



Cambrian Buildings  
Mount Stuart Square  
Cardiff CF10 5FL

Adeiladau Cambrian  
Sgwar Mount Stuart  
Caerdydd CF10 5FL

## **FIN(4) AM 11**

### **Inquiry into Asset Management Survey**

Response from Older Peoples Commissioner

Strategic links and leadership

1. How does asset management fit within the organisation's overall strategy?

**The Commissioner does not have an asset management strategy as we have only the one premise; the lease on the main office building in Cardiff.**

**We have always sought advice from Welsh Government Estates in locating suitable premises, considering value for money and negotiating lease agreements.**

2. Does the organisation have an overall asset management strategy and published plans which support the corporate objectives? **No**

3. How does this strategy link into the capital investment strategy and wider financial planning? **The Commissioner does not have a capital investment strategy.**

4. Who has responsibility for leadership on asset management: **As a Corporation Sole the Commissioner has responsibility for asset management.**

5. At a Cabinet/Board level?

6. At Executive level?

7. At Service level?

8. How are Council/Board Members engaged with property asset management and how regularly does the Council/Board review asset performance? **As a Corporation Sole the Commissioner has responsibility for asset management. There are no Council or Board members.**

9. Is there a dedicated property division or similar? **No**

If so please detail its structure and relationship with other service divisions.

10. Across the organisations (e.g. at Council/Board, Executive and Service level) can you demonstrate that property is utilised as a corporate resource and enabler of service provision? **As a Corporation Sole the Commissioner has responsibility for asset management.**

#### Systems and Processes

11. Can you demonstrate that property maintenance is supported by adequate information systems? **As the Commissioner holds only one asset, required information is not considered complex.**

Are these information systems used to:

- Benchmark performance against that of other bodies; and/or
- Link with other relevant systems (e.g. geographical information systems)

12. How often does the organisation conduct an options appraisal to ensure that the property maintenance backlog is being managed effectively? **This is not applicable as the Commissioner does not have a property maintenance backlog.**

- a. Is there a programme of regular property reviews? If so, what do these consider and how often are they conducted?
- b. Is information on running costs and environmental impact available to the review team?

13. Can you demonstrate that decisions on new capital projects and other planned works are based on a clear business case, including options appraisal and whole-life costing? **This is not applicable as the Commissioner does not have a capital programme.**

14. How does the property division interact with service divisions, what are the arrangements for involvement/support? **This is not applicable to the Commissioner.**

#### Resources and value for money

15. What are the levels of resource available, at corporate level, to review property assets and running costs? Is this adequate? **The Director of Finance and Performance is responsible for reviewing property and running costs.**
16. What information on the property costs of the buildings occupied by services is available to senior management, and how is this utilised by them in considering service delivery? **A monthly budget report is considered by the Commissioner which includes expenditure on property running costs.**

17. Does property maintenance have adequate resources to meet its policy objectives and is sufficient priority given to routine maintenance within the budget process? **Yes and a provision for dilapidations has been included in the annual accounts and is reviewed annually.**
- a. Is funding maintenance linked to the condition of assets? **Yes**
18. Given the current climate of reducing budgets, is there any perception at corporate, or service, level that resources should be diverted directly to front-line services rather than to property management? **As the Commissioner holds only one asset, this is not considered applicable.**
19. Can you provide examples of how the organisation works with partners to achieve economies of scale in asset management? **We have sought advice from Welsh Government Estates on the identification of suitable premises and in renegotiating the lease. This has saved on incurring surveyors fees and resulted in a reduction in rental costs.**
20. Can you please detail the framework in place to continuously review and improve the performance of property management? **The Commissioner reviews running costs annually and seeks advice from Welsh Government Estates when the lease is due for renewal.**
- a. Are there annual performance plans, agreed by Council/Board Members, setting clear targets for improvement?
- b. Does the organisation include this information in public performance reporting?

#### Guidance and good practice

21. What if any, guidance is adhered to in conducting asset management in the organisation? **The Commissioner seeks advice from Welsh Government Estates.**
22. Do you share good practice and lessons learned on asset management with other organisations/professional bodies, and if so, via what mechanisms? **The Director of Finance and Performance attends meetings of the Welsh Government Sponsored Bodies Heads of Finance and uses this as forum to share good practice.**
23. Would a central source of expertise and good practice be beneficial to the Welsh public sector, and if so where should this sit? **The Commissioner already works with Welsh Government Estates.**
- a. Would training in property/asset management be beneficial? **Yes**

24. Would the drive to improve asset management benefit from a repeat of the Wales Audit Office's 2010 report on buildings management? **The Commissioner did not take part in this review.**

If you require any additional information please contact me on the telephone number listed above.

Yours sincerely



**Alison Phillips**  
**Director of Finance and Performance**

**Older People's Commissioner for Wales**

