

Agenda

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Finance Panel (Panel of the Scrutiny Committee)

Date: **Wednesday 21 January 2015**

Time: **5.30 pm**

Place: **Plowman Room - Town Hall**

For any further information please contact:

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As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

Finance Panel (Panel of the Scrutiny Committee)

Membership

Chair	Councillor Craig Simmons
	Councillor James Fry
	Councillor Roy Darke
	Councillor Jean Fooks

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AGENDA

PART ONE **PUBLIC BUSINESS**

Pages

1 APOLOGIES

Quorum for the Panel is 3 Members.

2 DECLARATIONS OF INTEREST

3 CAPITAL PROGRAMME PROCESS REVIEW UPDATE

1 - 32

For the Panel to receive an update on the implementation of the Capital Gateway process.

4 BUDGET REVIEW

For the Panel to consider evidence gathered during its annual Budget Review, and agree recommendation areas.

Report to follow.

5 WORK PROGRAMME

33 - 34

For the Finance Panel to review and note its work programme.

6 FUTURE MEETING DATES

5 February 2015
25 March 2015

7 MATTERS EXEMPT FROM PUBLICATION

If the Committee wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Committee to pass a resolution on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule I2A of the Local Government Act 1972.

The Committee may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART 2
MATTERS EXEMPT FROM PUBLICATION

8 BANKING SERVICES PROVIDER

35 - 38

For the Panel to receive a briefing on the procurement of a new banking services provider.

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

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To: Finance Panel (Panel of the Scrutiny Committee)

Date: 21 January 2015

Report of: Head of Housing and Property and Head of Finance

Title of Report: Capital Programme Management

Summary

Purpose of report: To update the Panel with the progress of improvements to the management of the Council's capital programme.

Key decision No

Executive lead member: Cllr Turner

Report author: Stephen Clarke

Policy Framework: Efficient and Effective Council

Appendices to report

Appendix 1 Capital Gateway process and roles and responsibilities.

Appendix 2 Capital Programme monitoring report P6 14/15.

Background

The Scrutiny Committee Finance Panel on 14/3/14 when looking at the Q3 integrated performance report recommended that the Council should look at the use of frameworks for the procurement of external project management capability to improve the delivery of the capital programme.

This report does not confine itself to the specific recommendation but describes the various actions that have been taken to improve project and programme management across the Council.

Report.

1. The Council continues to have a very ambitious and varied capital programme which also continues to provide challenges for delivery.
2. During 14/15 the Council has embarked on a number of initiatives to ensure we comply with best practice. The key elements are
 - The introduction of a Gateway approval process
 - The strengthening of project and programme management processes
 - The clarification of roles and responsibilities
 - The early engagement of procurement and environmental specialists
 - An alignment with budget setting
 - Training of all key staff
 - The employment of external project management resources where the Council has capability and/or capacity deficiency eg Blackbird Leys pool, sports pavilions, tower blocks, Rosehill community centre and new build housing.
3. Appendix 1 details the Gateway process that has been adopted and describes the respective roles and responsibilities.
4. The new arrangements are already delivering improvement eg
 - Better project and programme budget control allowing for movement between budget heads
 - More accurate project budget setting with the use of feasibility funds at gateway 0
 - Improved management of external project managers eg new pool and tower block refurbishment
 - Learning from projects eg project closure reviews on Town Hall office and WC refurbishment projects and interim review of Rosehill community centre by our external auditors.
5. Appendix 2 is our newly adopted programme management monitor which is updated and reviewed on a monthly basis. It should be noted that this includes works that given their nature are not discrete construction projects as such and are not subject to the full gateway process eg the purchase of new replacement fleet vehicles but are nevertheless tracked as part of this process.
6. Capital programme performance continues to be part of the quarterly performance and financial report to the City Executive Board.

Next steps.

The Panel is asked to note and comment on the report.

Name and contact details of author:-

Name Stephen Clarke
Head of Housing and Property services
City Regeneration
Tel: 01865 252447 e-mail: sclarke@oxford.gov.uk

List of background papers: None

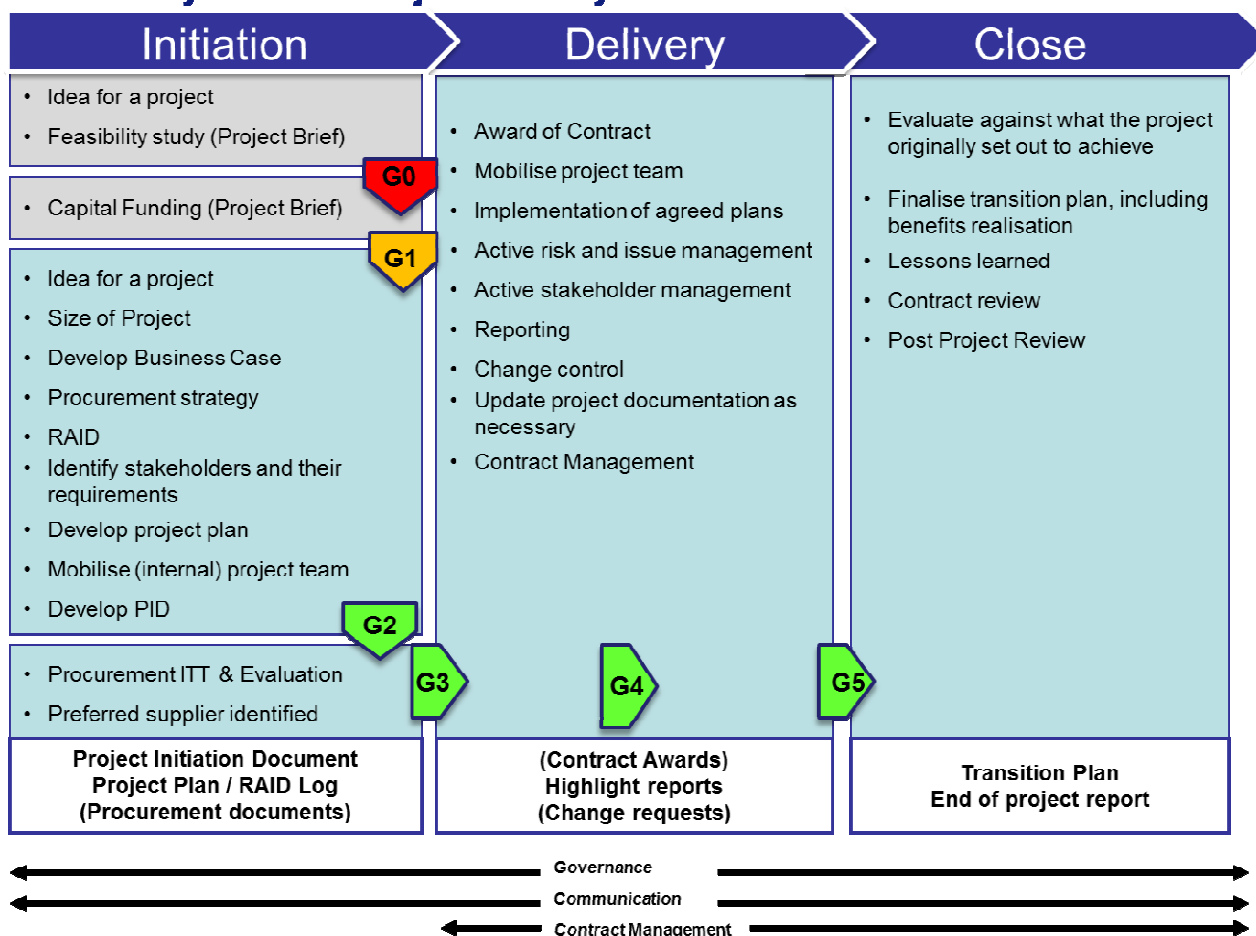
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Corporate Asset Management and Capital Programme

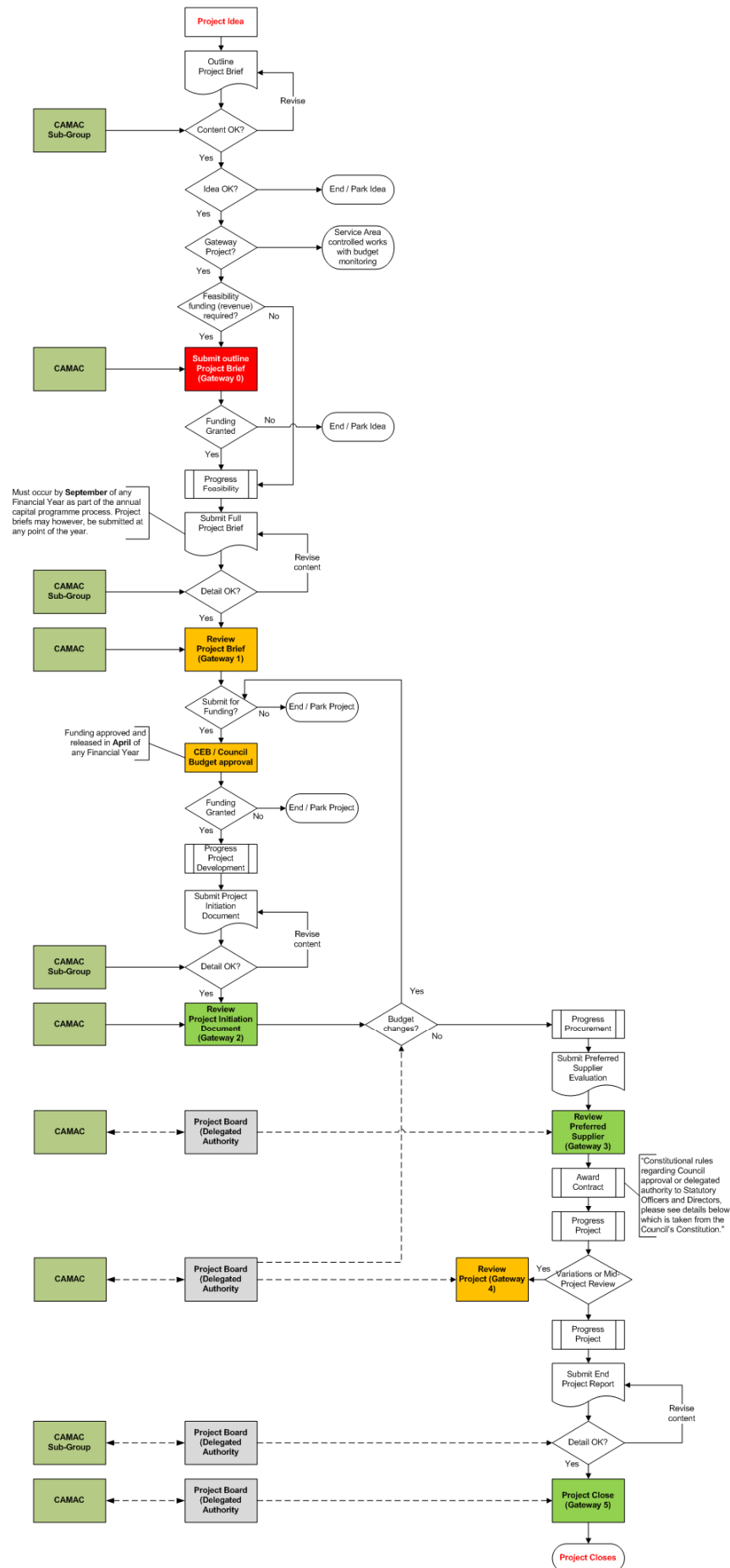
Capital Projects Gateways Process Appendix1

