



Oxford City Council

Property Asset Management Plan 2009

Appendices

July 2009

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Appendix 1

Council Policy Context

i) Corporate Plan 2009-2012

- (1) The corporate plan sets out the Council's priorities that are driven by its vision to build a world-class city for everyone. The Priorities are:
 - More housing, better housing for all;
 - Tackle inequalities and support communities;
 - Improve the local environment, economy and quality of life;
 - Reduce crime and anti social behaviour;
 - Tackle climate change and promote environmental resource management;
 - Transform Oxford City Council by improving value for money and service performance.
- (2) The Plan has as one of its specific targets, by March 2009/10 to:

"Develop a comprehensive asset management plan that rationalises our property holdings, releases capital for investment and ensures that our buildings are properly maintained."
- (3) Other targets which will have implications for Council property cover:
 - Increase the supply of housing;
 - Develop strong and cohesive communities with neighbourhood social and economic regeneration, standards for community organisations, improvements to leisure centre provision, increased participation in sport by adults and by reviewing community centres, building usage and community needs;
 - Improving playgrounds, and maintaining standards in parks
 - Working with partners to reduce crime and anti-social behaviour and make improvements to the public realm
 - Tackling climate change and reducing the Council's carbon footprint including Council buildings
 - Making more effective use of Council offices
 - Changes in customer relationship management
 - Making cost and efficiency savings
 - Improved procurement

ii) Transformation Programme (2008-2011)

- (1) To support the implementation of the Corporate Plan, The Council's Transformation Programme has specific transformation projects covering: Customers First - Modernising Customer Services; Future Working – Modernising the Workforce; Modernising Corporate Services; Fundamental Service Reviews; Improving Local Decision Making and Involvement; Offices for the Future – Best use of Assets and Accommodation.
- (2) Specific targets that will have implications for property are, by 2011/12, to achieve:
 - *"a 5% workforce reduction, made possible by smarter working;*
 - *a reduced office footprint of up to 10%, enabling assets to be released;*
 - *a reduction of the Council's carbon emissions of at least 25%".*

iii) Medium Term Financial Strategy

- (1) The Medium Term Financial Strategy 2009-10 to 2011-12 acts as a corporate business plan for the Council, showing how the Council will finance and deliver the Council's Corporate Plan. In 2007-8 £4.1 million in efficiency savings and de-prioritisation (from a base of £28.8 million in 2006-7) was agreed and achieved. A further £3.9m of budget reductions have been agreed for 2008/9. This is equivalent to 25% reduction of the net budget over 24 months. There will be a need for this efficiency drive to be continued throughout 2009-10 to 2011-12. The savings target is now a further £3m for 2009-10 and 18% of net spend over the three years.
- (2) It goes on to explain that in terms of the Council's Capital Investment Programme, the Council's major investment is meeting the Decent Homes Standard for its Council tenancies; ensuring its own operational buildings are properly maintained, the repair backlog is reduced and energy efficiency is improved; alongside reducing fuel poverty in the private sector. The Council wants to move away from funding non-HRA capital spending by selling assets, as this is not sustainable. In future, selected asset sales will be banked into an investment fund to generate future revenue income. Borrowing and revenue contributions will be used to fund investment where there is a sustainable business case. The medium-term aim of the Council's efficiency drive and asset management review is to generate an annual revenue contribution towards capital investment. This investment would be used to reduce the repairs backlog on the Council's retained assets and improve services.
- (3) The medium-term financial strategy is built on the following key policy commitments:

- *“Generate cashable savings of £5.2 million from the 2008-09 budget position by 2011-12. This will be achieved by a combination of efficiency measures and de-prioritisation of some services.*
- *Maximise the long-term revenue benefit of its commercial assets.*
- *Not to reduce balances to fund ongoing revenue expenditure.*
- *To plan for a balanced budget.*
- *Reduce the repairs backlog on assets year on year.*
- *To use Prudential borrowing to reduce repair backlogs if the revenue impact can be afforded within a sustainable balanced budget and to use it for Invest to Save projects based on robust business cases with reasonable pay-back periods.*
- *End the dependency on capital receipts to fund the General Fund Capital Programme.*
- *Move towards charging full cost for services in trading areas introducing an Oxford card to give residents a discount over visitors and targeting discounts to low income groups to provide access to services.*
- *To set Council Tax increases below the Government's 5% capping limit and at a level linked to the retail price index.*
- *Plan a sustainable housing revenue account and achieve the Decent Homes Standard by 2010 and maintain this level in future years”*

iv) Community Partnerships Strategies

- (1) The Council's Corporate Plan reflects its role in the Oxford Strategic Partnership (OSP), which has a cross cutting theme of the economy in the city and five flagship issues where the OSP feels it can add value:

- Affordable Housing;
- Health and Social Inclusion;
- Climate Change;
- Quality of the Public Realm for Residents and Visitors;
- Safer, Stronger, more Cohesive City.

The Corporate Plan also reflects the Council's role in supporting the delivery of the Local Area Agreement by OSP

- (2) Similarly the Corporate Plan reflects the Council's role in the Oxfordshire Partnership (OP) which has a vision:

“By 2030 we want Oxfordshire to be recognised for its economic success, outstanding environment and quality of life; to be a place where everyone can realise their potential, contribute to and benefit from economic prosperity and where people are actively involved in their local communities”

and long term ambitions to create:

- A world class economy;
- Healthy and thriving communities;
- Environmental and climate change;
- Reducing inequalities and breaking the cycle of deprivation.

v) Local Planning

- (1) The Council already has an adopted local plan together with a number of related approved planning documents. It is now moving towards the new planning framework (Local Development Framework) recently introduced by the Government and at the end of 2008 submitted its Core Strategy Document to the Secretary of State. In essence these planning documents capture the planning and regeneration aspects of the Council's objectives and particular those relating to housing, environment and economy as well as planning for, and managing growth and development up to 2026.
- (2) The West End Partnership has a particular role in regenerating the City Centre's West End in accordance with the adopted West End Area Action Plan.

Appendix 2

Public Policy Initiatives that Impact on Local Authority Property

i) Strong and Prosperous Communities

- (1) "Strong and Prosperous Communities" is a government white paper on the future role and structure of local government. It was published in 2006. It set out many changes for local government, the main of which are:
 - reducing central government control
 - setting up the framework for strong and high-profile local leaders
 - giving more power to local people and communities
 - making sure local services go on getting better and become more joined up.
- (2) Since the White Paper's publication many initiatives and programmes have been and continue to be introduced to put its proposals into place. This involves statutory and non-statutory guidance. One of the main Acts that has followed it is The Local Government and Public Involvement in Health Act 2007.

ii) Government and Local Government Efficiency

- (1) Like other parts of the public sector, local government has been transforming its services both to better meet the needs of local residents and businesses and to deliver greater value for money. The Government continues to require local government to make year on year efficiency savings and to transform the way it works in order to release finance for reinvestment.

iii) Comprehensive Area Assessment (CAA) Criteria

- (1) The Audit Commission's CAA follows in the wake of the previous Comprehensive Performance Assessment (CPA) and has built on and extended the expectations of the public sector in implementing good property asset management and in achieving good practice property outcomes. There are specific performance criteria for Property Asset Management set out in its CAA Key Lines of Enquiry, which poses the following overall question:

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

 and asks whether the local authority:
 - *has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;*
 - *manages its asset base to ensure that assets are fit for purpose and provide value for money; and*
 - *works with partners and community groups to maximise the use of its assets for the benefit of the local community.*
- (2) These are assessed as follows:
 - Level 1: Fails to meet Level 2 requirements
 - Level 2: Meets only minimum requirements – performs adequately
 - Level 3: Exceeds minimum requirements – performs well
 - Level 4: Significantly exceeds minimum requirements – performs excellently.

