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To: Audit and Governance Committee

Date: 27th April 2010 **Item No:**

Report of: Head of Corporate Assets

Title of Report: Oxford City Council Asset Management – Follow up Progress Review 09/10

Summary and Recommendations

Purpose of report: To advise Members of the outcome of a recently undertaken follow-up progress review by the Audit Commission in relation to arrangements for Asset Management within the Authority recently undertaken by the Audit Commission. This is a follow-up review following the initial review undertaken in the summer of 2008.

Report Approved by: Mel Barrett, Executive Director of City Regeneration

Finance: Penny Gardner
Legal: Lindsay Cane

Policy Framework: Transform Oxford City Council by improving value for money and service performance.

Recommendation(s): That Audit and Governance Committee is recommended to:

1. Note the contents of this report and the Council's response thereto.
2. Note that any actions arising will be dealt with through the intended refresh of the Council's Strategic Asset Management Plan, that work being overseen through the Corporate Asset Management Group (Board).

Background

1. In the summer of 2008 the Audit Commission undertook a review of Oxford City Council's performance on managing its property assets. The agreed improvement Action Plan is attached as appendix 1 (although marked draft it is the final version that was received by the Council).
2. As part of their 09/10 work programme the Audit Commission, shortly before Christmas 09, undertook a review of that previously undertaken work.
3. A draft report was subsequently received affording the Council the opportunity to comment on its intended contents prior to final publication.
4. In order to inform the undertaking of the review the Audit Commission were supplied with a copy of the "dummy" KLOE 3.2 Self Assessment undertaken in February 2009 as part of the Council's preparations for comprehensive area assessment. A copy is attached at appendix 2. (Members should note that "Asset Management", did not form part of that formal assessment and as such no formal response was received).

Report

5. The draft report submitted by the Audit Commission has now been discussed with them in some detail and further and more detailed information provided. Their final report will not be available until after the deadline for circulation of this report. It will therefore be circulated to Members as soon as possible and a verbal update given at the meeting.

Financial Implications

6. There are no direct financial implications arising out of the contents of this report.

Legal Implications

7. There are no direct Legal implications.

Sustainability/Climate Change Implications

8. There are no direct environmental implications arising out of the contents of this report.

Equalities Implications

9. There are no direct implications arising out of this report.

Risk Implications

10. A risk assessment has been undertaken. It is believed that the principle risk in relation to this matter relates to the availability of resource and capacity to deal with matters arising within required timescales. There are potentially other issues in relation to existing systems and their compatibility

Recommendations

11. Note the contents of this report and the Council's response thereto
12. Note that any actions arising will be dealt with through the intended refresh of the Council's Strategic Asset Management Plan, that work being overseen through the Corporate Asset Management Group (Board).

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Background papers:

Version number: 2

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Asset Management Review Action Plan

Oxford City Council

Audit 2007/08

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Document Control

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Action Plan

Page no.	Recommendation	Priority Low Med High	Responsibility	Agreed	Comments	Date
<i>The Council should continue to strengthen its arrangements to assure that the Council's property assets deliver value for money and enhanced community benefits</i>						
R1	<i>Provide a corporate challenge to the size, form, mix and distribution of the current asset base through the continuation of its programme of property reviews of assets</i>	H	Steve Sprason Keith Jones	Yes	The development of the strategic Asset Management Plan (see R2 below) will include for high level challenge of the portfolio together with two pilot area based reviews. The intention is to establish a rolling programme of area based reviews on a prioritised basis. At the same time the Council is embarking on a strategic review of its markets.	Commence market review September 08. Complete area pilot reviews December 08. Establish rolling programme April 09.
R2	<i>Ensure that the strategic plans for assets fully encompass the aims of the Council, and the long-term business plans of the service departments and those of its partners</i>	H	Steve Sprason Keith Jones	Yes	Work on developing the Strategic Plan for Property and the preparation of a new Asset Management Plan has already commenced. This will fully encompass these requirements.	First draft December 08. Adopted February 09.
R3	<i>Engage with the County Council and other local service providers on long term strategic asset management</i>	M	Steve Sprason Keith Jones	Yes	It is proposed that the work as set out in R1 and R2 above will encompass a mapping of other public sector ownerships in the Oxford City Council administrative boundaries. It would be hoped to incrementally embrace those other public sector providers in the Strategic Asset Management agenda.	Initial engagement September 08. Complete mapping exercise December 08.
R4	<i>Build capacity to manage the</i>	H	Steve Sprason	Yes	The Council has already determined to create a corporate Property & Facilities Management	Phase 1 September 08.

