Appendix 2

Oxford City Council Asset Management Action Plan (AMAP) 2021-2026

Corporate Asset Strategy

The Council has adopted a new Corporate Asset Strategy from 2021 which is intended to last us through the next 10 years.

The purpose of this new Corporate Asset Strategy is to provide a strategic direction for the property estate for the next decade. It provides a direction of travel that is intended to follow a consistent direction through that period, giving us orientation for how we manage and improve the estate over that time.

The Corporate Asset Strategy aids clarity for senior managers, property staff and operational units by establishing our overall strategic direction that everyone is working towards and the short to medium terms actions that the Council will be working to. It provides a strategic framework within which estate decisions around investment, disinvestment, space allocation and other operational estate decisions will be made.

Asset Management Action Plan

This Asset Management Action Plan provides clear and measurable actions that will be implemented over the short term of up to 5 years to align with the Council's Medium Term Financial Plan and Corporate Asset Strategy.

Our intention is to report regularly on progress with delivery against the Asset Management Action Plan to the Asset Review Group (ARG), which shall be at least quarterly.

This Asset Management Action Plan will be subject to a full annual review and a report issued on performance against targets and objectives over the preceding 12 months. This report will be submitted to and approved by ARG, and onwards to Cabinet for information.

The Asset Management Action Plan will be fully revised in the event that the Corporate Asset Strategy is revised or updated.

The Asset Management Action Plan is divided into four separate tables, as follows:

- Organisational arrangements
- Policy framework
- Schemes
- Portfolio Performance

Schedule A: Organisational arrangements

The monitoring through part A of the Asset Management Action Plan relates to actions the Council is taking to ensure that its organisational and governance relating to asset management are as robust as possible, for example the business case process.

These will strengthen our decision making so that decisions are made in a transparent manner, and also that the Council has the necessary skills and resources in place to deliver its Corporate Asset Strategy.

Schedule B: Policy Framework

The monitoring through part B of the Asset Management Action Plan relates to areas where the Council needs to strengthen its policy approach to asset or estate management, such as the development of property standards, for example in terms of areas such as disposal, acquisition, maintenance, environmental performance etc.

Firstly identifying where there might be policy gaps from time to time, and the subsequent develoment and approval of new property related policies.

Secondly, it involces a rolling review of existing property related policies to ensure that they remain fit for purpose, and that the policies are being applied as intended.

Schedule C: Property Schemes

The monitoring through part C of the Asset Management Action Plan relates to specific actions around specific property assets, such as disposals, acquisitions, refurbishment and investment.

This Asset Management Action Plan not only sets out what we are intending to do but will also act as a monitor to report progress and achievement.

The Asset Management Action Plan is intended to operate on a rolling basis and as items on the Asset Management Action Plan are achieved, so new activities and actions will come into the Asset Management Action Plan. The intention is that this rolling approach will continue until the Corporate Asset Strategy is fully revised, which is likely to take place in 2026 and again in 2031.

Schedule D: Portfolio Performance

The monitoring through part D of the Asset Management Action Plan relates to high level portfolio performance. Unlike the other three monitoring areas, this part is subject to annual monitoring, rather than quarterly monitoring in view of the high level nature of the data being monitored. For example rents received, capital receipts generated, net zero carbon targets etc.

Schedule A: ORGANISATIONAL ARRANGEMENTS

No.	ACTIVITY	PROGRESS MONITORING					BLOCKERS	KEY MILESTONES (INCLUDE SPECIFIC DATES)										ACCOUNTABLE OFFICER	RESOURCE AND DEPENDENCIES				
		TARGET COMPLETION	CURRENT PREDICTED COMPLETION	MILESTONE STATUS (RAG)	DIRECTION OF TRAVEL AGAINST COMPLETION	COMMENTS		1		2		3		4		5			NEW FINANCE	NEW CAPABILITY & SKILLS	NEW CAPACITY	OFFICER TIME	OTHER
	(Describe the outcome)							DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE						
	[Projects and deliverables to be added and could include Governance, Systems, Staff Resourcing, skills and structure, Process, Performance Measurement]																						

Schedule B: POLICY FRAMEWORK

No.	ACTIVITY	PROGRESS MONITORING					BLOCKERS	KEY MILESTONES (INCLUDE SPECIFIC DATES)										ACCOUNTABLE OFFICER	RESOURCE AND DEPENDENCIES				
		TARGET COMPLETION	CURRENT PREDICTED COMPLETION	MILESTONE STATUS (RAG)	DIRECTION OF TRAVEL AGAINST COMPLETION	COMMENTS		1		2		3		4		5			NEW FINANCE	NEW CAPABILITY & SKILLS	NEW CAPACITY	OFFICER TIME	OTHER
								DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE						
	[Projects and activites to be added leading to the establishment of a clear clear and robust suite of property related policies]																						

Schedule C: PROPERTY SCHEMES

No.	ACTIVITY	STRATEGIC OUTCOME	PROGRESS MONITORING					BLOCKERS	KEY MILESTONES (INCLUDE SPECIFIC DATES)										ACCOUNTABLE OFFICER	RESOURCE AND DEPENDENCIES				
									1		2		3		4		5							
	(Property address or scheme name)	(Reference the relevant part of section 10 of the Corporate Asset Strategy)	TARGET COMPLETION	CURRENT PREDICTED COMPLETION	MILESTONE STATUS (RAG)	DIRECTION OF TRAVEL AGAINST COMPLETION	COMMENTS		DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE		NEW FINANCE	NEW CAPABILITY & SKILLS	NEW CAPACITY	OFFICER TIME	OTHER
	[Property specific projects and activities to be added]																							

Schedule D: PROPERTY PERFORMANCE

No.	PERFORMANCE DESCRIPTION	PERFORMANCE DEFINITION	PERFORMANCE MONITORING									BLOCKERS	KEY MILESTONES (INCLUDE SPECIFIC DATES)										ACCOUNTABLE OFFICER	RESOURCE AND DEPENDENCIES				
			BASELINE		TARGET		CURRENT		MILESTONE STATUS (RAG)	DIRECTION OF TRAVEL AGAINST COMPLETION	COMMENTS		1		2		3		4		5			NEW FINANCE	NEW CAPABILITY & SKILLS	NEW CAPACITY	OFFICER TIME	OTHER
	(Describe the area of performance)	(Insert the definition of what is being measured)	DATE	PERFORMANCE	DATE	PERFORMANCE	DATE	PERFORMANCE					DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE	DESCRIPTION	DATE						
	[Performance Measures including activities to develop to be added may include some or all of following]																											
	Commercial property rental incom																											
	Rent recovery rates from commercia property portfolio																											
	Service charge recovery rates from commercial property portfolio																											
	Commercial property lease renewa completion																											
	Commercial property rent review completion																											
	Capital receipts from property disposa																											
	Asset value of commercial property portfolio																											
	Occupancy rate of commercial property portfolio																											
	Energy rating of commercial property portfolio																											
	Condition of commercial property portfolio																											
	Utilisation of operational office																											
	Water consumption of operational propert portfolio																											
	Electricity consumption of operationa property portfolio																											
	Gas consumption of operational propert portfolio																											
	Carbon impact of operational propert portfolio																											
	Property assets with acceptable EPC ratin																											
	New construction meeting CICC environmental standards																											
	Operational property assets meeting use satisfaction																											
	Operational property assets meeting CICC condition standards																											

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