

To: Delegated Decision of the Board Member, Finance and Efficiency

Date: 30th June 2011

Report of: Head of Corporate Assets

Title of Report: Council Wide Property Improvements

Summary and Recommendations

Purpose of report: To inform Members of the background and current position with regard to Council wide property improvements and to seek project approval to the proposals for capital spending on property repairs and maintenance for 2011/12 only. Other years' budgets are set out for indicative purposes only.

Key decision? Yes

Single Member decision: Councillor Ed Turner ~ Finance, Corporate Assets and Strategic Planning

Report approved by: David Edwards, Executive Director, Regeneration and Housing

Finance: Nigel Kennedy
Legal: Lindsay Cane
This report has additionally been approved the Head of Leisure, the Head of Direct Services, the Head of Housing and Communities and the Executive Director, City Services.

Policy Framework: Meeting housing need
Strong and active communities
An efficient and effective council

Recommendation(s): The Executive Member for Finance and Efficiency (Councillor Turner) is RECOMMENDED to:

1. Note the report and the proposals for capital spending on property improvements for 2011/12.
2. Grant project approval to the capital programme spend on corporate priorities as outlined in the report subject to the Head of Finance confirming that funding is available for these proposals.
3. To approve the prioritisation methodology for the maintenance backlog works as outlined in the report.

Appendices

- Appendix 1 Report Risk Register
- Appendix 2 HRA Four Year Capital Budgets
- Appendix 3 Community Centre basics check list

Background

1. Over the last 18 months, the Council has introduced strengthened arrangements for the strategic management of its assets. The Head of Corporate Assets now has the lead role for all strategic asset management issues, the Corporate Assets Management Board has been created (chaired by the Director of Finance and Efficiency) to oversee the implementation of the Asset Management Plan, management of the Capital Programme and to ensure an integrated council wide approach. The Council 2012 restructuring has brought together Corporate Assets and related staff from the former Oxford City Homes so that all strategic and major projects relating to the housing stock are now within Corporate Assets. The Council's strengthened approach to corporate asset management (as it was at the time of their inspection) was welcomed by the Audit Commission in their report which was received by Audit and Governance Committee on 27th April 2010.
2. Corporate Assets now has overall responsibility for all property strategy, maintenance and improvement. In the light of these revised arrangements, this report now provides an overview of the budgets and spending proposals for all Council property repairs and maintenance activities. It is acknowledged that some aspects remain work in progress. On the basis that this report is approved, Corporate Assets will liaise with Heads of Service to ensure that the implementation of the programme is integrated with operational priorities and requirements.

CORPORATE (GENERAL FUND) PROPERTIES

3. Members will recall that the previous estimate of maintenance backlog for General Fund properties being in the region of £10.5m, broken down into the broad areas of:
 - £3.15m on Leisure Centres
 - £2.25m on Investment Properties
 - £2.00m on Administrative Properties
 - £1.85m on Community Centres
 - £1.25m on Parks and Cemetery Properties

4. It was recognised that this level of maintenance backlog was significant and had the potential to impact on the quality of service provision, asset value and investment income. Therefore, a number of significant initiatives are underway or have been implemented to address this.
 - a) **Administrative Properties**

The Council's Asset Management Plan identified the opportunity for a significant rationalisation of the administrative property. An options appraisal ruled out wholesale relocation away from the city centre and detailed proposals for rationalising the city centre administrative offices under the Offices for the Future programme were confirmed. This project, to refurbish the St Aldates Chambers offices, is now under way, with phase 1 being the works to the third floor and basement (scheduled for completion in July 2011 and overall project completion scheduled for March 2012). This will significantly reduce the council's office footprint (by circa 40%) and thereby reduce running costs, carbon emissions and significantly reduce the maintenance backlog.

 - b) **Town Hall**

The repairs and maintenance proposals set out herein will integrate with emerging proposals for the upgrading of the Town Hall. This is work in progress and related proposals will therefore need to be treated flexibly.

 - c) **Community Centres**

Opportunities have been identified at the site of the former Cowley Community Centre and Northway Community Centre to work in partnership with others to redevelop these sites to provide affordable housing and replace the community centres with new facilities better suited to current requirements. This in turn will impact positively on the level of maintenance backlog. Similarly, working with the County Council will facilitate the replacement of Wood Farm Community Centre within the redeveloped school. Other opportunities may be pursued in the future.