iv) Asset Management Review August 2008 - Audit Commission report to Oxford City Council

- (1) This reported the Audit Commission's findings of a review of Oxford City Council's performance on managing its property assets. It contained an assessment of the Council's current performance on this and made recommendations for improvement. It concluded that generally, the Council's practice on managing its property assets meets the minimum standard expected for an organisation with this size of property portfolio, and that it also had considerable scope for improvement.
- (2) It made the following recommendations:
 - (a) *Continue to strengthen its arrangements to assure that the Council's property assets deliver value for money and enhanced community benefits by:*
 - *providing a corporate challenge to the size, form, mix and distribution of the current asset base through the continuation of its programme of property reviews of assets;*
 - *ensuring that the strategic plans for assets fully encompass the aims of the Council, and the long-term business plans of the service departments and those of its partners;*
 - *engaging with the County Council and other local service providers on long term strategic asset management;*
 - *building capacity to manage the asset base strategically;*

- *involving area committees in strategic asset management;*
 - *clarifying its plans for improving the condition of its property assets; and*
 - *making investment decisions that encompass the costs, risks and benefits over the whole-life of the asset.*
- (b) *Adopt a performance management framework covering the performance of the property assets by:*
- *continuing to expand its knowledge about the fitness for purpose and value for money of its assets;*
 - *clarifying its accountability approach on the balance between profit and loss on the commercial estate;*
 - *establishing a set of performance indicators that measure the contribution property makes to corporate performance, management practices, cost and efficiency;*
 - *setting targets that stretch the Council to improve value for money from its property;*
 - *expanding the benchmarking of the performance of the property portfolio against other service providers;*
 - *using feedback, compliments and complaints information from occupiers and visitors to buildings to identify improvements;*
 - *undertaking regular monitoring and reporting of performance; and*
 - *using its scrutiny function to challenge and review the performance of the asset base.*

v) Asset Management, Communities and Local Government, Sir Michael Lyons Report and Operational Efficiency

- (1) Communities and Local Government have been pressing for improved property asset management in Local Government since the late 1990's and this process continues. Sir Michael Lyons' report to the Chancellor of the Exchequer in Dec 2004, "Toward Better Management of Public Sector Assets" noted the progress that had been made by local government in this regard but also noted that more needed to be done. That report has been the precursor to many government initiatives designed to improve public sector asset management and property efficiency. The Treasury has recent commission and published the results (May 2009) of an Operational Efficiency Programme. One of the five strands of the Programme is "Property" and in summary the report encourages public bodies to manage their property more effectively and efficiently.

vi) "Community Transfer" and the "Quirk Report"

- (1) The "Quirk" Report "*Making Assets Work*" (CLG May 2007) urges local authorities, as part of their programmes of empowering communities to consider transferring assets to community based third sector groups.
- (2) The Government's response to the Quirk Report, "*Opening the Transfer Window*" (CLG May 2007), supported all of the recommendations of the Quirk Report endorsed the Quirk Report's encouragement to transfer assets to community based third sector groups in appropriate cases. It also set out the ways in which the Government intended to promote this activity, working with its Partners.
- (3) The Development Trusts Association have been particularly active in advancing awareness amongst third sector bodies of the *Advancing Assets for the Communities Programme* and offers support to third sector bodies in this regard.