Page no.	Recommendation	Priority Low Med High	Responsibility	Agreed	Comments	Date
	<i>asset base strategically</i>				function. Initially this will draw together property and asset management activities, repairs and maintenance, surveying and engineering activities and certain Facilities Management functions including Cleaning and Caretaking. Phase 2 will encompass a broader review of property and construction related activities within the Authority including proposals to develop Strategic Asset Management capacity.	Phase 2 December 08.
	<i>R5 Involve area committees in strategic asset management</i>	M	Steve Sprason Mel Barrett	Yes	Area Committees already have delegated to them responsibility for the strategic management of Community Centres, Parks, etc. Processes will be put in place to engage with Area Committees in relation to the Council's wider portfolios and in the development of property related policies and procedures.	December 08
	<i>R6 Clarify plans for improving the condition of the property assets</i>	M	Steve Sprason John Bellenger	Yes	The confirmation of the Strategic Asset Management Plan will bring greater clarity to short, medium and long-term investment and disinvestment decisions.	June 09
	<i>R7 Make investment decisions that encompass the costs, risks and benefits over the whole-life of the asset.</i>	M	Strategy & Resources Board	Yes		June 09
<i>The Council should adopt a performance management framework covering the performance of the property assets</i>						
	<i>R8 Continue to expand its knowledge about the fitness for purpose and value for money</i>	M	Steve Sprason	Yes	Proposals are being developed to migrate to the CAPS Uniform property management system that will greatly assist in drawing together existing disparate sources of property	June 09

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	<i>of its assets</i>				data. Suitability surveys will be commissioned and property considerations will be integrated into service planning.	
	<i>R9 Clarify its accountancy approach on the balance between profit and loss on the commercial estate</i>	M	Steve Sprason Sara Woodruff	Yes	A "profit centre" approach will be established in respect of discrete property portfolios eg City Centre Retail, Agricultural etc so as to be able to allocate expenditure, including costs of management against income.	April 09
	<i>R10 Establish a set of performance indicators that measure the contribution property makes to corporate performance, management practices, cost and efficiency</i>	M	Steve Sprason Keith Jones	Yes	The strategic work referred to in R2 above will include high level proposals for the future performance management of the Council's property portfolio. We will immediately be looking to develop key corporate indicators in relation to capital receipts, revenue income etc that will be reported on a regular basis to the Corporate Performance Board.	High level indicators December 08
	<i>R11 Set targets that stretch the Council to improve value for money from its property</i>	M	Steve Sprason	Yes	These will be developed in conjunction with R10 above.	December 08
	<i>R12 expand the benchmarking of the performance of the property portfolio against other service providers</i>	M	Steve Sprason	Yes	The Council has joined the IPF Asset Management Planning Network and will look to develop benchmarking activities through that forum. Additionally, an intention to subscribe to ACES (The Association of Chief Estate Surveyors and Property Managers in the Public Sector) with a view to identifying local networking and benchmarking activities.	June 09
	<i>R13 Use feedback, compliments and complaints information from occupiers and visitors to buildings to identify</i>	M	Steve Sprason	Yes	We will look to develop formal consultation process with internal customers and occupiers of our buildings as part of the delivery of property services, business planning activities and service Asset Management planning.	April 09