Oxford City Council - Project Delivery Process



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Gateway Process – Capital Projects



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Governance and Assurance Gateways

Capital funding bids and where funding is approved, select projects will pass through a series of governance and assurance gateways. The governance and assurance gateways are designed to ensure that the bids and a project's progress are monitored and assessed through a robust process aligned to the Capital Strategy.

The Gateway process will require specific documentation to be completed and submitted for review and challenge at various stages. As capital funding bids are to be submitted by September of any year, and funding is approved, ready for release during the new Financial Year (beginning April), the documentation requirement will ensure that capital expenditure or capital project details and its associated business case are recorded, in a consistent manner, so that any scheme can continue with all parties understanding the proposed outcomes and costs.

Some schemes will not become 'Gateway projects.' Though the capital expenditure will need to be understood for aspects such as vehicle replacement, or fencing maintenance, these will not be subject to the Gateway Process other than the first stage (Gateway '0' (zero)). These aspects will be managed within Service Areas and be subject to budget monitoring

Once a project has been approved, as well as governance and assurance gateways, monitoring reports will be required, for review by the Corporate Asset Management and Capital (CAMAC) Programme Board.

Governance arrangements for a project are to be proposed to CAMAC, who will revise or ratify the arrangements. Should responsibility for the project be delegated by CAMAC, the delegated authority (typically a Project Board), will be responsible for the completion of any governance and assurance. Monitoring reports, regarding the Capital Bid and Projects will continue to be submitted for review by CAMAC irrespective of whether authority has been delegated or not.

Note: Roles and responsibilities associated with capital projects are described below.

Required Documentation

All activity, where capital funding is required, should be described using a Project Brief template to enable information to be captured in a consistent manner. Capital 'Gateway projects' will be required to complete, as a minimum, four documents (over the course of the project) that will apply at the various stages from concept through to completion. The documents required are:

Note: Template examples of the documentation are provided within the appendices.

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Project Brief	<p>This document enables a Sponsor and project manager to describe the proposed project or scheme in terms of background, objectives, scope, constraints (including risks), cost (including a proposed profile of spend), approach, options and benefits.</p> <p>The document also enables Service Areas to describe maintenance or replacement works that are to be carried out.</p> <p>The information contained will enable CAMAC to determine whether the idea should be progressed (Gateway 0 (zero)) and a funding bid submitted to CEB / Full Council (Gateway 1) as a Gateway Project or to be Service Area managed with budget monitoring.</p> <p>Notes:</p> <ul style="list-style-type: none"> • A Project Brief template should be used where 'match funding' financing is required. Using this template and submitting the information to CAMAC will enable the idea and budget to be considered and approved. Where there are short deadlines for funding, rather than wait for the next Capital Programme Management meeting or full CAMAC Board, an exceptional meeting would be appropriate. • Where a project is managed by an external party, e.g. Oxfordshire County Council, the project should be described using the project brief template. This should incorporate the City Council's financial commitment so that the idea and budget can be considered and approved. A City Council Lead Officer should be appointed, so that the project may be tracked in terms of progress and expenditure.
Project Initiation Document (PID)	<p>Where the Funding Bid has been approved by CEB / Full Council (Gateway 1), CAMAC will request that the project be fully planned and documented.</p> <p>The starting point for the completion of the Project Initiation Document (PID) will be to copy the information from the Project Brief.</p> <p>A PID will be required for projects whose cost is in excess of £100,000</p> <p>The PID requires significant effort and planned activity to collect and prepare all of the required detail.</p> <p>Note: Once work begins on the PID, the Project Brief may be discarded.</p> <p>The information contained will enable CAMAC (or a delegated authority) to determine whether the project should continue and along with any procurement activity, whether preferred resource or suppliers may be contracted (Gateways 2 and 3 respectively).</p> <p>The CAMAC, or the delegated authority will ratify any project tolerance and contingency that has been proposed. Tolerance and contingency should be considered in terms of Cost, Time, and Quality and this should be linked to the risk register for the project</p> <p>Once the PID has been agreed, the scope of the project and its deliverables are fixed. Any changes to this would be addressed through agreed tolerances, or where significant, through requests for</p>

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	change to CAMAC (Gateway 4).
Project Monitoring Tool	<p>This tool enables the project manager to indicate the progress and status of a project through responding to a small number of questions.</p> <p>The tool presents a status and enables the capture of comments, actions and owners.</p> <p>This tool will remain 'live' for the duration of the project and should be completed as each stage progresses. The monitoring tool is stored on a central network drive and the Project Manager will update the details on a monthly basis. Finance will collate the information provided and will update the Capital Programme Report that is reviewed by the CAMAC.</p> <p>Note: Where ICT projects are capitally funded, these projects should also be reported to CAMAC through the use of the Monitoring Tool, even though it would be the Organisational Development and Corporate Efficiency Programme Board which is responsible for the project's delivery</p>
Project Closure Statement	<p>Where CAMAC or the delegated authority has agreed that the project has been completed, the project manager will complete a Project Closure Statement.</p> <p>The starting point for the Project Closure Statement is the PID. The report enables the assessment of the project in terms of products or services delivered, benefits, outstanding risks and lessons learned.</p> <p>The detail required within the report will be proportionate to the size and complexity of the project.</p>

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Governance and Assurance Gateways – requirement and timing

Capital funding bids and subsequent Gateway Projects will be governed through a series of six Gateways; numbered zero through five.

Gateways ‘zero and one’ relate to funding Bids that are to be submitted by September of any year.

Gateways ‘two through five’ relate to CEB / Full Council approved projects and their subsequent progress following the release of capital from April of any year.

The purpose and documentation requirements for each gateway are:

Gateway Zero	<p>Purpose</p> <ul style="list-style-type: none"> • A Sponsor and a project manager wish to propose a project /scheme. This project/scheme may need to carry out surveys, a feasibility study or an options appraisal, in order to establish the viability of a capital funded project, and are seeking revenue funds in order to progress. • A Service Area requires a capital expenditure programme of works e.g. vehicle replacement, or fencing maintenance • Gateway 0 (zero) enables CAMAC to make a determination on whether the scheme is appropriate and aligned to the Capital Strategy, and also whether feasibility funding is to be granted. • The result of this stage will be: <ul style="list-style-type: none"> ○ Gateway Project - subject to Full Gateway process ○ Not a Gateway Project - Service managed works are reviewed through budget monitoring • <p>Documentation required</p> <ul style="list-style-type: none"> • An project brief should be completed, outlining the project idea or expenditure programme
Gateway One	<p>Purpose</p> <ul style="list-style-type: none"> • CAMAC have approved the scheme as a Gateway Project at Gateway 0 (zero). • A Sponsor and a project manager are seeking internal approval to formally request the required funding via CEB / Full Council <p>Documentation required</p> <ul style="list-style-type: none"> • A fully completed project brief, describing the project
CEB / Full Council determine whether funding is to be granted and committed	
Gateway 2	<p>Purpose</p> <ul style="list-style-type: none"> • CEB / Full Council have approved the required funding for the project/.scheme • To review requests to formally begin the project to planned timescales and to authorise the commencement of procurement activity based on an approved procurement strategy. <p>Note: No tender process will commence unless the specification is affordable within the budget that has been approved. For example, the specification indicates a cost of £1.5 million, however the budget provision is</p>

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	<p>set at £1.3 million</p> <p>Additionally, the tender process will not commence until the Internal Project Manager has checked and approved the design specification.</p> <ul style="list-style-type: none"> To fully understand the cost of the project including requesting additional budgetary provision from CAMAC (via report to CEB / Full Council) To ensure that all internal resource requirements are captured and recorded within the PID. This would include resource from Procurement, Legal and Finance. <p>Notes:</p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> Value engineered to achieve the approved budget figure Can money be vired from another part of the Capital Programme to cover the shortfall? Does the scheme need to go back to CEB / Full Council to request the additional funding? Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing. <p>Documentation required</p> <ul style="list-style-type: none"> A fully completed Project Initiation Document
Gateway 3	<p>Purpose</p> <ul style="list-style-type: none"> CAMAC have approved the project/scheme at Gateway 2 To evaluate tender responses and approve recommendations to proceed with a preferred supplier or suppliers To fully understand the cost of the project including requesting additional budgetary provision from CAMAC (via report to CEB / Full Council) <p>Notes:</p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> Value engineered to achieve the approved budget figure Can money be vired from another part of the Capital Programme to cover the shortfall? Does the scheme need to go back to CEB / Full Council to request the additional funding? Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing. <p>Documentation required</p> <ul style="list-style-type: none"> A revised and fully updated Project Initiation Document Procurement Strategy template (completed with Procurement) Preferred supplier tender evaluation report/s
Gateway 4	<p>Purpose</p> <ul style="list-style-type: none"> CAMAC have approved the project/scheme at Gateway 3 and any contract award has been approved following the rules set out in the Constitution. Project Boards (as delegated authorities) will manage the day-to-day delivery of the project/scheme and any tolerances/contingency Should there be exceptional changes (outside of agreed