Appendix 3(i)

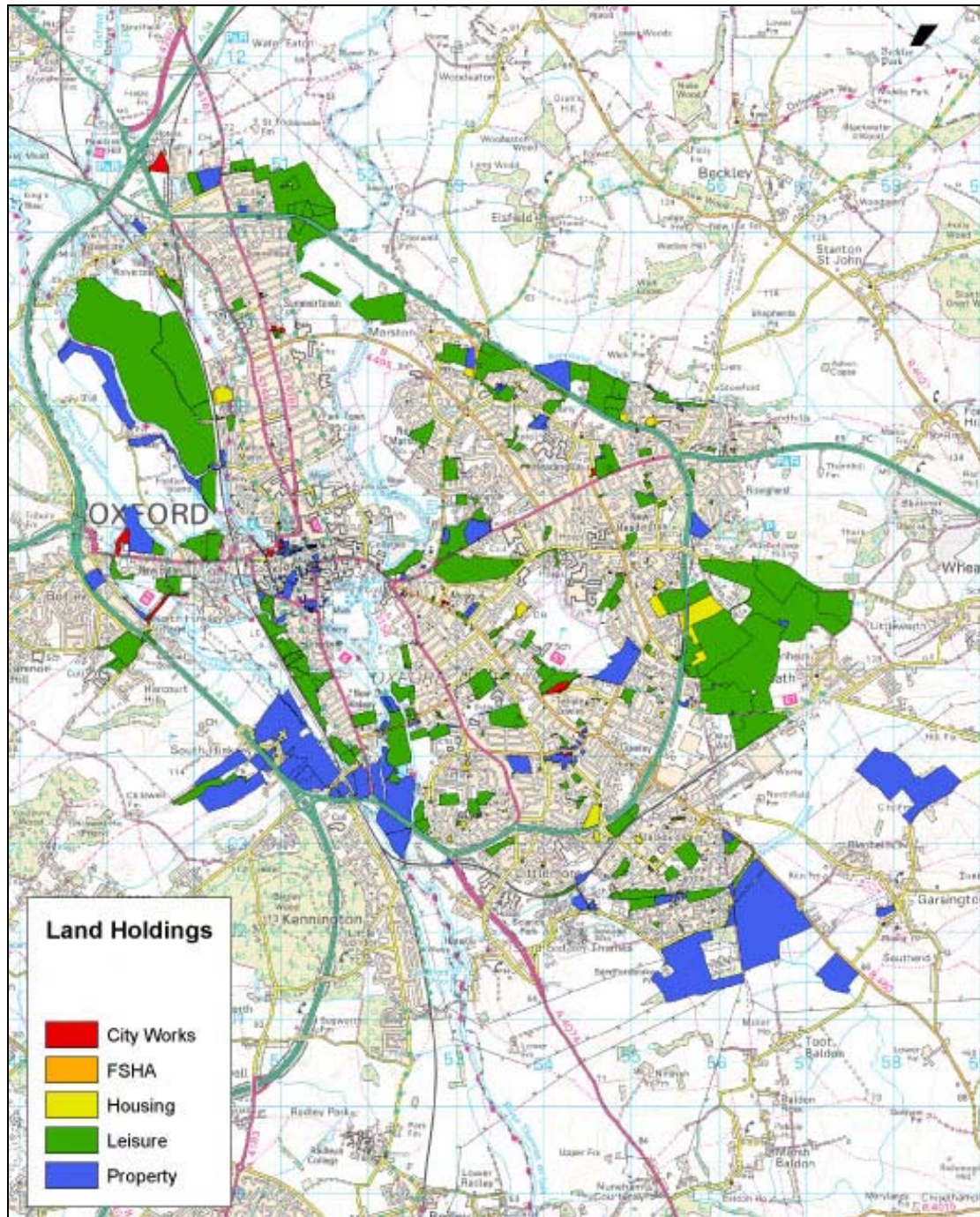
The Council's Property Holdings - Extract from the Annual Statement of Accounts 2007/08