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	<i>improvements</i>				This will inform investment and management decisions.	
	<i>R14 Undertake regular monitoring and reporting of performance</i>	M	Steve Sprason	Yes	In addition to the high level reporting to Corporate Performance Board referred to above we will look to develop regular performance reporting to City Executive Board and senior management.	June 09
	<i>R15 Use the scrutiny function to challenge and review the performance of the asset base</i>	M	Steve Sprason	Yes	We will look to build scrutiny challenge into both strategy development and property challenge/review.	April 09

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KLOE 3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

Lead Officer: Steve Sprason

Introduction

The organisation has made significant strides over the last 12 months in treating property as a corporate asset, and also to ensure its integration into the resource mix in terms of both corporate and service planning. A key contextual document is the Audit Commission's findings of a review of Oxford City Council's performance on managing its property assets undertaken in the summer of 2008.

(text to pick up points in LA context KLOE guidance)

Detailed Focus Points from Guidance

Requirement	Statement	Evidence
<p><u>The Organisation has a Strategic Approach to Asset Management based on an Analysis of Need to Deliver Strategic Priorities, Service Needs and Intended Outcomes</u></p> <p>A Getting the Basics Right</p>		
<p>1. The Council has strategic plans for assets that show how it will develop its assets to meet strategic priorities and operational and service need.</p>	<ul style="list-style-type: none"> The Council has commissioned expert external consultancy to produce a new Strategic Asset Management Plan (SAMP), a draft of which is scheduled to be published by 31 March 2009. This will contain as a substantive subset an agreed office accommodation strategy (working draft already published). This has modelled a variety of options (including the potential for a joint office accommodation project with the County Council), and sets a preferred 	<ul style="list-style-type: none"> Strategic Asset Management Plan Office Accommodation Strategy Medium Term Financial Strategy

Requirement	Statement	Evidence
	<p>approach.</p> <ul style="list-style-type: none"> A full review of older peoples' accommodation was carried in 2005 in line with the CLG Strategic Framework - Quality and Choice for Older Peoples Housing. This has resulted in a programme of rationalisation and refurbishment and the disposal of surplus sites. Capital receipts have been used to upgrade and remodel retained premises and to contribute to the Council's Decent Homes Programme. A review of the HRA tower blocks was undertaken in 2007 and work is ongoing to assess the potential for redevelopment of the sites as part of broader regeneration considerations. In the meantime decent homework is being undertaken to comply with the 2010 target. Of the Council's maisonette stock, following review 2 blocks have been demolished in recent years and redeveloped with more traditional housing in partnership with RSL's. Other feasibility work is ongoing. The new SAMP has regard to previously published strategies in respect of Community Centres, the granting of leases and the entering into of self management arrangements on the Council's allotment sites, and review of the agricultural portfolio undertaken by external consultants. Leisure Facilities Transfer will take place on 29 March 2009. This will transfer responsibility for the operation of 7 sites to a not for profit charity (Fusion Leisure) with agreed targets to improve the facilities while making savings for 	<p>Refurbished premises and completed sales.</p> <ul style="list-style-type: none"> Community Centres (report to EB October 06). Agricultural portfolio - Cluttons report. Allotments - leases entered into.