 - d) **Parks and Pavilions**

Opportunities have been identified to develop new Park pavilions in liaison with external clubs and thereby reduce the maintenance

backlog liability. Examples of this are the recently completed lease of the Banbury Road North facility to Oxford Hawks Hockey club and North Oxford tennis club, and the development of new football and netball facilities at Court Place Farm. This, however, leaves several pavilions in very poor condition with limited scope for external funding or clubs being able to take on the management of the facility. The opportunity to prioritise works and focus the maintenance budgets where they will have the most impact is currently worked through with leisure colleagues.

e) Leisure Properties

Following on from the Fundamental Review of Leisure Services, a significant investment programme was agreed to bring leisure facilities up to a good standard as part of the partnership arrangements agreed with Fusion Lifestyle. A total of circa £1.895M (over the two year period 2009/10 to 2010/11) has been committed to carry out significant works at leisure centres to reduce the maintenance backlog on these properties. Examples of this are the replacement ice plant, replacement air conditioning plant, replacement pumps and boilers, upgrading electrical installations and alarm systems, building fabric repairs, roofing works etc. We are negotiating with Fusion regarding further improvements to the leisure centres to both complete the full range covered in our original plans and additional enhancements to the centres. Any such improvements will be carefully phased in with the repairs and maintenance through our joint planning arrangements to remove any duplication and take opportunities to minimise closures and costs.

f) Members will also be aware that the City Council has invested a further £2.21m in new projects to develop fitness suites and other improvements at Barton Pool, Ferry Sports Centre and Blackbird Leys Leisure Centre.

g) Investment Properties

Funding is allocated to various Council's investment properties. This is to meet the Council's contractual responsibility to repair, to ensure the protection of asset values, to achieve shorter vacant periods and higher rentals upon reletting, and to maintain and enhance the Council's reputation as a good neighbour and custodian of heritage properties.

Maintenance Backlog Prioritisation

5. The works outlined above have (or will) reduced the maintenance backlog to an estimated figure of just over £7m over five years. Following further detailed work, a programme has been prepared, attached as Appendix 1, that will address outstanding work over the coming four years and funding for this work is now included in the

capital programme which was approved by City Executive Board on 9th February 2011. This funding is profiled as £1m in 2011/12 (current year) and £2,011,000 in each year 2012/13, 2013/14 and 2014/15.

6. In order to provide more rigour into the prioritisation of the maintenance backlog works, the building and schemes contained within the maintenance backlog programme have been scored against a range of criteria including the significance of the building and relevance or importance of the proposed project. The criteria used have been:
- (a) For the building its significance as a
 - Commercial (investment) property
 - Civic Property
 - Operational Property
 - Community Property, and
 - Listed Building
 - (b) For the project relevance or importance the criteria used are
 - Legal, Statutory or Contractual
 - Health and Safety
 - Operational Property
 - Overall project significance or importance.
 - (c). The scoring system used has been
 - 15 points for a critical project/building.
 - 10 points for an essential project/building.
 - 7 for a high importance.
 - 5 for moderate importance.
 - 3 for minimal importance.
7. The scores for the building criteria are added together to give a “building score” and similarly for the project criteria to give the “project score” and these two totals are then multiplied together to give an overall total. The higher the total the more significant and/or urgent is the project. This prioritisation methodology has been used to compile the programme on which the budget for the next four years has been agreed and accords with the approach used by other Local Authorities that were researched as part of the process.
8. All properties on the schedule have also been categorized into one of the following four groups in accordance with the approach as set out in the Council’s adopted Asset Management Plan:~