	Total Number 2007/08	Total Number 2006/07		Total Number 2007/08	Total Number 2006/07
Operational Properties			Investments		
Car Parks	19	19	Agricultural Property	24	24
Community Centres	22	22	Car Parks	5	5
Council Dwellings	7876	7967	Land Awaiting Development	16	17
Depots & Workshops	10	10	Misc. Land	42	43
Garages	2333	1	Misc. Property	16	18
Hostels	4	4	Offices	16	16
Housing Estate Shops	68	68	Other Commercial Property	42	41
Misc. Social Partnership	38	38	Public Houses	11	11
Other	2	2	Restaurants & Cafes	10	10
Museums & Galleries	2	2	Shopping Centres (Westgate, Templars and Covered Market)	3	3
Offices	14	14	Shops	69	69
Other Dwellings	35	42	Theatres & Cinemas	2	2
Park & Cemetery Buildings	21	21	Utility Property & Sites	100	101
Public Toilets	19	20	Total Investment Properties	356	360
Sports Centres & Pools	13	13			
Total Operational Properties	10,476	8,243	Infrastructure		
			Bridges	4	4
Community Assets			Footpaths & Unadopted Roads	13	13
Allotments	31	31	Total Infrastructure	17	17
Civic Regalia	235	235			
Historic Buildings	6	5	Plant & Equipment		
Misc. Amenity Land	103	103	Office equipment	10	10
Parks & Open Spaces	117	96	Vehicles and Plant	215	138
Total Community Assets	492	470	Total Plant and Equipment	225	148
			Total Assets	11,566	9,238

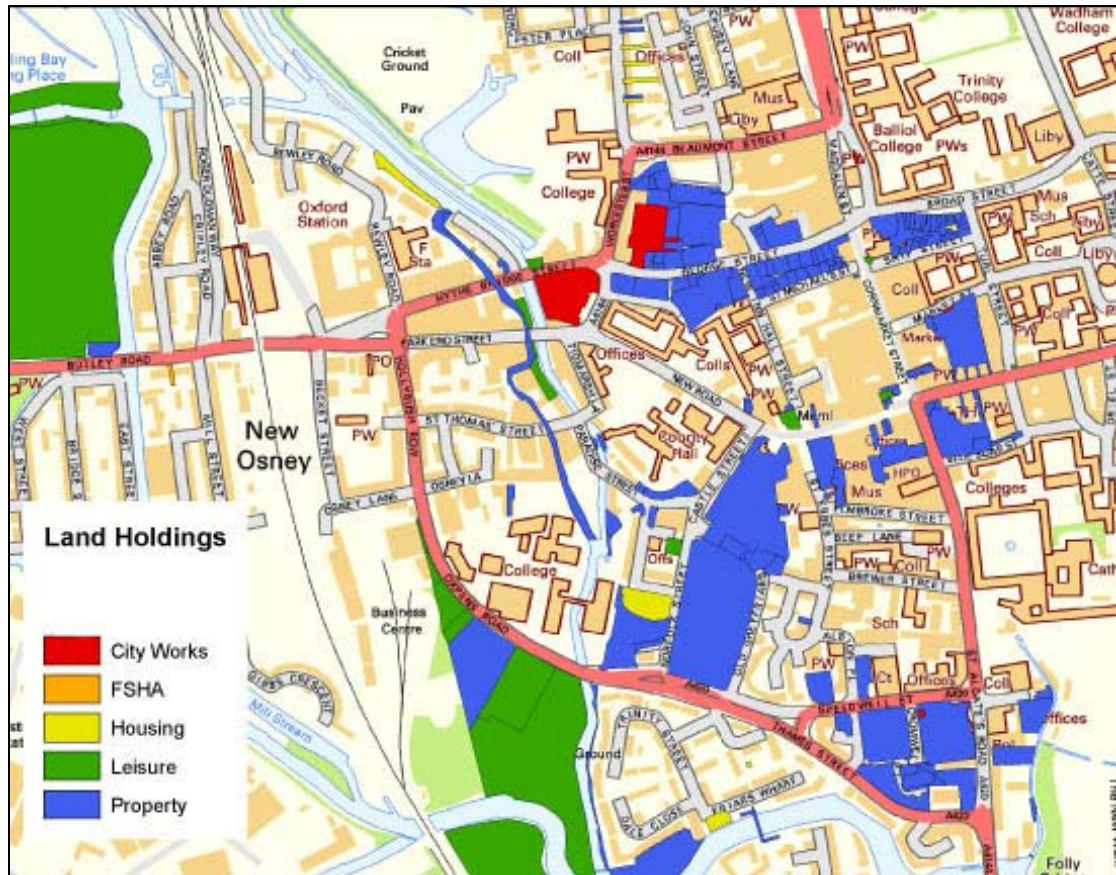
Note: Some of these numbers look different when compared to previous years because during 2007/08 there has been a major review of which category each asset was in. This resulted in quite a few category changes but a much more streamlined asset register. In addition all garages were listed as one asset in 06/07 and in 07/08 were individual listed.