Requirement	Statement	Evidence
	<p>the Council and will ring fence finance to enable this to happen.</p> <ul style="list-style-type: none"> The Council is implementing a policy that will maximise the provision of affordable housing on its own residential redevelopment sites. This includes discounting sale prices where required to achieve this objective. 	<ul style="list-style-type: none"> Strategic Asset Management Plan
<p>2. The Councils financial and other plans support the delivery of the strategic plans for assets either through investment, disposals, transfers and rationalisation or by more efficient asset use. Financial plans show how the financial gap (if any) between the need to invest in assets and the budget available will be filled over the long-term (for example through prudential borrowing, rationalisation of assets, capital receipts etc).</p>	<p>The Council recognises that it does not have sufficient resources to invest in all assets to bring them up to a reasonable standard. The Council has earmarked funding for key areas:</p> <ul style="list-style-type: none"> The Housing Revenue Account will achieve decent standard through a combination of asset rationalisation – ie sheltered housing and disposal of underused, high maintenance properties. The Councils value for money drive to rationalise office accommodation is shown throughout the financial plans. Savings on Northway offices running costs are in the target savings for 2009-10 (at £76K pa) and demolition costs are included in the capital programme. Savings from the Office review of £100k are included in the 2010-11 budget. The Council recognises the backlog of maintenance it carries. A further £500k per annum is diverted into the capital programme to speed up the maintenance work. Part of this 	<p>Medium Term Financial Strategy</p> <p>Council Budget including HRA capital budget, General Fund capital and revenue budgets.</p> <p>Sheltered Housing Strategy</p> <p>Draft Leisure contract</p> <p>Draft Office Accommodation Strategy</p>

Requirement	Statement	Evidence
	<p>will be used to supplement the new Leisure contract that delivers £700k of savings to the Council as well as improving selected Leisure centres. This money will be used for prudential borrowing purposes. The other Leisure centres are covered by plans (that are in the early stage of development) for a rationalisation of existing centres and the development of a new one.</p>	
<p>3. Policies, decision making structures and roles underpin the management of assets as a corporate resource. Responsibilities for assets are clearly designated to functions and roles within the Council. For example, there might be a designated corporate officer with responsibility for Strategic Asset Management activities, and a corporate group providing direction on asset related strategies across the organisation. Members actively engage in policy development for the asset base.</p>	<ul style="list-style-type: none"> • The Council has brought together, with effect from 1 April 2008, previous disparate property, construction and facilities activities to form a corporate Property & Facilities Management function. This is charged with managing the Council's assets (with the exception of day-to-day management of the Housing portfolio) as a corporate resource. The Head of Property is the designated Corporate Property Officer, and the Leader of the Council is the portfolio holder with responsibility for asset and property management. The Property team has been strengthened with new posts agreed at a senior level to support the function. Additional resource has been agreed from the Council's Transformation Fund. • This then sets the importance of Property for the Council. A new City Regeneration Directorate has brought together complimentary property, planning, economic development community housing and development and environmental development activities. The Council has established a senior cross cutting officer asset management group to support the development and delivery of Asset 	<ul style="list-style-type: none"> • Monthly briefings with Leader. • Agreed structure/functionality for Property & Facilities Management. • Meetings of the Strategic Asset Management Group. • Business Case approved November 2006.

Requirement	<u>Statement</u>	<u>Evidence</u>
	<p>Management Strategy on the basis that such matters should not be considered to be solely within the province of property professionals but shared by senior managers to delivery a coherent and co-ordinated overall approach. Regular briefings are given to the Lead Member who is actively engaged in the development of related asset management strategy.</p> <ul style="list-style-type: none"> • There are strong linkages with the Council's broader Transformation Agenda (in terms of the "Offices for the Future" Programme) through engagement with the Head of Business Transformation, the Lead Member for Service Transformation and more formally the Office Accommodation Strategy Transformation Project Board. 	<p>Meetings of the Office Accommodation Strategy Transformation Project Board.</p>
<p>B Performs Well</p>		
<p>4. The Council has an organisation wide approach to managing assets as a corporate resource as opposed to a compartmentalised departmental driven approach. There is a focus on using the asset base to help deliver sustainable social, environmental and economic outturns for local communities.</p>	<ul style="list-style-type: none"> • As described above the Council now has an organisation wide approach to managing its land and property assets as a corporate resource and has put in place appropriate Member, Officer and Governance arrangements that fully support this approach. The Council's Service Transformation Planning process considers Service land and property needs, and this approach to service asset management planning is incrementally being developed. Our current approach ensures that service based decisions are made in the best corporate interests of the Council. • The Council has carried out a review of its community centre provision which has been incorporated into the Strategic Asset 	<p>Service Transformation Plan process.</p> <p>Medium Term Financial Strategy</p> <ul style="list-style-type: none"> • Two community centres accredited. • City Councils Carbon