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	<p>tolerances/contingency relating to costs, viability, quality and timescales established by the appropriate authority and ratified by CAMAC) then the project should submit Change Request documentation to the Capital Programme Management group. This will trigger a Gateway 4.</p> <ul style="list-style-type: none"> • CAMAC may wish to request a Gateway 4 as an external pair of eyes <p>Notes:</p> <p>Where the costs of the project change, the options to address this are:</p> <ul style="list-style-type: none"> ○ Value engineered to achieve the approved budget figure ○ Can money be vired from another part of the Capital Programme to cover the shortfall? ○ Does the scheme need to go back to CEB / Full Council to request the additional funding? ○ Where these options are not appropriate, Full CAMAC may determine to stop the project from continuing. <p>Documentation required</p> <ul style="list-style-type: none"> • The agreed Project Initiation Document • Change Request documentation • Monitoring tool to assess current progress
Gateway 5	<p>Purpose</p> <ul style="list-style-type: none"> • CAMAC have approved the project/scheme at Gateway 3 • Project Boards (as delegated authorities) are requesting formal closure of the project/scheme • To review the completed project and to assess its successes and any lessons learned. <p>Documentation required</p> <ul style="list-style-type: none"> • A Project Closure Statement • Monitoring tool to assess current progress

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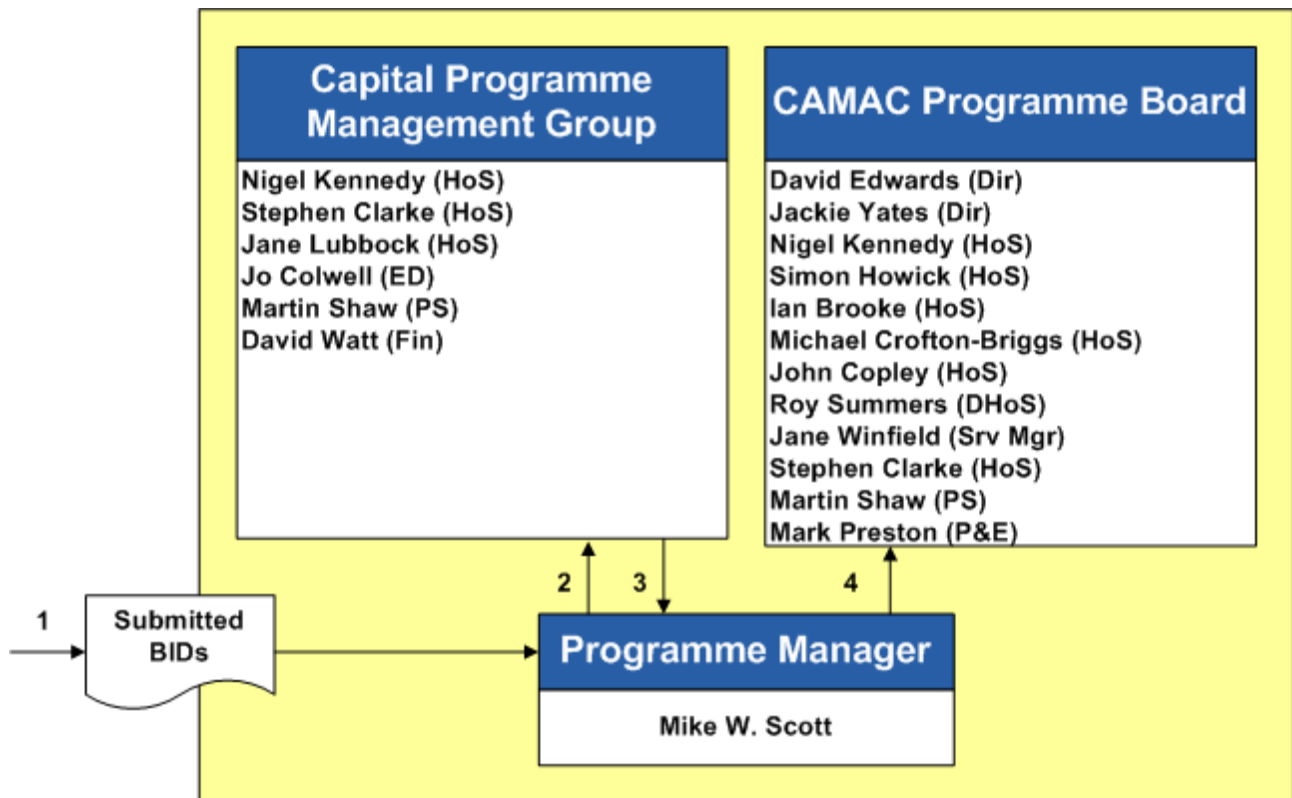
Appendices

Project brief (template)	 Project Brief Template 2014-15.doc
Project initiation document (template)	 Project Initiation Document 2014-15.doc
Project governance / project monitoring tool	 Capital Project Monitoring Form.xlsx
Project Closure Statement (template)	 Project Closure Statement 2014-15.doc

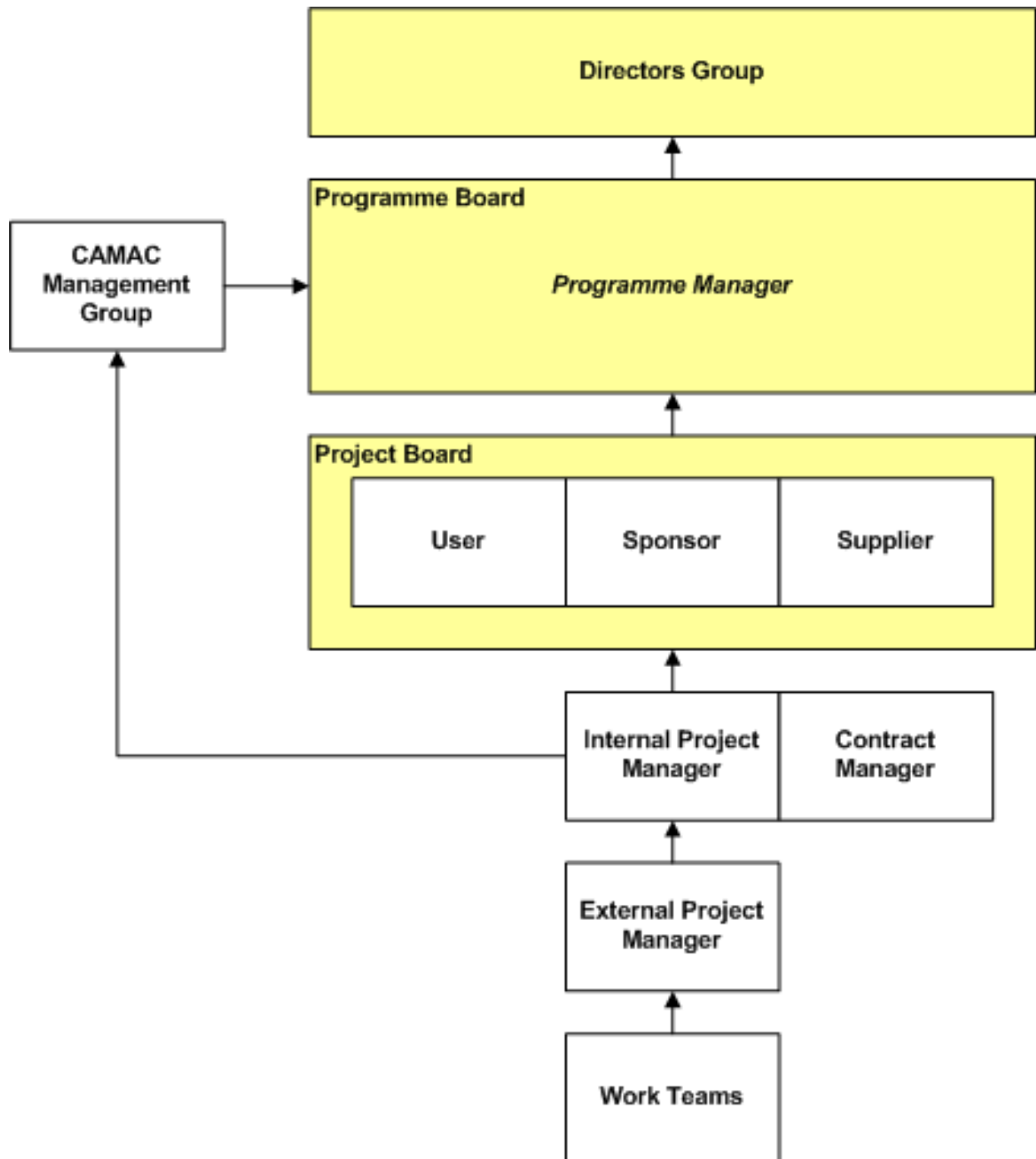
Corporate Asset Management and Capital Programme

Capital Projects process and governance

Structure, Definition of Roles and Responsibilities



Corporate Asset Management and Capital Programme Overall Structure



Note: two Project Management configurations are described as follows:

- Management Structure 1 : Internal Project Manager appointed
- Management Structure 2 : External Project Manager appointed

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Structure, Definition of Roles and Responsibilities