Appendix 3(ii)

The Council's Land and Property Holdings - City Council Wide



Appendix 3(iii) The Council's Land and Property Holdings - City Centre



Appendix 4

Current Performance against the Council's Core Aims and Objectives

i) Housing, Regeneration and Environment

- (1) **Housing and Regeneration** – A full review of older peoples' accommodation was carried in 2005 in line with the CLG Strategic Framework - Quality and Choice for Older Peoples Housing. This has resulted in a programme of rationalisation and refurbishment and the disposal of surplus sites. Capital receipts have been used to upgrade and remodel retained premises and to contribute to the Council's Decent Homes Programme. A review of the HRA tower blocks was undertaken in 2007 and work is ongoing to assess the potential for redevelopment of the sites as part of broader regeneration considerations, in partnership with the Homes and Communities Agency. In the meantime Decent Homes work is being undertaken to comply with the 2010 target. Of the Council's maisonette stock, following review, 2 blocks have been demolished in recent years and redeveloped with more traditional housing in partnership with RSL's. Other feasibility work is ongoing.

The Council has used its property to support regeneration, notably in the City Centre but also in other parts of the City (e.g. Rose Hill and Barton). There will be more opportunities to do this after the current economic downturn and the Council must be ready to react in the medium term to opportunities, particularly, but not exclusively, to increase the supply of affordable housing and related community facilities.

- (2) **Environment** - The Council's carbon management and climate change policies are stated in its publication "Getting our House in Order" published to September 2008. The Council is committed to significantly reducing its carbon footprint and it will seek to make property properly contribute to its target of, by 2011/2012, a reduction of the Council's carbon emissions of at least 25%" (based on 2005/6 baseline figures). All major Council property projects are, and will be, considered at the Council's Carbon Management Board and appropriate action taken in each case.

The Council is working with the Carbon Trust to implement schemes to reduce the Council's CO₂ emissions. Salix funding is being used to assist in financing schemes for which individual business cases are prepared. The funding is being used to implement schemes at Leisure Centres (e.g. pool covers) and Admin Buildings (energy efficient lighting and voltage optimisers).

ii) Customers

- (1) **Co-location with Partners** - The Council has been committed to co-location with partners for a number of years and has been successful in a number of areas such as with the County Council, The Oxford Sports Partnership, and with the West End Partnership in the use of office space. The Council is keen to do more here and will actively pursue opportunities in the future, particularly where they are self-financing or produce efficiencies.

The Council has a track record of developing innovative solutions to the transfer and/or sharing of assets with the local community, other public sector partners etc. Individual projects include:

- The Park and Ride transfer to, and partnership with, the County Council.
- Leisure Centre transfer and partnership with Fusion Lifestyles.
- The Old Fire Station, George Street - a significant homelessness initiative.

- Transfer of land and stadium to Oxford City Football Club to provide improved community and sporting facilities.
- Transfer of land/green spaces to community groups to provide for community access/site enhancement.

The Council also has partnership arrangements with the University's Colleges to provide for community access to valuable pieces of public open space.