Category	Category description
A ~ CORE	<p>Properties that will be required in the foreseeable future, which meet current and future requirements well and at an acceptable cost.</p> <p>In these properties, over time, the Council will endeavour to:</p> <ul style="list-style-type: none"> ➤ Significantly reduce any maintenance backlog (and if possible eradicate it) and ➤ Invest in effective planned maintenance and in making

	improvements.
B ~ CORE-FLEX	<p>Properties that meet current and future defined requirements but where the costs are likely to be unacceptably high for long term retention. These properties will be retained unless and until a better alternative is available.</p> <p>In these properties, over time, the Council will endeavour to:</p> <ul style="list-style-type: none"> ➤ Reduce any maintenance backlog, as appropriate ➤ Invest in effective planned maintenance
C ~ NON-CORE	<p>Properties that do not meet future defined requirements but where costs are acceptable for the short term. These may either be retained or moved to “surplus” category.</p> <p>In these properties, the Council will:</p> <ul style="list-style-type: none"> ➤ Maintain at minimum maintenance levels (i.e. H&S / Watertight / Legislative / Contractual requirements)
D ~ SURPLUS	<p>Properties that will not be required in the future.</p> <p>If these properties are temporarily occupied, the Council will:</p> <ul style="list-style-type: none"> ➤ Maintain at minimum levels (i.e. H&S / Watertight / Legislative / Contractual requirements) but only consistent with their expected occupied life <p>When the properties are vacated, the Council will:</p> <ul style="list-style-type: none"> ➤ Keep them secure and undertake minimum work to them to meet legal requirements and to preserve their value, if appropriate.

9. By regularly reviewing these property categories with the appropriate Heads of Service and service managers it will ensure that resources are targeted to the core and core-flex, higher priority properties while spending on low priority properties or those awaiting disposal is reduced to a minimum. Proposals may need to be revised if there is any change to the Council’s property provision intentions.
10. A summary of the estimated maintenance backlog costs from the schedule across the building categories is as follows:~

Building Category	Budget Cost			
	2011/12	2012/13	2013/14	2014/15
Miscellaneous Admin Buildings	£20,000	£43,000	£15,500	£45,500
Bury Knowle House	£45,000	£35,000	£7,500	£153,000
Community Centres	£362,000	£196,500	£547,000	£375,000
Civic Miscellaneous	£4,500	£30,000	£4,500	
Investment ~ Covered Market	£70,000	£222,500	£147,500	£97,500
Car Parks		£85,000	£40,500	£6,000
Direct Service Depots		£9,000	£44,000	£2,000
Houses and Lodges	£51,000		£37,500	£13,000
Investment ~ Broad Street	£55,000	£167,500	£45,000	
Investment ~ Misc. City Centre		£7,000	£42,500	£30,000
Investment ~ Gloucester Green		£40,500	£5,000	£29,500
Investment ~ George Street	£50,000	£30,000	£66,500	
Investment ~ Outer City		£15,000	£23,000	£180,500
Investment ~ St. Michael’s Street	£30,000	£90,000	£45,500	£41,500

Investment ~ Ship Street		£20,000	£38,000	£9,000
Investment ~ Turl Street		£15,000	£57,500	£2,500
Leisure ~ Cemeteries		£18,500	£47,500	£50,000
Leisure ~ Countryside				£5,000
Leisure ~ Depots	£10,000	£80,000	£14,000	£59,200
Leisure ~ Pavilions		£53,500	£610,500	£667,000
Miscellaneous Properties			£50,000	£70,000
Public Toilets	£2,500	£1,500	£11,500	£4,000
Town Hall	£200,000	£804,500	£112,500	£20,000
Funds to be allocated				£150,800
Property Surveys	£100,000	£50,000		
TOTALS	£1,000,000	£2,014,000	£2,013,000	£1,935,700

11. The largest single budget within the allocation for the 2011/12 financial year relates to Community Centres and, in order to provide a flavour for the types of works proposed, the detailed list of projects in this category is as follows:~

Community Centres

Risinghurst CC	External repair & decoration	£12,500
Risinghurst CC	Renew roof coverings	£50,000
Risinghurst CC	Rewiring	£15,000
Barton Centre	External repair & decoration	£10,000
East Oxford CC	DDA Access lift	£65,000
Ferry CC	External decoration & repair	£10,000
Rose Hill CC	DDA Improvements	£50,000
Rose Hill CC	External decoration & repair	£15,000
Rose Hill CC	Replace heating system	£75,000
Rose Hill CC	Renew roof coverings	£30,000
Rose Hill CC	Repair / overhaul windows	£25,000
Rose Hill CC	Ceiling repairs	£2,500
Rose Hill CC	Reseal floors	£2,000