Roles and Responsibilities	
Directors Group)	<p>The Group which are accountable for the successful delivery of the Corporate Programmes and who have control over the resources allocated to it.</p> <p>Provides support, advice and dispute resolution.</p> <p>Appoints a Senior Responsible Officer to the Programme Board.</p> <p>The Chief Executive chairs the Directors Group</p>
Programme Sponsor	<p>The person, appointed by Directors Group, who is accountable for the successful delivery of a programme, who has control over the resources allocated to it, and to whom the programme manager reports progress and escalates issues for resolution.</p> <p>The programme sponsor chairs the programme board</p>
Programme Board	<p>A group that monitors and manages the progress of a programme and are responsible for delivering the programme outcomes and benefits.</p>
CAMAC Programme Board	<p>A group that monitors and manages the progress of a programme and are responsible for delivering the programme outcomes and benefits.</p> <p>The Terms of Reference for CAMAC are:</p> <p>To Review Policy and Strategy in respect of:</p> <ul style="list-style-type: none"> • Asset Management Plan • Capital Strategy • Investment Property Strategy • Health & Safety • To manage the implementation of annual capital programme.
Capital Programme Management Group	<p>This group will review all submissions where capital funding is required. These submissions may relate to:</p> <ul style="list-style-type: none"> • A Sponsor and a project manager wish to propose a project /scheme. • A Sponsor and a project manager wish to propose a project /scheme and this project/scheme may need to carry out surveys, a feasibility study or an options appraisal, in order to establish the viability of a capital funded project, and are seeking revenue funds in order to progress. • A Service Area requires a capital expenditure programme of works e.g. vehicle replacement, or fencing maintenance <p>The group will collate, advise on, prioritise, prepare determine whether the scheme is appropriate and aligned to the Capital Strategy, and also whether feasibility funding is to be granted. The group will submit the capital bids, to the CAMAC for approval.</p> <p>The initial outputs of this group will be to determine:</p> <ul style="list-style-type: none"> • Gateway Project - subject to Full Gateway process • Not a Gateway Project - Service managed works an reviewed through budget monitoring • Not a viable scheme

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	<p>Where funding has been approved, this group will ensure that No tender process will commence unless the specification is affordable within the budget that has been approved. For example, the specification indicates a cost of £1.5 million, however the budget provision is set at £1.3 million</p> <p>Additionally, the tender process will not commence until the Internal Project Manager has checked and approved the design specification.</p> <p>Part of this arrangement will also be the monitoring of current capital schemes and reporting to the CAMAC on an exception basis and receiving advice and guidance where required.</p> <p>Where disputes on project arrangements are identified, this group will facilitate their resolution through escalation to the CAMAC and to the Senior Responsible Officers Group.</p>
Programme Manager	<p>The person with responsibility for ensuring the delivery of the programme on a day to day basis.</p> <p>The programme manager will receive the capital funding bid papers and will submit them to the programme sub-group for review.</p> <p>Receives an aggregated monitoring report (project status information collected from project managers) via Finance for review and discussion by the CAMAC.</p>

Project Board	<p>A temporary, flexible organisation created to co-ordinate, direct and oversee the completion of a project against the agreed business case.</p> <p>This governance group is responsible for providing the project sponsor with support, advice and technical input.</p> <p>Approves the appointment and defines the objectives and the responsibilities of the Project Manager.</p> <p>Works within tolerances set by the programme board for ensuring the project is on track to deliver agreed outcomes in the agreed Project Initiation Document (PID)</p> <p>Monitoring project progress and assists the project manager with problem resolution, whilst also providing guidance on the direction of the project.</p> <p>Carries out gateway reviews where this responsibility has been delegated by the programme board.</p> <p>The project board consists of three roles:</p> <ul style="list-style-type: none"> • Project Sponsor • Senior user • Senior supplier <p>Note: Project Sponsor and Senior User may be the same person for smaller projects.</p>
Project Sponsor	<p>The senior person with a relevant interest in the project benefits.</p> <p>This person is the owner of the business case, and is accountable for the delivery of the project in line with the agreed business case.</p> <p>This person is able to allocate resources, approve scope changes and</p>

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	<p>provide high-level direction.</p> <p>This person chairs the project board and would typically sit on the programme board.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Oversees the development of the Project Brief and the Business Case • Ensures that there is a coherent project organisation and a logical set of plans • Monitors and reviews the project against the business case. • Ensures risks are being monitored and mitigated as effectively as possible • Approves the project Closure Statement and that outstanding risks and issues are documented and passed on to the appropriate resource. • Ensures that project benefits have been realised <p>For Gateway 0 (zero)</p> <p>Works with a project manager to develop the outline brief for consideration by CAMAC and aligned to the Capital Strategy.</p> <p>Seeks funding for any feasibility study.</p> <p>Nominates an officer to take forward the idea which may or may not include carrying out some discrete procurement to deliver feasibility studies.</p> <p>Following Gateway 1</p> <p>The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of timeline, budget and business outcomes.</p> <p>The Sponsor must approve to the procurement strategy before it is submitted to CAMAC for approval.</p> <p>The Sponsor needs to ensure the project manager follows the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>Following Gateway 2</p> <p>The Sponsor is Accountable for the sign-off of the final tender specification before release to market.</p> <p>Informed of the outcome of the tender evaluation via a formal report</p>
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	<p>Depending on the contract value and CEB Delegated Authority given, the appropriate Director will give approval to award the contract in accordance with the tender evaluation report.</p> <p>Responsible for agreeing the Contract Manager.</p> <p>Following Gateway 3</p> <p>Responsible for reviewing and agreeing the final draft contract before it is given to Legal for signing</p> <p>Accountable for the delivery of the project in accordance with the agreed PID and awarded contract.</p> <p>Informed of project delivery progress at each project board and changes managed through the Gateway process.</p> <p>Note: Project Sponsor and Senior User may be the same person for smaller projects.</p>
Senior User	<p>This person represents the interests of all those for whom the project will achieve an objective or who will use the outcome of the project to deliver benefits.</p> <p>This person is responsible for ensuring project requirements are fully and accurately specified in the business case and for monitoring the quality of the outcomes.</p> <p>so that they meet the needs of the organisation in terms of quality and use</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Ensures that the desired outcome is specified • Promotes and maintains focus on the desired outcome • Resolves user requirement and priority conflicts • Advise user management on matters concerning the project • Ensure that user requirements are accurate and unambiguous • Risks to users are monitored
Senior Supplier	<p>This role (may be an individual or a variety of individuals over the course of a project) on the project board provides knowledge and experience of the main areas involved in producing the project's deliverables, such as of those who will design, develop or procure the project's products.</p> <p>This role will represent the suppliers' interests within the project and has the authority to commit or acquire supplier resources in support of the design, development, facilitation, procurement and implementation of the project deliverables.</p> <p>During the early phases of the project process, Procurement, Legal and Finance will occupy this position – see relevant sections below.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Agree objectives for supplier activity • Promotes and maintains focus on the desired outcome • Ensures supplier resources are made available • Resolves supplier requirement and priority conflicts • Advise non-technical management on supplier aspects of the

Corporate Asset Management and Capital Programme

	<p>project</p> <ul style="list-style-type: none"> • Ensure that supplier and operating standards defined for the project are met • Risks regarding production are monitored
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Management Structure 1 : Internal Project Manager appointed

Internal Project Manager	<p>Appointed by the project sponsor to plan and deliver the project on a day-to-day basis on behalf of the project board within the tolerances allowed by the board.</p> <p>Responsible for producing the required deliverables that will support the business case, to the required standard of quality and within the constraints of time and cost.</p> <p>The project manager must have the necessary skills and experience to undertake this role.</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Directs the project team • Plans and monitors progress of the project • Manages the project risks and issues • Prepares revised plans and documentation through a change control process and presents them to the Project Board • Agree the technical and quality requirements of the project with the project board • Prepares the Project Closure Statement including lessons learned and presents it to the Project Board <p>For Gateway 0 (zero)</p> <p>Works with a project sponsor to develop the outline brief for consideration by CAMAC.</p> <p>Following Gateway 1</p> <p>The Project Manager is Responsible for the production of the Procurement strategy.</p> <p>This is to be produced with input from Procurement, Legal and Finance.</p> <p>The Sponsor is to be consulted to ensure that the strategy meets the requirements of the project in terms of budget, timeline and business outcome.</p> <p>The Internal Project Manager submits the completed strategy to CAMAC for approval</p> <p>Notes:</p> <p>Work with the Sponsor to ensure the project follows the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i>
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- *Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work*
- *Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel*

Following Gateway 2

Responsible for ensuring the procurement strategy is signed-off.

Responsible for arranging for the technical specification to be developed to the timeline agreed in the Procurement Strategy.

The Internal Project Manager is responsible for consulting with other technical staff and preparing the technical specification and providing to Procurement to finalise the full tender documentation.

Responsible for signing-off the completed Technical Specification to ensure it meets the Councils requirements, fit for purpose and provides value for money.

Responsible for submitting the final tender documentation for approval by the Sponsor

Responsible for the coordination of answers to all clarification questions and for approving the tender clarification responses

Responsible for undertaking the tender evaluation as a panel member (subject to Council agreement)

Responsible for the production of the technical elements of the tender evaluation report and submitting it to Procurement.

Responsible for ensuring that the requirements proposed in the final technical solution are fit for purpose and within the project budget.

Submits the evaluation report to the Project Board and to the officer with delegated authority to award the contract.

The Internal Project Manager at this point may become the Contract Manager for the project. This assignment needs to be agreed by Sponsor

Following Gateway 3

Responsible for ensuring that the monitoring arrangements of performance and KPIs are in place.

Receives and reviews contract performance data and reports

Responsible for the day-to-day delivery of the project against agreed plans.

Responsible for ensuring that the project is being delivered in accordance with the contract.

Responsible for producing highlight reporting to the project board and

Responsible for producing the monitoring report for the CAMAC.