Examples of other initiatives are:

- Allotment sites asset transfer and self-management
- Community centres partnerships with community groups
- The West End Partnership to secure City Centre Regeneration

(2) **Customer service** - The Council has two "one-stop-shop" Customer Service Shops; a primary shop in the City Centre and one at Temple Cowley. There is a call-centre in St Aldates Chambers. The Council wishes to improve its customer services offer in terms of breath of services offered and the quality of service/facilities. Customer service is not limited to the Customer Service Shops, the call centre, mail and the internet. The Council would like to improve the service offered by, for example, community centres and leisure centres, depots and other outlets, which currently are in variable condition and which do not offer the best overall level of service. However this is only likely to be possible where proposals are wholly or substantially self-financing.

(3) **Community Development and Health** - The main areas where the Council's non-housing land and property impacts on community development are its Community Centres and its Leisure Properties.

Community Centres - There are 22 Council Community Centres which serve local communities across the City. The Council and its partner Community Associations recently embarked on the Community Matters "VISIBLE" process to further validate the social and community benefits of the Council's Centres. To date, 2 Centres have been accredited. A pilot project is currently underway in conjunction with the Development Trusts Association and Community Matters to examine scope to develop/improve two community centres leading to Asset Transfer. The Council has granted short term leases (e.g. 5 years) of community centres to a number of community organisations. The Council has recently (2008) closed Cowley Community Centre. It should be noted that the Council is not the only provider of this type of facility as, for example, Faith Communities and the Third Sector also provide facilities.

The Council's Community Centres are located throughout the city and are in variable condition and many have significant maintenance backlogs. They are also of varying quality in terms of layout, facilities and general fitness for purpose. Budget restrictions have meant that only limited building work (other than reactive maintenance) has been undertaken on most of these community facilities in the recent past.

Leisure Centres - A similar situation exists with the Council's wet and dry Leisure Centres. They are in variable condition, of varying fitness for purpose, some with significant maintenance backlogs. Again, budget restrictions have meant that only limited building work (other than reactive maintenance) has been undertaken on some of the Leisure Centres for some time. On 29th March 2009, after a comprehensive market testing exercise by the Council, the management of these centres passed to the Council's appointed partner, a not for profit charity, Fusion Lifestyles. There are agreed targets to improve the facilities while making savings and the Council will ring fence finance to enable this to happen. The Council retains maintenance responsibilities for the older leisure facilities and it now needs to review its leisure centre provision as the condition, age and suitability of some of the centres mean that improvement is

desirable. (The Council's involvement in the public use of the swimming pool and other sport facilities at Peers School ceased in February 2009, as part of the improvement work connected with the new Academy School, and this also makes a review desirable).

Cemeteries - The Council also needs to address a potential shortage of burial space in the medium and longer term. There are currently four cemeteries owned and operated by Oxford City Council at Botley, Headington, Rose Hill and Wolvercote. No increase in burial space has been provided since 1932. In addition to these 4 cemeteries the City Council is also responsible for the maintenance of the grounds and perimeters of 11 other sites comprising 2 closed cemeteries, Osney and St Sepulchre's, and 9 closed churchyards totaling a further 13.16 acres. These sites are all part of the Diocese of Oxford and are subject to Ecclesiastical Law. Oxford is not in immediate danger of running out of burial space. However, for certain religions and nationalities, the option to have separate dedicated burial sections is quickly running out. This will in turn put additional pressure on the general sections. As Wolvercote gets ever closer to capacity, pressure on Botley will increase as it takes on more of the City's burial demand.

iii) Efficiency

- (1) **Efficient offices** – The Council's office floorspace is now significantly under-utilised primarily as a result of reductions in staff numbers over recent years. In addition whilst staff working conditions are generally acceptable they do not meet the Council's aspiration to have "21st Century public service offices" to improve productivity recruitment and retention. The Council will need to address this issue although any proposal will need to be self-financing in the medium term. The Council is currently considering its property options. In Spring 2009 it considered the outline business cases of six possible property options for its future office occupation and decided to investigate two of these further, both of which involve staying in the city centre but contracting into less but improved floorspace. The refinement of the appraisal of these two options and the development and approval of supporting HR and ICT policies and their implementation plans is timetabled for completion in September 2009. The Office Accommodation Strategy is part of the Council's wider "Offices for the Future" Transformation Project.