12. The current list of maintenance backlog works is based on condition data that is not current, and that has only been refreshed on a piecemeal basis over recent years as properties have received work on them. In order to refresh and improve this information it is proposed that new building fabric, mechanical and electrical condition surveys be carried out. For this purpose, a sum of £100,000 has been allocated in 2011/12 and a further £50,000 in 2012/13 (and contained within the above annual figures) to carry out new surveys. As this new information is received the proposed work programme will be refreshed and re-prioritised as required.
13. Where community associations are seeking improvements to community centres, and it is not classified as routine repairs and maintenance, there would need to be evidence that they have fulfilled certain criteria set by the Communities and Neighbourhoods' team. These criteria relate to governance and management, employment of staff, health and safety and finance, and a check list in this respect is attached as Appendix 3.

14. Notwithstanding the need for new condition survey information, there are some works contained in Year 1 of the proposed programme (2011/12) which should proceed anyway as set out below

Building	Project	Comment
Bury Knowle House (Grade II listed building)	This property (part leased to the County Council as Headington Library, part Leisure services offices and part Housing) is in urgent need of external repair and decoration. There already exists a budget of £20,000 in the capital programme in 2011/12 for some of this work, but additional funding in the maintenance backlog work programme is included for roof repairs (£15K), replacement rainwater goods (£5K) and timber repairs to the Conservatory (£5K), all of which should be progressed.	Reasons for proceeding in Year 1:~ <ul style="list-style-type: none"> • Listed building status • Duty to tenant • Further delay will result in more costly repairs • Council, contracted responsibility to repair • Scheme design almost ready to tender <p>Overall budget £45K</p>
Rose Hill Community Centre	Contained in the maintenance backlog programme are items of improvement and repair for DDA works (£50K), external repair and decoration (£15K), replacement heating (£75K), roof repairs (£30K) window repairs (£25K), ceiling repairs (£2.5K) and flooring works (£2K). Members will be aware that developer contribution (Section 106) funding has recently been approved for work on Rose Hill, much of this aimed at improvements to the Community Centre, and linking these two funding sources will enable greater economies of scale and allow elements of other improvements to be carried out as part of the Rose Hill development project.	Reasons for proceeding on Year 1:~ <ul style="list-style-type: none"> • Further delay will result in more costly repairs • Ability to link with other funding to improve the scheme and take advantage of economies of scale • Addressing DDA issues <p>Overall budget £199.5K</p>
Florence Park	The provision of automatic locking gates to both improve security and mitigate costs associated with current manual provision.	It is considered that this is an important item in terms of maintaining the integrity of security arrangements. <p>Overall budget £10k</p>

Other Capital Budget Proposals ~ 2011/12

15. In addition to the £1m maintenance backlog funding in the 2011/12, the following funding is also included in this financial year's proposals:~

Budgets already approved in the programme:~

Property	Budget	Project Details
Blackwell's Music Shop repairs	£70K	This work to repair and redecorate the exterior of the building has been specified and tendered. We had hoped to progress this project at the end of the 2010/11 financial year, but delays have occurred whist we negotiate a mutually agreeable

		implementation with the tenant. It is hoped this will now be carried out during the summer of 2011. Council has a contractual responsibility to repair.
Bury Knowle House external repair and decoration	£20K	All as described above.
Covered Market Signage Improvements	£12K	Discussions are ongoing regarding conservation / listed building consent for these proposals. Delays have also occurred in trying to obtain landlord's permission for signage on the High Street entrances to the Covered market. It is now proposed to split the scheme and progress signage works in Market Street while further negotiations take place concerning the High Street proposals.

New Budgets for which approval is requested:~

16. The following schemes have been approved into the 2011/12 capital programme and while only the projects for the Covered Market roof structures, Hinksey Pools Main Pool lining and Leisure Centre substantive repairs (all highlighted bold in the table below) require formal project approval as they are over £100k in value, all other projects are included here for completeness and to obtain Members' views. These projects are separate from (and additional to) the maintenance backlog programme as they are largely improvement works (rather than repair / upgrading) or, in the case of the leisure substantive repairs, the continuation of an existing funding arrangement for which the Council has a contractual liability.