Responsible for managing the relationship with external suppliers where relevant, clearly setting out the roles, responsibilities and standards

Corporate Asset Management and Capital Programme

	<p>Monitors performance (e.g. compliance with conditions, KPIs and milestones) and manages the associated risks</p> <p>Ensures that effective communication is maintained between all parties and monitoring conflicts of interest and facilitates their resolution</p> <p>Managing operational changes or variations to the contract and ensures contract documentation is regularly checked, e.g. insurance certificates</p> <p>Working with Procurement to ensure that the contract remains competitive in the current market, and that it continues to demonstrate value for money to the Council</p> <p>Responsible for submitting requests for change beyond agreed project tolerances.</p> <p>Responsible for ensuring the appropriate reporting is passed to CAMAC for review.</p>
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Corporate Asset Management and Capital Programme

Management Structure 2 : External Project Manager appointed

<p>Internal Project Manager</p> <p>[May also be the Contract Manager]</p>	<p>Where insufficient capacity or skill is available within the Council, the Project Sponsor may choose to appoint an 'external' project manager to plan and deliver the project on a day-to-day basis.</p> <p>The Internal Project Manager will act on behalf of the project board and will advise on constraints laid down by the board. The role will act within an assurance capacity.</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Directs the External Project Manager where one has been appointed • Ensures the External Project Manager understands the Council requirements regarding Project and Programme controls, including Gateways. • Monitors progress of the project against agreed plans • Monitors the project risks and issues on behalf of the Council • Agrees revised plans and documentation through a change control process and presents them to the Project Board • Agrees the technical and quality requirements of the project with the project manager and presents them to the project board • Approves the Project Closure Statement including lessons learned and presents it to the project board <p>Following Gateway 1</p> <p>The Internal Project Manager is accountable for ensuring that the Procurement strategy is produced.</p> <p>Notes:</p> <p>Work with the External Project Manager (and Lead Contractor) to ensure they follow the terms of the Framework for Commercial Contracts to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>This is to be produced with input from the Project Manager, Procurement, Legal and Finance.</p> <p>The Internal Project Manager is responsible for submitting the strategy to CAMAC for approval.</p>
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Corporate Asset Management and Capital Programme

	<p>Following Gateway 2</p> <p>Responsible for ensuring the Project Manager presents the procurement strategy to the Board.</p> <p>Responsible for ensuring the procurement strategy is signed-off.</p> <p>Responsible for signing-off the completed Technical Specification to ensure it meets the Councils requirements, fit for purpose and provides value for money.</p> <p>The Internal Project Manager is responsible for submitting the final tender documentation for approval by the Sponsor if an external Project Manager is in post.</p> <p>Responsible for approving the tender clarification responses.</p> <p>Responsible for undertaking the tender evaluation as a panel member.</p> <p>Responsible for ensuring that the requirements proposed in the final technical solution are fit for purpose and within the project budget.</p> <p>Submits the evaluation report to the Project Board and to the officer with delegated authority to award the contract.</p> <p>The Internal Project Manager at this point may become the Contract Manager for the project.</p> <p>This assignment needs to be agreed by Sponsor</p> <p>Following Gateway 3</p> <p>Consulted on the arrangements of contract monitoring of performance and KPIs.</p> <p>Receives and reviews contract performance data and reports</p> <p>Responsible for ensuring that the Project Manager is delivering the project in accordance with the contract.</p> <p>Responsible for ensuring the appropriate reporting is passed to CAMAC for review.</p>
<p>Contract Manager</p> <p>[May also be the Internal Project Manager]</p>	<p>Responsible for managing the relationship with external suppliers where relevant, clearly setting out the roles, responsibilities and standards</p> <p>Monitors performance (e.g. compliance with conditions, KPIs and milestones) and manages the associated risks</p> <p>Ensures that effective communication is maintained between all parties and monitoring conflicts of interest and facilitates their resolution</p> <p>Managing operational changes or variations to the contract and ensures contract documentation is regularly checked, e.g. insurance certificates</p> <p>Working with Procurement to ensure that the contract remains competitive in the current market, and that it continues to demonstrate value for money to the Council</p> <p>Works closely with an External Project Manager or may also be the Project Manager where no external appointment is made.</p>

Corporate Asset Management and Capital Programme

External Project Manager	<p>Appointed by the project sponsor to plan and deliver the project on a day-to-day basis on behalf of the project board within the tolerances allowed by the board.</p> <p>Responsible for producing the required deliverables that will support the business case, to the required standard of quality and within the constraints of time and cost.</p> <p>The project manager must have the necessary skills and experience to undertake this role.</p> <p>Reports on progress via timed highlight reports submitted to the project board via the programme manager.</p> <p>Specific Responsibilities</p> <ul style="list-style-type: none"> • Directs the project team • Plans and monitors progress of the project • Manages the project risks and issues • Prepares revised plans and documentation through a change control process • Agree the technical and quality requirements of the project with the project board • Prepares the Project Closure Statement including lessons learned <p>For Gateway 0 (zero)</p> <p>Works with a project sponsor to develop the outline brief for consideration by CAMAC.</p> <p>Following Gateway 1</p> <p>The Project Manager is Responsible for the production of the Procurement strategy.</p> <p>Notes:</p> <p>Work with the Internal Project Manager (and Lead Contractor) to ensure the terms of the Framework for Commercial Contracts are followed to ensure:</p> <ul style="list-style-type: none"> • <i>Lead Contractors develop a relationship with Oxford Direct Services (ODS)</i> • <i>Where there is work that can be separated from the main contract e.g. Landscaping, Highways, ODS are contacted to discuss their ability to carry out the works</i> • <i>Where there are suitable, discrete work packages, the Lead Contractor meets with ODS to discuss options for them tendering for the work</i> • <i>Where the project is not suitable for ODS, that consideration is given to ODS' expertise and in becoming part of the tender evaluation panel</i> <p>This is to be produced with input from Procurement, Legal, Finance and the Internal Project Manager.</p> <p>The Sponsor is to be consulted to ensure that the procurement strategy meets the requirements of the project in terms of budget, timeline and business outcome.</p>
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Corporate Asset Management and Capital Programme

	<p>The Project Manager submits the completed procurement strategy to the Internal Project Manager who will submit the strategy to CAMAC for approval</p> <p>Following Gateway 2</p> <p>Responsible for arranging for the technical specification to be developed to the timeline agreed in the Procurement Strategy.</p> <p>The Project Manager is responsible for consulting with other technical staff and preparing the technical specification and providing to Procurement to finalise the full tender documentation.</p> <p>Responsible for the coordination of answers to all clarification questions.</p> <p>Responsible for undertaking the tender evaluation as a panel member (subject to Council agreement)</p> <p>Responsible for the production of the technical elements of the tender evaluation report and submitting it to Procurement.</p> <p>Following Gateway 3</p> <p>Responsible for ensuring that the monitoring arrangements of performance and KPIs are in place.</p> <p>Responsible for producing highlight reporting to the project board and inclusion in the monitoring report for CAMAC.</p> <p>Responsible for the day-to-day delivery of the project against agreed plans.</p> <p>Responsible for submitting requests for change beyond agreed project tolerances.</p>
Procurement	<p>Following Gateway 1</p> <p>Procurement is responsible for developing the strategy with key input from project stakeholders and ensuring that it contains all elements required by the strategy and that it meets the Councils Corporate Objectives and Constitution.</p> <p>Procurement must approve the strategy before the Internal Project Manager submits it to CAMAC for approval.</p> <p>Following Gateway 2</p> <p>Procurement is responsible for providing advice to the Board.</p> <p>Responsible for finalising the full specification documentation.</p> <p>Ensuring that the Councils Corporate Priorities are incorporated in the final specification and deliverables.</p> <p>Ensuring that the Council's commercial teams have had opportunity to bid for work where appropriate.</p> <p>Responsible for releasing the tender documents to the market.</p> <p>Accountable for ensuring that the tender process is managed in accordance with all relevant procurement regulations.</p> <p>Accountable that the clarification questions are being responded to appropriately and promptly.</p>

Corporate Asset Management and Capital Programme

	<p>Accountable for arranging the evaluation process and ensuring that the evaluation panel carry out the evaluation compliantly in accordance with all relevant regulations.</p> <p>Accountable for finalising the tender evaluation report in conjunction with Finance and Legal.</p> <p>Following Gateway 3</p> <p>At the point of contract award, Procurement are responsible for ensuring that the final contract is prepared for signing in accordance with specification requirements and solution agreed.</p> <p>Once the contract is signed, arranging for the original contract to be signed by the other party.</p> <p>Accountable for retaining the original copy and ensuring that the relevant staff have access to an electronic copy.</p> <p>Responsible for monitoring the Risk status and market position of the contracted supplier and reporting this to the Board on a monthly basis.</p> <p>Supporting the Internal Project Manager in contract reviews.</p> <p>Responsible for reviewing and agreeing contractual variations to the contract taking professional advice from Legal.</p> <p>Receives corporate target updates through project highlight reporting.</p> <p>Ensuring that monthly performance data in relation to the Corporate Performance targets is provided for inclusion in reports to CEB.</p>
Legal	<p>Following Gateway 1</p> <p>Legal are to be consulted during the production of the Procurement Strategy and will provide advice as required.</p> <p>Legal must approve the strategy before the Internal Project Manager submits it to the Sponsor for approval.</p> <p>Legal must advise on contract terms and any legislation.</p> <p>Following Gateway 2</p> <p>Legal are to advise on any project specific Terms and Conditions that they consider need to be included in the final contract before the final tender is submitted to the Sponsor for approval.</p> <p>Following Gateway 3</p> <p>Responsible for advising on the proposed amendments to the contract terms put forward by the preferred bidder.</p> <p>Responsible for ensuring the final contract contains the appropriate Legal contract terms</p> <p>Need to sign or seal the contract in accordance with the constitution.</p> <p>Notified of any proposed contractual changes.</p>