Requirement	Statement	Evidence
	<p>Management Plan. Subsequently, the Council and its partner Community Associations embarked on the Community Matters VISIBLE process to further validate the social and community benefits of the Centres.</p> <ul style="list-style-type: none"> • Officers from Property work in close liaison with Environmental Development to identify projects and schemes suitable for implementation that will contribute to the Councils aim to reduce CO₂ emissions. The Council is working in partnership with the Carbon Trust to progress this work. • The appointment of departmental ‘carbon champions’ has raised awareness of environment issues, and appropriate training is being provided. 	<p>Management Programme “Getting out House in Order”.</p> <ul style="list-style-type: none"> • Schemes to reduce CO₂ implemented at Leisure Centres and Town Hall. • Staff environmental awareness programme.
<p>5. Asset Management planning is fully integrated with the Council’s corporate service planning with a clear alignment between asset plans and other corporate and service plans. Asset plans consider and take account of the implications for the asset base of medium and longer term service planning and this is co-ordinated across service boundaries.</p>	<ul style="list-style-type: none"> • The Council’s Service Transformation and Asset Planning processes integrate property considerations and this is being further developed on an incremental basis to ensure that the processes remain robust. The Service Transformation Plan for Property & Facilities Management particularly aligns with the Strategic Asset Management Plan and related corporate priorities. • There has been a full review of the office portfolio in the development of the Office Accommodation Strategy which sets out short, medium and long-term proposals. The corporate review of leisure facilities and their management has led to an outsourcing of leisure facility management incorporating a balanced approach between the Council and 	<p>Property & Facilities Management Service Transformation Plan</p> <p>Office Strategy - delivery action plan</p>

Requirement	Statement	Evidence
	<p>contractor for facility improvement and the reduction of maintenance backlogs. The structuring of the City Regeneration Directorate referred to above implicitly means that the Council's land and property assets can be considered in the context of regeneration, economic development and environmental opportunities.</p>	<p>Leisure outsourcing contract with effect 29 March 2009.</p>
<p>6. Strategic asset plans are supported by realistic and robust implementation plans for:</p> <ul style="list-style-type: none"> • Maintaining and utilising current assets. • Reducing current and long-term costs (financial and environmental) of asset use. • Realising the benefits of holding assets, such as making efficiency savings, increased income, delivering wider community outcomes or better customer access to services. • Disposing of or transferring surplus assets; and: • Developing and acquiring assets to meet current and projected needs and demand for services. 	<p>The Council's Strategic Asset Management Plan includes a robust action plan to drive forward the changes and further work required. There are clear plans in place to:</p> <ul style="list-style-type: none"> • Significantly reduce the office footprint, initially by the vacation and demolition of the Northway Centre Offices, and to reduce associated costs. The Office Strategy sets out clear proposals for the improved utilisation of the office portfolio including the introduction of flexible working practices and a more integrated approach to Facilities Management - a corporate landlord approach. • Reducing costs through a more effective corporate approach to the commissioning of repairs and maintenance. • Retendering contractor repairs and maintenance activities. • Working with colleagues and the Carbon Trust to implement schemes to reduce the Councils CO₂ emissions in order to contribute to the target to reduce emissions by 25% by 2010/11 (based on 2005/6 baseline figures) Salix funding is being used to assist in financing 	<p>Demolition Of Northway Centre Offices.</p> <p>CEB Approval 1 April 2009.</p> <p>Salix Funding is being used to implement schemes at Leisure Centres (eg pool covers) and Admin Buildings (energy efficient lighting and voltage optimisers. Carbon</p>