Property	Budget	Project Details
Park and Cemetery Stone Wall & Path Improvements	£35K	Increasingly, the stone walls around parks and cemeteries require more frequent and extensive repairs. Additionally, the paths, particularly in cemeteries have deteriorated over time. All of these are potential health and safety hazards and this budget is aimed at a series of repairs to bring these properties back to a good state of repair and safety.
Improvements and upgrading to the roof of the Covered Market	£85K	A number of areas of the Covered Market roof have deteriorated over the years and now require repair. Also, in recent years there have been a number of instances of flooding into the market during periods of exceptionally heavy rainfall. This budget will allow a start to be made to repair deteriorating areas of roofing and increase the depth of valley gutters and the like to reduce the likelihood of flooding on such occasions.
Installation of new roof structures to Avenue 2 and 3 entrances from High Street	£30K (2011/12) and £85K (2012/13)	At both of these entrances from high Street the Covered Market structure does not extend fully to the rear of the High Street properties, resulting in an area open to the elements. This not only detracts from the visitor experience on entry in poor weather, but also allows a potential breach in the overall security of the market. This proposal will allow for

		new roof structures to be constructed at these entrances, in keeping with the Market structure, to fully roof over the "gaps" and improve security to the market.
Upgrade 33-35 George Street to lettable condition	£57K	This property is currently vacant and in poor condition. This budget will allow basic improvements to be made to the ground floor and basement to provide a lettable "shell" that it is envisaged will be more attractive to the market and thereby increase the opportunities for leasing the property and gaining rental income.
Hinksey Pools Main Pool Liner	£110K	The lining of the main pool at Hinksey Pools is currently a "polished" cementitious material. Every year (and increasingly) this material requires repair in order that the pool can open for the new season (£17K this year). Also, the pool loses water and it has not been possible to determine where this leak is occurring despite extensive investigations. This proposal will provide for a new plastic or rubberised liner to the pool which will provide an improved user experience, eliminate the need for expensive annual repairs and reduce (or hopefully eliminate) the water losses thereby improving the environmental impact of the facility. It is proposed that design work be carried out now in order that the new liner can be installed when the pool shuts for the winter in the autumn in order to be ready for the 2012 season.
Leisure Centre substantive repairs	£425K and £130K (2011/12) £245K (2012/13) £110K (2013/14) £66K (2014/15)	The contract to operate the Leisure Centres with Fusion Lifestyle is structured such that the repairing obligation for Ferry, Barton and Blackbird Leys Leisure Centre has now passed over to the operator and the City Council has retained the repairing obligation for the remainder. The City also retains responsibility for latent defects. While much work has already been done to carry out outstanding backlog repairs others of lesser urgency still exist and this budget is intended to address these remaining outstanding defects. Part of this funding is for works at Temple Cowley and Blackbird Leys Pools and the need for all of these repairs will be re-assessed when the final decision has been taken on the proposed new competition pool, but these budgets currently allow for all outstanding repairs at all centres.
Consolidation of Parks Depots	£60K	As part of the depot review, an opportunity has been identified to consolidate Parks Depots and move the operations from South Park to the existing Depot at Cutteslowe. This will open up potential options for the South Park site. In order to improve and upgrade the existing facilities at Cutteslowe this budget is included in the capital programme, which will provide finance to improve the buildings to better accommodate the additional staff moving from the site.

Revenue Budget Proposals for 2011/12

17. With regard to revenue budgets for reactive and planned services maintenance on corporate properties, these are broadly the same as in previous years. The overall revenue budget for this financial year is circa £500k and, historically, approximately 40% of this budget is required for planned services maintenance (boilers, fire alarms, lifts, emergency lighting etc.) with the remainder to deal with day-to-day / emergency repairs and health and safety issues necessary to keep buildings operational, weatherproof and safe. Some savings in this budget will be achieved through the Offices for the Future project and the reduction in administrative buildings over the coming year.
18. The revenue budget is used to carry out day-to-day reactive repairs and planned maintenance and servicing to plant and equipment such as boilers, lifts, fire alarms, emergency lighting etc. In the past this budget has not been sufficient to cover the work required and decisions had to be taken to defer less urgent works to prevent overspending the budget with any deferred works adding to the overall maintenance backlog. However, as works from the maintenance backlog schedule are carried out, this situation should change and there will be a shift in emphasis from reactive work to a more planned and structured approach, whereby the available budget will be used to carry out works to maintain the buildings in the improved condition the capital maintenance backlog budgets will have achieved. It is the aim that the spending ratio for these budgets should be split 60% : 40% planned maintenance to reactive maintenance, as a minimum, with endeavours to improve the planned element further over time.