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Finance	<p>Following Gateway 0 (zero)</p> <p>Finance is responsible for sign-posting the project manager to the Project Monitoring tool.</p> <p>On a monthly basis, collate the information provided and will update the Capital Programme Report that is reviewed by the CAMAC.</p> <p>Following Gateway 1</p> <p>Finance are to be consulted during the production of the Procurement Strategy and will provide advice where required.</p> <p>Finance must approve the strategy before the Internal Project Manager submits it to CAMAC for approval.</p> <p>Finance need to advise on:</p> <ul style="list-style-type: none"> • the selection and evaluation criteria • their requirements in terms of suitability of the selected supplier • how the cost of the project should be evaluated. <p>Following Gateway 2</p> <p>Finance need to sign-off the specification is in accordance with their advice documented in the strategy before the final tender is submitted to the Sponsor for approval.</p> <p>Responsible for undertaking the evaluation as a panel member.</p> <p>Carry out an assessment of the financial health of each of the bidders and ensuring that the financial evaluation of the preferred bid is robust and assessed correctly taking into account 'whole life' costs.</p> <p>Following Gateway 3</p> <p>Responsible for ensuring the final contract includes the correct financial considerations</p> <p>Responsible for ensuring the Capital spend is in accordance with the budget profile and reporting on any discrepancies.</p>
Project Team / Work streams	<p>The people required by the Internal Project Manager/project manager to assist in the delivery of the project.</p> <p>A project team may be made up of people working full time on the project or others, from different areas, who provide occasional support.</p> <p>The size and composition of the project team is dependent on the nature and size of the project.</p> <p>The people on the team should have the necessary skills and expertise to carry out their roles to deliver the elements of the project under the planning and coordination of the project manager.</p> <p>It is the project manager's responsibility to identify who is needed, but the project Sponsor's responsibility to ensure they are made available.</p>

Capital Budget and Spend as at 30th September 2014 - Appendix 2																			
Capital Scheme	Project Sponsor	Project Manager	Total Budget	Spend over Previous 5 Years	Budget Allocated to Future Years	Latest Budget 2014/15	Profiled Budget 2014/15	Spend to 30th Sept 2014	Variance to Profiled Budget at 30th Sept 2014	Projected Outturn at 30th Sept 2014	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend	RAG Status	PID Required?	PID Received?	PID Approved by CAMAC	PM Comments	
			£	£	£	£	£	£	£	£	£	£	£						£
Property Investment Strategy	David Edwards	Jane Winfield	7,000,000	0	0	7,000,000	0	0	0	7,000,000	0	0	0		No			Offer has been made to Landlord. Awaiting response.	
Direct Services Depots	Graham Bourton	Bruce Thompson	404,415	104,617	236,100	63,699	56,972	63,699	6,727	63,699	0	0	0		Yes			Phase 1 project closure statement now prepared for CAMAG	
MT Vehicles/Plant Replacement Programme.	Graham Bourton	Ian Bourton	13,304,950	6,583,339	3,730,480	2,991,131	958,199	846,203	(111,995)	2,991,131	0	0	0		No	No	No		
Bin Stores for Council Flats to Assist Recycling	Graham Bourton	Geoff Corps	329,158	329,158	0	0	0	7,833	7,833	0	0	0	0		No				
Car Parks Resurfacing	Graham Bourton	Roy Summers	1,430,000	58,270	1,000,000	371,730	185,865	193,706	7,841	371,730	0	0	0		Yes	Yes	No	Change to original programme of works. Diamond Place will be deferred. Union Street brought forward	
Gloucester Green Car Park Waterproofing	Graham Bourton	Roy Summers	100,000	3,312	0	96,688	38,675	0	(38,675)	96,688	0	0	0		No				
MOT Service Bay Extension	Graham Bourton	Ian Bourton	160,000	109,010	0	50,990	50,990	47,538	(3,452)	50,990	0	0	0		No				
Invest to Save - Bin Washing Service	Graham Bourton	Jeff Ridgely	83,000	0	0	83,000	0	0	0	83,000	0	0	0		No			No commentary received, update from PM required.	
Food waste collection from flats	Graham Bourton	Jeff Ridgely	486,000	0	357,000	129,000	0	0	0	129,000	0	0	0		Yes	Yes	No	Project has started. Update on planned programme will be available by the end of Q3 after some data analysis has been completed.	
Leys Parking	Graham Bourton	Geoff Corps	87,000	0	0	87,000	0	195	195	87,000	0	0	0		No				
Extension to Seacourt Park & Ride (Part of feasibility reports)	Graham Bourton	Nick Twigg	2,000,000	0	1,600,000	400,000	0	0	0	400,000	0	0	0		Yes	No	No	Project at Feasibility Studies Stage. Slippage expected into 2015/16	
Pay & Display Parking in the Car Parks	Graham Bourton	Jason Munro	151,553	80,339	0	71,214	35,607	21,079	(14,528)	71,214	0	0	0		No				
P & R Purchase of Capital Items - Peartree, Redbrid	Graham Bourton	Jason Munro	99,791	99,791	0	0	0	4,076	4,076	0	0	0	0		No				
Heavy Goods Vehicle Testing Facility	Graham Bourton	Ian Bourton	160,000	0	0	160,000	0	0	0	160,000	0	0	0		Yes	No	No	Awaiting decision on planning application meeting to be held on 5 January 2014, if approval granted start on site 14 days after approval to due to call in period.	
Parking Opposite Blackbird Leys Pool	Graham Bourton	Shaun Hatton	0	0	0	0	0	0	0	0	0	0	0		No			Planning has been granted trial bores are planned to be undertaken, start on site expected Monday 17 November with 80% completion before Christmas break, planning maybe an issue. Bills of Quantity have now been price contract price of £227k. Direct Services have agreed to absorb cost as only £200k allocated to project.	
Playground Refurbishment	Ian Brooke	Stuart Fitzsimmons	3,215,224	3,212,066	0	3,158	3,158	3,158	0	3,158	0	0	0		No			Main project complete. Residual budgets to be allocated further improvements	
Play Barton	Ian Brooke	Stuart Fitzsimmons	382,168	382,168	0	0	0	0	0	0	0	0	0		No			Main project complete. Residual budgets to be allocated further improvements	
Donnington Recreation Ground Improvements	Ian Brooke	Stuart Fitzsimmons	48,125	3,750	44,375	0	0	0	0	0	0	0	0		No			This is S106 monies which we still have to undertake feasibility on.	
Blackbird Leys LC Improvements	Ian Brooke	Lucy Cherry	617,480	489,202	0	0	0	0	0	0	0	0	0		No			Scheme due to commence following the completion + 3 month period of the new pool development	
New Build Completion Pool	Ian Brooke	Mace (ext)/Hagan Lewisham (int)	9,479,984	3,567,156	612,500	5,300,327	2,140,707	2,802,093	661,386	5,300,327	0	0	0		Yes	Yes	Yes	No commentary received. Update from PM required.	
Leisure Centre substantive repairs	Ian Brooke	Martin Shaw	861,270	540,541	0	320,729	106,899	38,390	(68,509)	320,729	0	0	0		No			£120k committed to CSP. Remaining to cover defect works following handover to Fusion. Works in progress at Barton & Ferry Pools. Other works to be identified	
Leisure Centre Improvement Work	Ian Brooke	Hagan Lewisman	724,012	281,019	0	442,992	110,748	0	(110,748)	442,992	0	0	0		Yes	No	No	Ferry Leisure Centre improvements are likely to slip to 2015/16 while new options are considered. Original plans for spin studio and soft play area at Ferry involved the removal of a squash court. Alternative improvement works retaining all existing squash courts are also being considered.	
Sports Pavilions	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	75,000	0	75,000	0	0	0	0	0	0	0	0					Grandport and Blackbird Leys Pavilions are now completed. Direct Services are progressing works at Sandy Lane. Cutteslowe Pavilion is on hold to see if we can attain £200,000 in February for the Football Foundation.	
Sports Pavilions - Grandpont	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	573,000	0	0	573,000	480,000	483,955	3,955	573,000	0	0	0		Yes	Yes	No	Complete	
Sports Pavilions - Blackbird Leys	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	469,000	0	0	469,000	280,000	288,267	8,267	469,000	0	0	0		Yes	Yes	No	Complete	
Sports Pavilions - Cutteslowe	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	460,000	0	0	460,000	0	0	0	0	(460,000)	(460,000)	0		No			On hold to see if we can successfully bid for £200,000 funding in February from the Football Foundation	
Sports Pavilions - Sandy Lane	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	142,000	0	0	142,000	50,000	50,000	0	142,000	0	0	0		Yes	Yes	No		
Sports Pavilions - Mace Fees	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	90,000	0	0	90,000	55,000	58,350	3,350	90,000	0	0	0		No			n/a	
Sports Pavilions - Other	Ian Brooke	Mace (ext.)/Hagan Lewisham (into)	25,780	0	0	25,780	6,500	3,700	(2,800)	25,780	0	0	0		No			n/a	
Lye Valley & Chiswell Valley Walkways	Ian Brooke	Stuart Fitzsimmons	124,000	60,000	0	64,000	24,000	0	(24,000)	64,000	0	0	0		No			Both projects complete. Site inspections to be undertaken in December before paying the invoice.	
Upgrade Existing Tennis Courts	Ian Brooke	Hagan Lewisman	202,877	71,708	60,000	71,169	40,292	26,071	(14,221)	71,169	0	0	0		Yes	Yes	No	Remains on track	
Upgrade Existing Multi-Use Games Area	Ian Brooke	Hagan Lewisman	268,994	162,317	48,000	58,677	58,677	68,073	9,396	58,677	0	0	0		Yes	Yes	No	Remains on track	
Parks Works (Fit trails etc)	Ian Brooke	Stuart Fitzsimmons	353,478	74,302	100,000	179,176	93,544	120,345	26,801	179,176	0	0	0		Yes	Yes	No	On target to complete by year end	
Cowley Outdoor Gym	Ian Brooke	Groundwork (ext) Stuart Fitzsimmons (int)	70,000	44,944	0	25,056	0	0	(6,264)	25,056	0	0	0		No			Complete	
Valentia Road Playground	Ian Brooke	Stuart Fitzsimmons	10,000	0	0	10,000	2,500	10,000	7,500	10,000	0	0	0		No			Drainage works complete. Some minor landscaping to be undertaken in 2015	
Oxford Spires Academy	Ian Brooke	MTP (external) Margaret Stevens (int)	500,000	0	350,000	150,000	0	0	0	150,000	0	0	0		Yes	Yes	No	No commentary received. Update from Project Manager required.	
Develop new burial space	Ian Brooke	Trevor Jackson	1,000,000	0	950,000	50,000	14,750	7,980	(6,770)	30,000	(20,000)	(20,000)	0		Yes	Yes	No	No commentary received. Update from Project Manager required.	
Three Artificial Turf Cricket Wickets	Ian Brooke	Phil Jones	12,000	0	12,000	0	0	0	0	0	0	0	0		No				
Biomass store at Cutteslowe Park to supply new pool	Ian Brooke	Stuart Fitzsimmons	55,000	0	0	55,000	0	0	0	55,000	0	0	0		No			Feasibility studies to be completed	
Community Centres (Backlog R&M)	Ian Brooke	Mark Spriggs	1,741,270	385,891	901,520	453,859	110,061	80,084	(29,977)	180,000	(273,859)	(273,859)	0		Yes	No	No	Minimal repairs being carried out this year, awaiting strategic review of community centres to determine future spend. Slippage expected into 2015/16	
Leisure Cemeteries	Ian Brooke	Trevor Jackson	114,856	92,759	19,097	3,000	3,000	8,382	5,382	3,000	0	0	0		No			combine with A4830	
Leisure - Depots	Ian Brooke	TBA	133,751	71,191	18,760	43,800	0	0	0	43,800	0	0	0		No			No commentary received. Update from PM required.	
Fencing Repairs across the City	Ian Brooke	Stuart Fitzsimmons	450,052	304,045	0	146,007	35,407	30,062	(5,344)	146,007	0	0	0		Yes	Yes	No	On target for completion by year end.	
Street Sports Sites	Ian Brooke	Hagan Lewisman	18,830	0	10,720	8,110	0	0	0	8,110	0	0	0		No			Budget to be added to A4821 (Multi-use games areas)	
Parks & Leisure Toilets	Ian Brooke	Neil Smith	9,200	0	0	9,200	0	0	0	9,200	0	0	0		No			Works to be agreed	