Requirement	Statement	Evidence
	<p>schemes for which individual business cases are prepared.</p> <ul style="list-style-type: none"> • Changes in the management practices for the investment portfolio to either remove external repairing liability from the Council or to enable the recovery of costs associated. • Developing an improved one-stop shop approach to face to face enquiries through the Office Accommodation Strategy. • The continuation of robust review processes to bring forward the identification and disposal of surplus property on a corporate basis. 	<p>Management Team to provide further information. New leasing policy for commercial property. Strategic Asset Management Plan</p> <p>Customer Contact Strategy</p> <p>Strategic Asset Management Plan</p>
<p>The Organisation manages its Asset Base to ensure that Assets are fit for purpose and provide value for money</p>		
<p><u>Value for Money</u></p> <p>A Getting the basics right</p>		
<p>1. There is comprehensive information and accurate data on the asset base which includes, as appropriate, the size, use, value, tenure and an assessment of the fitness for purpose of the asset.</p>	<ul style="list-style-type: none"> • The Council holds comprehensive information on its various portfolios which has been validated through the various review processes involving offices, leisure facilities, community centres, agricultural portfolios etc. The business case to replace the two existing uneconomic and unreliable data management systems and to migrate to the UNIFORM system has been approved and is in the course of implementation. This will see the Council move to a system which is already used in several areas of the Council. This offers an economic solution with no large capital outlay that provides for integrated estates 	<p>Approved Business Case and funding.</p>

Requirement	Statement	Evidence
	<p>management and maintenance data and with other property based applications such as Planning and Building Control.</p>	
<p>2. The Council manages the performance and value for money of assets by challenging, managing, benchmarking and monitoring against targets for improvement. Asset Management performance indicators are used to track performance and there is some evidence of the Council meeting its targets. There is effective Member scrutiny of the performance of the asset portfolio.</p>	<ul style="list-style-type: none"> • The Council is a member of the IPF Asset Management Network and has previously supplied data as part of its benchmarking activities. The Strategic Asset Management Plan and Property & Facilities Management Service Transformation Plan both contain a suite of indicators against which performance of the operational and non-operational portfolios (and service delivery) will be measured. The Council will progressively move towards adoption of the NaPPMI suite of indicators, with a proposal to also of instigating benchmarking activities with neighbouring District Councils. • Work in developing the Office Accommodation Strategy has implicitly challenged the status quo set against targets in the Corporate Plan both for the reduction of the office footprint and CO₂ emissions from Council buildings. Recent leisure outsourcing implicitly (and explicitly) sets targets for the improvement of the facilities and the reduction in maintenance backlog and in service improvement. The transfer of Park & Ride activities delivered significant financial benefits to the authority set in the context of corporately set financial targets, and which will additionally deliver improvement to the physical assets over the life of the agreement. • There are regular briefings to the Lead Member for Property, and regular engagement on strategy development reporting on property 	<p>Strategic Asset Management Plan</p> <p>Property & Facilities Management Service Transformation Plan</p> <p>Corporate Plan</p>