Budgets in other Service Areas

18. It has not yet been possible for the 2011/12 financial year to integrate the other service area budgets into the overall prioritization process described in this report for corporate properties. However, in order to ensure that we are getting the best value from the available budgets, and spending is being targeted to the highest priority property across the whole authority, rather than within individual departments, we will aim to incorporate this information into the prioritization process over the coming year. For this year therefore, each service area with its own devolved budget has continued to set its own priorities. The proposed condition survey programme will include all of these buildings however, and any items of outstanding work will be identified and prioritised into the refreshed programme of works. It is the intention that for 2012/13 onwards these budgets will be incorporated into the overall programme and prioritised accordingly. As part of this work, the integration of planned maintenance contracts across the Authority will be progressed further (for example, for lift maintenance at car parks below into existing corporate lift maintenance contracts).

19. Direct Services manage revenue budgets for the General Fund service areas within its responsibility and these budgets areas follows:~

MAINTENANCE EXPENDITURE

MOTOR TRANSPORT

B1202	Plant Maintenance	£12,000
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MANAGEMENT AND ADMIN

B1101	Reactive Maintenance & Minor Repairs	£50,000
B1103	Services Maintenance (Planned)	£7,000
		£57,000

CAR PARKS

B1101	Reactive Maintenance & Minor Repairs	£64,000
B1203	Lift Maintenance / Servicing	£10,000
		£74,000

NOTE:~ During the financial year 2009/2010 £135,000 was spent on health & safety improvements to Westgate car park and it has been estimated that £57,000 should be allocated for annual maintenance expenditure at Westgate car park alone. This compares to the budget of £74,000 for maintenance at all car parks. However, as part of the contract for the Westgate development negotiated with Crown Estate the Council now has a reduced maintenance liability for the Westgate Car Park.

MARKETS

B1101	Reactive Maintenance & Minor Repairs	£40,000
B1103	Services Maintenance (Planned)	£16,500
		£56,500

NOTE:~ It has been agreed that the budgets for the Covered Market will transfer back to Corporate Assets and the Direct Services will manage the day to day operation of the Covered Market under an SLA Agreement.

PUBLIC CONVENIENCES

B1101	Reactive Maintenance & Minor Repairs	£11,000
B1103	Services Maintenance (Planned)	£11,000
		£22,000

TOTAL £221,500

HOUSING PROPERTIES

20. Following the re-structuring of the Council, Corporate Assets manages related HRA budgets for planned capital and revenue works on behalf of the Head of Housing and Communities. Capital budgets for the next four years are shown in Appendix 3 attached. A summary of both the Capital and Revenue Planned Maintenance Programmes for 2011/2012 is shown below:-

Description	Capital	Planned Maintenance	Total Spend
Tower Blocks	£150,000		£150,000
Adaptations for disabled	£900,000	£197,961	£1,097,961
Structural	£100,000		£100,000
Controlled Entry	£100,000		£100,000
Major Voids	£900,000	£1,161,711	£2,061,711
Damp-proof works	£100,000		£100,000
Kitchens & Bathrooms	£3,500,000		£3,500,000
Heating	£1,000,000	£746,574	£1,746,574

Roofing	£200,000		£200,000
External Doors	£200,000		£200,000
Windows	£900,000		£900,000
Electrics	£200,000	£161,144	£361,144
Sheltered	£150,000		£150,000
Shops	£200,000		£200,000
Non Traditional Structure	£100,000		£100,000
Tree Cutting/Pollarding		£228,304	£228,304
Environmental Improvements		£161,144	£161,144
Common Area Surfacing Works		£230,000	£230,000
Garage Works		£60,943	£60,943
Asbestos Testing/work		£15,000	£15,000
Fencing/Concrete/Brickwork		£498,184	£498,184
Service Contracts		£639,370	£639,370
External Paint & Joinery repair		£406,974	£406,974
Vulnerable Persons Security		£38,715	£38,715
	£8,700,000	£4,546,024	£13,246,024
Dwellings (Day to Day repairs) managed and carried out by Direct Services		£2,965,095	£16,211,119