Car Parking Expens	Jane Winfield	Roy Summers	3,300,000	158,041	0	3,141,959	1,519,766	1,126,198	(393,567)	3,141,959	0	0	0		Yes	Yes	No	Scheme on target, delays in getting contract signed for Decking Contractor, payment could not be made.
Barns Road Car Park	Jane Winfield	Mike Scott	128,254	0	0	128,254	0	0	0	128,254	0	0	0		Yes	Yes	No	Project progressing well landlord has made cash settlement offer at £450k against our consultants response at £250k
St Ebbes Deaf and Hard of Hearing Centre	Jane Winfield	TBA	50,000	0	0	50,000	0	0	0	50,000	0	0	0		No			
Old Fire Station	Jane Winfield	Martin Shaw	4,063,553	4,062,755	0	798	798	798	0	798	0	0	0		No			
Toilet improvements	Jane Winfield	Geoff Corps	509,055	328,836	0	180,220	38,026	30,162	(7,874)	180,220	0	0	0		Yes	Yes	No	On Target with works programme
Renovation Grants	John Copley	Ian Wright	141,355	150,000	0	56,313	28,156	18,484	(9,673)	56,313	0	0	0		No			Discretionary grants being managed in case required for DFG overspend.
Disabled Facilities Grants	John Copley	Ian Wright	3,306,082	1,920,000	0	634,544	317,272	286,170	(31,102)	634,544	0	0	0		No			Possible overspend flagged earlier in year - being managed and possibly using any underspend in E3511 (Renovation Grants)
Additional SALIX Plus funding	John Copley	Jo Colwell	600,000	0	400,000	200,000	0	0	0	300,000	100,000	100,000	0		No			
Flood Alleviation at Northway & Marston	John Copley	John Copley	1,700,000	0	1,400,000	300,000	0	0	0	300,000	0	0	0		Yes	Yes	No	Project dependant on external funding and risk of not delivering is high. Some slippage expected into 2015/16
Additional CCTV to Speedwell street	John Copley	Richard Adams	40,000	0	0	40,000	0	0	0	40,000	0	0	0		No			Tendering process started in November.
Cycle Oxford	John Copley	Jo Colwell/Mai Jarvis	366,999	14,952	79,206	272,841	50,806	24,830	(25,976)	272,841	0	0	0		Yes	Yes	No	Cycle City is a programme of projects. Budget has now been allocated to each project.
CCTV Project	John Copley	Richard Adams	25,000	0	0	25,000	0	0	0	25,000	0	0	0		No			Consideration of suite upgrade and cameras in the St Clements area. To be started after Speedwell St project finishes (E3556).
CCTV Rosehill Parade	John Copley	Richard Adams	18,000	0	0	18,000	0	0	0	18,000	0	0	0		No			
Bridge Over Fiddlers Stream	Michael Crofton-Briggs	Steve Smith	409,031	181,015	228,016	0	0	0	0	0	0	0	0		No			Awaiting new agreement with landowner before commencing
Bullington Community Centre - Facility Enhancements	Michael Crofton-Briggs	Lorriane Freeman	30,000	29,105	0	895	0	0	0	895	0	0	0		No			
Work of Art - Littlemore	Michael Crofton-Briggs	Lorriane Freeman	1,693	133	0	1,560	780	825	45	1,560	0	0	0		No			
Woodfarm / Headington Community Centre - Improvements	Michael Crofton-Briggs	Lorriane Freeman	19,887	0	19,887	0	0	0	0	0	0	0	0		No			
Landscaping Work at Lamarsh Road	Michael Crofton-Briggs	Stewart Thorpe	17,924	16,892	0	1,032	0	0	0	1,032	0	0	0		No			
CCTV Gipsy Lane Campus	Michael Crofton-Briggs	Karen Crossan	60,000	0	60,000	0	0	0	0	0	0	0	0		No			S106 funds, will not be started until items E3556 and G6014 have been completed.
Headington Environmental Improvements	Michael Crofton-Briggs	Stewart Thorpe	60,000	0	0	60,000	0	0	0	60,000	0	0	0		No			
Work of Art Rose Hill	Michael Crofton-Briggs	Lorriane Freeman	14,310	12,022	2,288	0	0	0	0	0	0	0	0		No			S106 Funding to be drawn down
Work of Art Shotover View	Michael Crofton-Briggs	Lorriane Freeman	14,635	0	14,635	0	0	0	0	0	0	0	0		No			
Templars Square Public Safety Measures	Michael Crofton-Briggs	Lorriane Freeman	14,512	0	0	14,512	14,512	14,512	(0)	14,512	0	0	0		No			
St Clements Environmental Improvements	Michael Crofton-Briggs	Lorriane Freeman	50,000	0	50,000	0	0	0	0	0	0	0	0		No			
West End Partnership	Michael Crofton-Briggs	Michael Crofton Briggs	2,025,749	1,355,749	335,000	335,000	0	0	0	335,000	0	0	0		No			Contribution towards Frideswide Square
R & D Feasibility Fund	Nigel Kennedy	Jonathan Marks	550,000	1,107	300,000	248,893	0	3,300	3,300	248,893	0	0	0		No			£100k allocated to fund Redbridge P&R feasibility studies.
Veriscan Solution, Identity Authentication Solution	Nigel Kennedy	Scott Warner	20,000	0	0	20,000	20,000	10,765	(9,235)	20,000	0	0	0		No			Installation of 5 scanners complete, software upgrade imminent.
Fraud Solutions and Data Warehouse	Nigel Kennedy	Scott Warner	53,000	0	12,000	41,000	20,000	0	(20,000)	41,000	0	0	0		No			PID sent 30/09/14, HLF bid for £2m match funding due to be submitted 14/11/14
Stage 2 Museum of Oxford Development	Peter McQuitty	Ceri Gorton	497,000	62,610	407,190	27,200	0	0	0	27,200	0	0	0		Yes	Yes	No	with decision due in March 2015.
Town Hall	Simon Howick	Richard Davison	1,113,590	638,056	105,000	370,533	185,267	245,414	60,148	370,533	0	0	0		Yes	Yes	No	Works to toilets complete. Two further projects underway.
Town Hall - Conference System Refurbishment	Simon Howick	Richard Davison	399,988	118,229	180,000	101,759	8,945	7,775	(1,170)	101,759	0	0	0		Yes	No	No	Conference system tender evaluation being carried out. Project to start during January 2015.
Town Hall 30s extn refurb	Simon Howick	Richard Davison	438,000	171,104	0	266,896	228,836	249,436	20,600	266,896	0	0	0		Yes	Yes	Yes	Works complete final account being agreed
Council Chamber Conference System	Simon Howick	Ian Gordon	75,000	0	0	75,000	0	0	0	75,000	0	0	0		No			Project cancelled
St Aldates Chambers Security	Simon Howick	Chris Ridges	0	0	0	25,000	0	0	0	25,000	0	0	0		No			All orders placed and project to start on site by end of January 2015.
Garages	Stephen Clarke	Phil Allmond	351,000	123,280	117,000	110,720	55,360	63,692	8,332	110,720	0	0	0		No			Rolling Programme
Empty Homes CPO Revolving Fund	Stephen Clarke	David Scholes	750,000	0	500,000	250,000	0	0	0	0	(250,000)	(250,000)	0		No			Project slipped to 2015/16
Equity Loan Scheme for Teachers	Stephen Clarke	Steve Nothery	600,000	0	450,000	150,000	0	0	0	150,000	0	0	0		No			Awaiting update by eligible workers
Property Acquisitions	Stephen Clarke	David Scholes	0	0	0	0	0	0	0	0	0	0	0		No			On track for £1m spend by end of 14/15. 1st property acquired 16/12/14. 2 units in the pipeline. Last one being actively searched for
General Fund Sub-Total			75,769,744	31,268,790	18,437,862	34,651,541	8,002,615	8,000,557	(2,058)	30,055,398	(4,596,143)	(1,403,859)	(3,192,284)					
Rose Hill Community Centre	Ian Brooke	Clarkson Alliance (ext)/Nick Twigg (int)	4,327,462	249,228	0	4,078,234	50,000	71,741	21,741	4,078,234	0	0	0		Yes	Yes	No	Contractors expected on site November 2014. Foundations will be laid and main structure should be constructed by 31st March 2015
Rose Hill Drainage	Ian Brooke	Ian Haynes	40,000	0	0	40,000	40,000	40,000	0	40,000	0	0	0		No			
Horspath Road Depot	Jane Winfield	Mike Scott	1,488,000	0	0	1,488,000	1,488,000	1,475,159	(12,841)	1,488,000	0	0	0		Yes	No	No	Acquisition of Land and Building now completed. Capital Programme Management Group requested to review if PID required.
Tower Blocks	Stephen Clarke	EC Harris (ext)/Jack Bradley (int)	16,451,436	630,611	15,541,825	279,000	209,250	237,812	28,562	279,000	0	0	0		Yes	Yes	Yes	Project on schedule, on budget and out to tender.
Adaptations for disabled	Stephen Clarke	Bruce Thompson	4,203,355	4,203,355	1,987,000	261,431	559,091	276,401	14,970	559,091	0	0	0		No			No issues at present
Structural	Stephen Clarke	Jonathan Gould	681,752	404,000	128,000	51,200	39,769	(11,431)	128,000	0	0	0	0		No			Day to Day budget for major structural works
Controlled Entry	Stephen Clarke	Jonathan Gould	849,029	679,000	215,000	0	0	0	0	215,000	0	0	0		No			Contract has been placed and materials on order. Works to start on site early January 2015. CDM-C in place.
Major Voids	Stephen Clarke	Sean Fry	3,670,046	2,513,000	668,636	312,654	235,874	(76,780)	668,636	0	0	0	0		No			The Capital % element of major works has significantly reduced over the past few years, now running at 70/30 split. The revenue element of this HRA budget is showing an overspend but these 2 budget lines are on profile.
Damp-proof works (K&B)	Stephen Clarke	Jonathan Gould	414,683	291,000	92,000	24,840	43,440	18,600	92,000	0	0	0	0		No			Ad hoc damp proofing works
Kitchens & Bathrooms	Stephen Clarke	Bruce Thompson	15,155,367	5,764,000	2,797,529	1,174,962	1,207,895	32,933	2,797,529	0	0	0	0		No			Slippage is possible due to undertaking other large scale projects, meeting has been held to review outstanding units for 2014/15. Contracts team to issue Finance revised profile for remaining months.
Heating	Stephen Clarke	Sean Fry	6,484,942	4,594,000	1,603,388	853,002	855,946	2,943	1,603,388	0	0	0	0		No			Team have caught up with programme, on target with agreed number of units for 2014/15
Roofing	Stephen Clarke	Jonathan Gould	571,559	486,000	304,000	165,802	213,304	47,503	354,000	50,000	0	0	0		No			Project currently proceeding within projected timescales. Virement requested from windows project.
External Doors	Stephen Clarke	Jonathan Gould	564,131	646,000	205,000	0	0	0	0	105,000	(100,000)	0	0		No			Works intended to be procured from an existing framework agreement contract. Procurement preparing report for Director sign-off. Contract still intended to be passed to Direct Services for installation starting early 2015.
Windows	Stephen Clarke	Jonathan Gould	1,301,928	808,000	106,000	34,386	5,478	(28,909)	56,000	(50,000)	0	0	0		No			Works intended to be procured from an existing framework agreement contract. Procurement preparing report for Director sign-off. Virement to Kitchens & Bathrooms requested
Electrics	Stephen Clarke	Jonathan Gould	954,066	2,007,000	347,662	146,018	190,387	44,369	347,662	0	0	0	0		No			Budget allocation for HRA dwellings, team have been asked to undertake work in communal areas. Bruce Thompson to speak to Jonathan Gould about transferring these costs to N7020, otherwise the agreed number of dwelling units cannot be achieved in this year.
Extensions & Major Adaptions	Stephen Clarke	Jonathan Gould	594,181	969,000	308,000	0	(14,578)	(14,578)	408,000	100,000	0	0	0		Yes	No	No	Fairfax Avenue awaiting tender awarded. 3 other addresses awaiting pricing and mobilisation / planning
Communal Areas	Stephen Clarke	Jonathan Gould	124,744	486,000	154,000	78,540	54,237	(24,303)	154,000	0	0	0	0		No			Further FRA works completed and works to be programmed
Environmental Improvements	Stephen Clarke	Jonathan Gould	102,376	323,000	103,000	33,990	22,488	(11,502)	103,000	0	0	0	0		No			Contracts in place works to start Nov 2014
HCA New Build	Stephen Clarke	EC Harris (ext)/A Shaw (int)	17,011,007	3,082,673	827,000	13,101,334	6,714,667	3,949,731	(2,764,936)	13,265,334	164,000	0	0		Yes	Yes	No	This programme has slipped (4 - 6 weeks), talks are ongoing with the contractor to bring it back on time. The overall budget is requested to be increased from the digital inclusion project budget.
Homes at Barton	Stephen Clarke	EC Harris (ext)/Alan Wylde (int)	11,482,561	40,561	11,338,000	104,000	52,000	35,722	(16,278)	104,000	0	0	0		Yes	Yes	No	No commentary received. Update from Project Manager required.
Great Estates: Estate Enhancements and Regeneration	Stephen Clarke	Martin Shaw, Jonathan Gould, Fiona Piercy	4,910,694	741,461	3,232,000	937,233	356,774	298,554	(58,220)	937,233	0	0	0		Yes	No	No	No commentary received. Update from Project Manager required.
Energy Efficiency Initiatives	Stephen Clarke	Deborah Haynes	1,321,000	0	808,000	513,000	0	2,178	2,178	513,000	0	0	0		Yes	Yes	Yes	Project now undertaking Structural, Asbestos checks. Electrical updates required for Phase 1 installs
Food Waste Collection	Stephen Clarke	Geoff Corps	155,000	0	42,000	113,000	0	0	0	113,000	0	0	0		Yes	No	No	No commentary. Update from PM required.
Digital Inclusion	TBA Helen or Peter McQ	TBA	164,000	0	0	164,000	0	0	0	0	(164,000)	0	0		No			Project Suspended
HRA Sub-Total			57,351,160	40,416,693	53,745,825	28,409,107	12,047,516	9,241,539	(2,808,978)	28,409,107	0	0	0					
Grand Total			133,120,904	71,685,483	72,183,687	63,060,647	20,050,131	17,242,096	(2,808,036)	58,464,505	(4,596,143)	(1,403,859)	(3,192,284)					