Requirement	Statement	Evidence
<p>3. The Council is narrowing the gap between the current condition of the asset base and an acceptable standard of maintenance with high levels of backlog maintenance being reduced. The property estate is generally well maintained and meets service need. There are only occasional incidents of building component failures that result in interruptions to service delivery, complaints or Health & Safety incidents. Where these do occur they are dealt with promptly.</p>	<p>performance to the Value and Performance Scrutiny Committee.</p> <ul style="list-style-type: none"> The condition of the assets is reviewed as part of the Asset Management Plan and opportunities to enable cost effective improvements to commercial assets are taken when leases are renewed (tenant initiatives). The transfer of the leisure facilities will enable the significant maintenance backlog on these properties to be dealt with in a structured way. A corporate view of the cost/benefit of retaining buildings has resulted in the approved demolition of Northway Centre offices and Cowley Community Centre. There have been no instances of building failure resulting in interruptions to service. Health and Safety issues are always treated with the highest priority. The approved capital programme has allocated £700K/annum for the coming 5 years to directly address maintenance backlog issues. 	<ul style="list-style-type: none"> New leasing policy for commercial property. Capital programme 2009/10.
<p>4. Capital investments supports the delivery of corporate priorities. There is a systematic process in place for appraising competing demands for spending on assets against corporate priorities. Significant investment decisions are evaluated using option appraisal and whole life appraisal techniques. This results in consistent and transparent decision making.</p>	<ul style="list-style-type: none"> The new Capital Strategy approved in 2008/9 clarifies the approval process for capital projects. In addition the Council uses a version of Prince 2 project planning for all projects whether revenue or capital. The strategy scores projects against criteria that includes delivering corporate priorities. The Capital Programme is however running at a minimal level due to the economic downturn and reduction in the levels of capital receipts. The slim line capital programme agreed by Council focuses on funding from revenue contributions 	<p>Capital Strategy (part of MTFS)</p> <p>Project planning documentation</p> <p>Leisure – capital investment spreadsheets (client side)</p> <p>Play Area investment spreadsheet</p>

Requirement	Statement	Evidence
	and prudential borrowing to deliver the corporate plan priorities of new play areas and investment in buildings. Monitoring is through the Council's Programme Boards.	CW vehicle replacement. Programme Board minutes.
B Performs well		
5. The Council challenges whether all its assets are required, fit for purpose and provide value for money to meet current and future needs. The views of service users and communities inform reviews of the asset base. For property assets, there is a comprehensive programme of property reviews on both a geographical basis and on service functions. Underperforming or surplus assets are rationalised or disposed of in ways that deliver best value, ie through an appraisal of the options that strike a balance between cost/income and the delivery of outcomes for local communities.	<ul style="list-style-type: none"> The Council has reviewed the continued use of Northway Centre and Cowley Community Centre and taken the decision to demolish these and make other uses of the sites to better serve the needs of the authority. Disposal will present the opportunity to deliver affordable housing. The Council is developing its strategy for Leisure centre provision which will propose the replacement of poor performing, expensive facilities with a single, modern and fit for purpose facility. 	<ul style="list-style-type: none"> Demolition of Northway Centre and Cowley Centre. Leisure Centre Strategy
6. The Council compares its performance through benchmarking against other similar asset holding organisations on selected industry standard performance measures and uses this to drive performance improvement.	<ul style="list-style-type: none"> The Council is a member of and contributor to the IPF Asset Management Network, and is also a member of the Association of Chief Estate Surveyors and Property Managers in the Public Sector (ACES). The Corporate Plan and P&FMS Service Transformation Plan both contain relevant performance indicators for both operational and non operational property. 	Property & Facilities Management Service Transformation Plan Corporate Plan
7. Through the effective management of its asset base the Council can demonstrate that it is: <ul style="list-style-type: none"> Improving the overall condition of the asset base. Reducing health, safety and security risks from its assets. 	<ul style="list-style-type: none"> The transfer of leisure centres and the leisure strategy will enable the improvement of the existing facilities and the replacement of poor performing centres with a new, fit for purpose facility. The formation of the Property & Facilities 	