21. Within the above projects there are four schemes which warrant particular mention:-

Project	Budget	Project Details
Heating	£1,000,000	Within this budget for replacing domestic central heating is the sum of £45k for the replacement of boilers in Singletree sheltered block. Tenders are currently being sought for this work.
Windows	£900,000	Within this budget is the sum of £600k for the replacement of windows in Riverside Court. A contractor has been appointed and consultation with tenants undertaken. Works will be started on this site in the Autumn.
Shops	£200,000	The sum of £60k is set aside for improvement works to stairwells at Blackbird Leys Road shops to help alleviate anti-social behaviour and improve their appearance.
Non-traditional Structure	£100,000	Minox timber framed properties (unique to Oxford) have been identified as needing additional insulation to their walls. This budget is the start of a programme of works to these properties in Blackbird Leys, Rose Hill and Barton. The works will continue over a period of ten years.

22. In addition to the above works, Officers are currently preparing a report on additional works which have been identified as being required to maintain the integrity of Tower Blocks following the completion of decent home standard works to the "flats" within the blocks. These works were first identified when surveys found that structural improvements to the external cladding panels are required. If this work

is to be carried out it will be sensible and cost effective to also carry out other improvements such as replacement windows, insulation improvements etc at the same time. A more detailed report on this project will be brought forward in the coming months, but the final scope of this work will be influenced by competing priorities, available finance etc. The works are likely to be phased over a number of years commencing in the 2012/13 financial year onwards. The cost of works will exceed the current Tower Block budget provision and the required financial resources remain to be confirmed.

23. It should be noted that the Council achieved the target of making its housing stock 100% decent in accordance with the Government's criteria by the Government's target date of 31st December 2010. It should also be noted that to ensure compliance, almost 100% of the stock had Decent Homes surveys carried out. Those tenants who refused access have confirmed in writing that they did not want any works carried out, and if any works are needed they will be carried out when the property becomes void.
24. The completion of the stock condition survey has resulted in a comprehensive 30 year plan which has in turn informed the planned maintenance budgets shown above. The Council's housing stock database, "Codeman", is updated on a regular basis, with new surveys and data downloaded as works are completed. The budgets reflect the need to maintain the Decent Homes standard but also to ensure the building fabric is maintained in a good condition and improvements are made to improve the quality of life for our tenants.
25. Although additional work is required, this will form a sound basis on which to build the 30 year 'Asset Management Plan' required as part of the Council's preparations for HRA reform.

Staffing Implications

26. City Council employed staff will, as far as possible, carry out the design and management of the proposed works. However, it may become necessary to engage external consultants to assist with this work because of other priorities or workload.
27. Wherever possible Direct Services will be offered the work involved in accordance with existing arrangements. However, because of the complexity and/or specialist nature of many of the projects, and the need to ensure value for money, it is likely that some of the schemes will need to be competitively tendered.
28. In line with Council priorities and working with Procurement colleagues, opportunities to encourage job creation, apprenticeships and training will be investigated and encouraged for all work and projects contained within this programme.

Environmental Implications

29. Staff who will be designing and managing these schemes have a good working relationship and work closely with the Carbon Management Team. There will be close liaison over the proposed programme in order to identify and implement any energy saving / carbon reduction / renewable technology measures that can be incorporated into the works. An example of this might be increased insulation when carrying out roof repairs. In order to ensure that the greatest benefit can be achieved for carbon reduction and energy efficiency, opportunities will be investigated for the use of Salix and other funding sources to support these works.

Risks

30. Failure to carry out these works may result in one or more of the following:

- Further deterioration of properties and an increase in the maintenance backlog.
- Possible failure to meet contractual obligations.
- An increased risk of Health and Safety failures.
- An increased risk of building failure and closure.
- An increased risk of reduction in rental income.
- A reduction in the asset value.

The proposed prioritisation process will identify projects that are among the highest risk in relation to these categories and carrying them out will therefore mitigate this risk as far as possible.

31. A risk assessment has been carried out and is attached at Appendix 1. All risks have been mitigated to an acceptable level.