Approved Capital Budgets 2015/16 - 2017/18																		
Capital Scheme	Project Sponsor	Project Manager	Total Budget (£)	Spend over Previous 5 Years (£)	Budget Allocated to Future Years (£)	Latest Budget (£) 2014/15	Profiled Budget (£) 2014/15	Spend to 30th September 2014 (£)	Variance to Profiled Budget at 30th September 2014 (£)	Projected Outturn at 30th November 2014 (£)	Outturn Variance to Latest Budget (£)	Outturn Variance due to Slippage (£)	Outturn variance due to Over/ Under spend (£)	RAG Status	PID Required?	PID Received?	PID Approved	Comments
Pavilions Grey Water Harvesting	Ian Brooke	TBA			28,000										No			Budget is included with Pavilions Budget in reports to Project Board
Horspath Athletics Ground	Ian Brooke	TBA			500,000										Yes	No	No	
Cuttleslowe Park Splash Feature	Ian Brooke	TBA			100,000										No			
Quarry Pavilion	Ian Brooke	TBA			600,000										Yes	No	No	Projects due to commence in future years -for information only
East Oxford Project	Jane Winfield	TBA			200,000										Yes	No	No	
Jericho Community Centre	Jane Winfield	TBA			200,000										Yes	No	No	
Bury Knowle House	Martin Shaw	TBA			87,900										No			
Corporate Property Planned Maintenance Programme	Martin Shaw	TBA			310,000										Yes	No	No	
Work of Art Said Business School	Michael Crofton-Briggs	TBA			50,000										No			
Improve Court Place Farm Car Park	Ian Brooke	TBA			80,000										No			

Total GF Budgets from 2015/16 onwards	12,155,900													
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Finance Panel work programme 2014-15

Items for Finance Panel meetings

Suggested Topic	Suggested approach / area(s) for focus
Budget Scrutiny	Review of the Council's medium term financial strategy.
Budget monitoring	Regular monitoring of projected budget outturns through the year.
Treasury Management	Scrutiny of the Treasury Management Strategy and regular monitoring of Treasury performance.
Capital process	To receive an update on the implementation of the Capital Gateway process.
Maximising European funding	To consider how the City Council can maximise funding opportunities; invite local MEPs to contribute to the discussion.
Municipal bonds	To receive an update on the establishment of a municipal bonds agency.
Local financing	To consider whether there is a case for the City Council to generating capital financing locally through bonds or crowd-funding.
Ethical investment	To monitor the City Council's approach to implementing an ethical investment policy.
Council tax exemptions	To receive an update on the financial implications of different types of exemptions.

Draft Finance Panel agenda schedule

21 January 2015, Plowman Room, 5pm	<ol style="list-style-type: none"> 1. Capital programme process review update 2. Banking Services Provider (confidential) 	David Edwards, Stephen Clarke, Nigel Kennedy Nigel Kennedy
4 February 2015, St Aldate's Room, 5.30pm	<ol style="list-style-type: none"> 1. European funding 2. Treasury Management Strategy 15/16 (pre-scrutiny) 3. Creation of a Panel to Manage the Council's Investment Portfolio (pre-scrutiny) 4. Budget Review Report 	Anneliese Dodds MEP Anna Winship Jane Winfield Cllr Simmons
24 March 2015, Judges Room, 5pm	<ol style="list-style-type: none"> 1. Local Financing 1. Budget monitoring – quarter 3 2. Capital Strategy (pre-scrutiny) 	TBC Nigel Kennedy Nigel Kennedy

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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