Requirement	<u>Statement</u>	<u>Evidence</u>
<ul style="list-style-type: none"> • Upgrading and modernising facilities. • Mitigating environmental impacts from use of assets and providing resilience to its land, buildings and transport infrastructure to the effects of climate change; and: • Protecting architectural and historical heritage where applicable. 	<p>Management Service Area has allowed the previously disparate issues of premises related Health & Safety and security to be brought together to enable strategic development of these functions. Further work on the strategic review of the Property function will further consolidate this work.</p> <ul style="list-style-type: none"> • The office accommodation review is leading to a consolidation of the office portfolio and result in improved/modernised facilities resulting in improved value for money from this area of the portfolio. • We recognise the historical heritage of a number of our listed properties and monuments and work collaboratively with Conservation Officers to protect and enhance these qualities. 	<p>Property & Facilities Management Services Plan</p> <ul style="list-style-type: none"> • A number of awards from Oxford Preservation Trust to recognise conservation enhancement projects.
<p><u>The Organisation works with Partners and Community Groups to Maximise the use of Assets for the Benefit of the Local Community</u></p> <p>A Getting the Basics Right</p>		
<p>1. The Council is starting to develop a strategic approach to working with others, for example, the third sector, local public agencies and community groups, to identify opportunities for shared use of assets, and alternative options for the management and ownership of its assets, to derive better value for money and wider community benefits. There might be examples</p>	<ul style="list-style-type: none"> • The Council has a strong track record of developing innovative solutions to the transfer and/or sharing of assets with the local community, other public sector partners etc. Currently there have been/are a number of discrete projects in existence underpinned by a more strategic approach (described below) in relation to a number of asset categories. 	

Requirement	Statement	Evidence
<p>of joint working on individual building projects however a strategic approach to collaboration is not yet evident.</p>	<p>Individual projects include:</p> <ul style="list-style-type: none"> ▪ The Old Fire Station, George Street - a significant homelessness initiative. ▪ Transfer of land and stadium to Oxford City Football Club to provide improved community facilities. ▪ Transfer of land/green spaces to community groups to provide for community access/site enhancement. • The Council also has an impressive track record of developing partnership arrangements with the University's Colleges to provide for community access to valuable pieces of public open space. 	<p>CEB Report</p> <p>Eg The Hurst, Wolvercote, Cripsey Island</p> <p>Angel & Greyhound (Magdalen) Astons Eyot (Christ Church)</p>
<p>B Performs well</p>		
<p>2. The Council is actively working with partners in developing a long-term strategic approach for all assets used by public bodies across its areas. There are plans aimed at developing opportunities for shared use of assets to provide value for money, single points of access to public services and wider community benefits. The Council is exploring alternative models of sharing, ownership and management of public sector assets with its key partners, including the third sector and voluntary and community groups. A key indicator of progress would be that partnership working extends beyond just working on individual building</p>	<p>Examples of the more strategic approach to collaborative working include the leasing and self management of the Council's allotment sites, the leasing of community centres to community groups with the Council continuing to provide support in terms of operation and repairs and maintenance. A pilot project is currently underway in conjunction with the Development Trusts Association and Community Matters to examine scope to develop/improve two community centres leading to Asset Transfer.</p> <ul style="list-style-type: none"> • More recently effective from 1 October 2008 the Council agreed to transfer the Park & Ride 	<p>Allotment and Community Centre Policies.</p> <p>CLG approved July 08.</p> <p>Completion of Transfer Agreement/Leases.</p>

Requirement	Statement	Evidence
<p>projects.</p>	<p>function to the County Council which has included the leasing of the three Park & Ride sites within the City Council's control. This will lead to cost efficiencies and improvement in the quality of service provided.</p> <ul style="list-style-type: none"> • In 2006 the Council opened its one-stop shop in Templars Square Shopping Centre which has proved to be a huge success. As part of its adopted customer contact and draft office accommodation strategies the Council is now working towards development of an integrated one-stop shop to combine existing facilities at St.Aldate's Chambers and Ramsay House and which will embrace a number of third sector/ voluntary organisations. • As part of the development of the office accommodation strategy the feasibility of, and potential benefits of a joint office accommodation solution with the County Council is being considered. • The Council is actively engaged in the transfer of its community centres to the resident community associations (Asset Transfer Programme) while remaining committed to supporting these groups to ensure their success. 	<p>Templars Square - 14,200 visits pa.</p> <p>Customer Contact Strategy - CEB February 09 and Draft Office Accommodation Strategy</p> <p>Completion of lease agreements.</p>