Financial Implications

32. Members will be aware that the Capital Programme as approved in February is fully funded but relies on the receipts from sales of assets in some cases. It will therefore be necessary for the Head of Finance to confirm that sufficient funds are in place before any major contracts or orders are placed for the works contained in this programme. Should any significant receipt not be achieved at the anticipated level then it may be necessary to review the overall capital programme priorities.

Legal Implications

33. Work should not be done on property unless the Council has the repairing obligation to do so, either statutory or contractual, and all other work is, in effect, discretionary.

34. Individual contracts are tendered in line with the City Council's constitution and EU Procurement requirements as necessary.

Equalities

31. Equalities issues relate to the outstanding DDA works proposed within the programme. Failure to carry this work out will mean that these buildings will not be fully compliant and cannot be utilised to their fullest extent.

Conclusions and way forward

36. The projects identified in this report are (amongst) the most urgent from the overall maintenance backlog requirements across the broad range of the property groups in the portfolio.
37. In addition to the proposed refurbishment and repair works outlined in this report, Members are asked to note that the prioritised work schedule for the maintenance backlog works will be refreshed as new information is available from their planned condition surveys. This will include all non housing properties.
38. Further work to identify other repairs and maintenance budgets held by service departments will go on in order to fully integrate these into the corporate prioritization process and identify where any savings and efficiencies can be made.

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List of background papers: Planned maintenance schedule and programme
HRA Codeman database reports

Version number: 12

Single Member Decision Report Risk Register – Council Wider Property Repair and Maintenance

Risk Score Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain															
No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Q	Q	Q	Q	I	P		
1.	Legal challenge for failure to complete DDA works	3	3	Failure to complete DDA improvements	Mitigating Control: Complete DDA works as included in programme Level of Effectiveness: (HML) H	1	1	Action: REDUCE ~Works to programmed for 2011/12 financial year Action Owner: J Bellenger Mitigating Control: Monthly review of work programme to ensure works are carried out Control Owner: J Bellenger	Outcome required: Works complete to programme with no challenges Milestone Date: 31 st March 2012	1	2	3	4		
2.	Continued deterioration of buildings leading to building failure, reduction in rental income and reduction in asset value.	2	4	Failure to carry out Repair and Maintenance works	Mitigating Control: Assess all works to identify most urgent / critical works and prioritise these into the work programme Level of Effectiveness: (HML) H	2	2	Action: REDUCE ~ Most critical works to be identified and programmed for the 2011/12 financial year Action Owner: J Bellenger Mitigating Control: Monthly review of work programme to ensure works are carried out Control Owner: J Bellenger	Outcome required: Works completed with no failures Milestone Date: 31 st March 2012						

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HRA FOUR YEAR CAPITAL BUDGETS

	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	Total £000's
Tower Blocks	150	150	150	150	600
Aids & Adaptations	900	900	900	900	3,600
Decent Homes		6,550	6,550	6,550	19,650
Structural	100				100
Controlled Entry	100				100
Major Voids	900				900
Damp-proof works	100				100
Kitchens and Bathrooms	3,500				3,500
Heating	1,000				1,000
Roofing	200				200
External Doors	200				200
Windows	900				900
Electrics	200				200
Sheltered Blocks	150	150	150	150	600
Non-Trad Structural	100				100
TOTAL HRA NEW BIDS	8,500	7,750	7,750	7,750	31,750

Community Centre basics checklist

We need to be assured that Community Associations:

- have all the necessary legal requirements in place,
- can demonstrate basic best practice in governance, health and safety, finance and employment,
- can show basic skills in community engagement and response to local need.

This checklist has been compiled using information and guidance from Community Matters and each Community Association needs to have the following in place as a basic standard:

Governance and management
Constitution Annual report** AGM minutes (showing attendance and elections)** Minutes from Association meetings from previous 6 months Membership list** Copy of the most up to date centre timetable** Appropriate Licences e.g. music, events etc Insurance (employer liability*, public liability, building/premises, trustees liability) Data protection
Employment
Staff contracts*
Health and safety
Fire risk assessment Fire checks record Safeguarding policy (children and vulnerable adults) Food hygiene certificate First aid kit and accident book Buildings risk assessment
Finance
Latest accounts Room hire form and publication of charges

*Legal requirement

**Demonstrates community engagement

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