilities for property managers and users

Progress in these areas should ensure that the overall quality of the division’s performance improves.

9. On a related note it is important to stress that the questionnaire was a snapshot of the service in a historical context. Since the questionnaires were issued (May 2004) a number of significant improvements have already been implemented by the Corporate Property service. These improvements provide a stronger link between the needs of individual services and Corporate Property's ability to provide a property solution achieve the desired outcomes.

For example, for the first time all Departments have prepared 5-Year Service Property Plans which have underpinned the formulation of investment proposals which Members will consider as part of the budget process for 2005/06 and onwards.

### **Recommendations**

10. It is recommended that Members of the Ad Hoc Select Committee note and comment on the issues raised in the report and consider the conclusions with regard to their inclusion in the Best Value Review Report and Action Plan.
11. It is recommended that Members of the Ad Hoc Select Committee note the main areas of improvement following on the questionnaire:
- a) All Departments should prepare Five Year Property Plans that contribute towards the County Council's Strategic Plan Priorities
  - b) Corporate Property are developing a performance framework that links the strategic priorities of the Council with the efficiency and effectiveness of the property function to deliver better service outcomes.

Jas Hundal  
Review Manager  
Deputy Director of Environment

**Gap Scores between Importance and Actual Service Performance**

<b>Q1 Gap 1.58</b>	Representation of the Authority
Average service expectancy rating	7.58
Top score	10
Low score	3
Average service receipt rating	6.0
Top score	9
Low score	2

<b>Q2 Gap 2.92</b>	Policy & strategy reflects Corporate goals & priorities
Average service expectancy rating	8.58
Top score	10
Low score	7
Average service receipt rating	5.67
Top score	9
Low score	2

<b>Q3 Gap 2.25</b>	Addressing issues important to Portfolio/Service
Average service expectancy rating	8.17
Top score	10
Low score	6
Average service receipt rating	5.92
Top score	10
Low score	1

<b>Q4 Gap 2.33</b>	Understanding the needs of Portfolio
Average service expectancy rating	8.33
Top score	10
Low score	6
Average service receipt rating	6.0
Top score	9
Low score	2

<b>Q5 Gap 2.67</b>	Team co-operation
Average service expectancy rating	8.83
Top score	10
Low score	7
Average service receipt rating	6.17
Top score	9
Low score	1

<b>Q6 Gap 2.08</b>	Corp Property staff provide high quality info, etc.
Average service expectancy rating	8.25
Top score	10
Low score	6
Average service receipt rating	6.17
Top score	9
Low score	3

<b>Q7 Gap 1.58</b>	Corp Property provide VFM
Average service expectancy rating	8.25
Top score	10
Low score	6
Average service receipt rating	6.67
Top score	9
Low score	2

<b>Q8 Gap 1.75</b>	Management processes are sound & effective
Average service expectancy rating	8.75
Top score	10
Low score	7
Average service receipt rating	7.00
Top score	10
Low score	4

<b>Q9 Gap 1.92</b>	Provision of effective support in the delivery of the Corporate Property Performance Plan
Average service expectancy rating	8.33
Top score	10
Low score	6
Average service receipt rating	6.42
Top score	9
Low score	4

<b>Q10 Gap 1.92</b>	Overall quality of corporate and strategic management is good
Average service expectancy rating	8.50
Top score	1
Low score	7
Average service receipt rating	5.92
Top score	9
Low score	2