Other buildings - The improved utilisation of other land and buildings will also need to be considered as the drive for better value for money and better efficiency continues.

- (2) **Running cost efficiency** – Efforts have been made to ensure that the running costs of the Council buildings are as efficient as possible. However more work needs to be done here. On the one hand the search for efficiencies must continue although the reductions in repairs and maintenance expenditure, which has occurred in recent years, will need to be reversed (see below).
- (3) **Capital receipts** – In the past the Council has been proficient at supporting its capital spending aspirations with capital receipts from property disposals. The generation of capital receipts now largely depends on either property rationalisation producing surplus property or from receipts from development on Council owned land. The Council now has the opportunity to do the preparatory work to make sure receipts are forthcoming after the current economic downturn. During the down-turn it seems likely that capital receipts will dwindle and indeed in many cases it may be unwise to pursue them as they are may result in significantly depressed values.
- (4) **Income from investment property** – The City Council has an extensive investment property portfolio compared to many other Districts Councils. Much of it is located in the City

Centre. The total rent roll currently stands at approx. £7.4m pa (08/09). The majority of the total income is derived from city centre properties (approx 80%) and from retail property (approx 60%). The Councils revenue budget is heavily underpinned by its income from its investment properties.

Hitherto the Council has had an "informal" policy of:

- Generally, retaining its ownership of its investment property;
- Increasing income from its investment property, when opportunities arise;
- On occasion selling investment property to support regeneration or to support the capital programme.

- (5) **Maintenance** - The Council has a substantial maintenance backlog, which is currently estimated to be £4.95m capital and £4.11m revenue (total £9.06m) and this is a 2% decrease from for the figure noted in the 2006 AMP as there have been significant reductions in specific cases (e.g. DDA access works, properties declared surplus no longer requiring maintenance), even though the overall trend in the backlog in other areas is upwards.

In line with the Council's Medium Term Financial Strategy 2009-10 to 2011-12 (MTFS), the Council is increasing its annual spend on maintenance and repair. At the present time (08/09) it spends £530,000pa (revenue) on maintenance and repair, which has been sufficient to keep the building stock operational but which has been insufficient to make any improvement in the maintenance backlog. As from 2009/10 (until 2013/14), £700,000pa has been included in the capital programme to allow for maintenance backlog works to be gradually tackled. Some of this money will need to be allocated to Leisure buildings to honour the Council's commitments in the new partnership with Fusion Lifestyles.

- (6) **Procurement** - The Council has already embarked on projects to:

- Reduce costs through a more effective corporate approach to the commissioning of repairs and maintenance.
- Re-tender contractor repairs and maintenance activities.

iv) Property Asset Management

- (1) Hitherto the Council has managed its property portfolio on a devolved basis with various property and facilities management functions reporting through different lines of management. Up to now (08/09) the Council has been under-resourced in undertaking all its property work and particularly in undertaking strategic property work. This has made it difficult to progress the asset management work that is envisaged in this Asset Management Plan. In 2008 the Council agreed integrate its property and facilities management functions under the Head of Property and Facilities Management and this has recently been implemented and an Interim Head of Property and Facilities Management is in post. During 08/09 another interim member of staff has been recruited to act as Asset Manager and the Council has agreed two additional full-time members of staff for 09/10 onwards to undertake asset management work. Subject to availability, these staff will be appointed in 09/10. Full implementation of the organisation of this new Department will be completed in 09/10. The establishment of new procedures to support this new corporate management of property is currently being put in place.

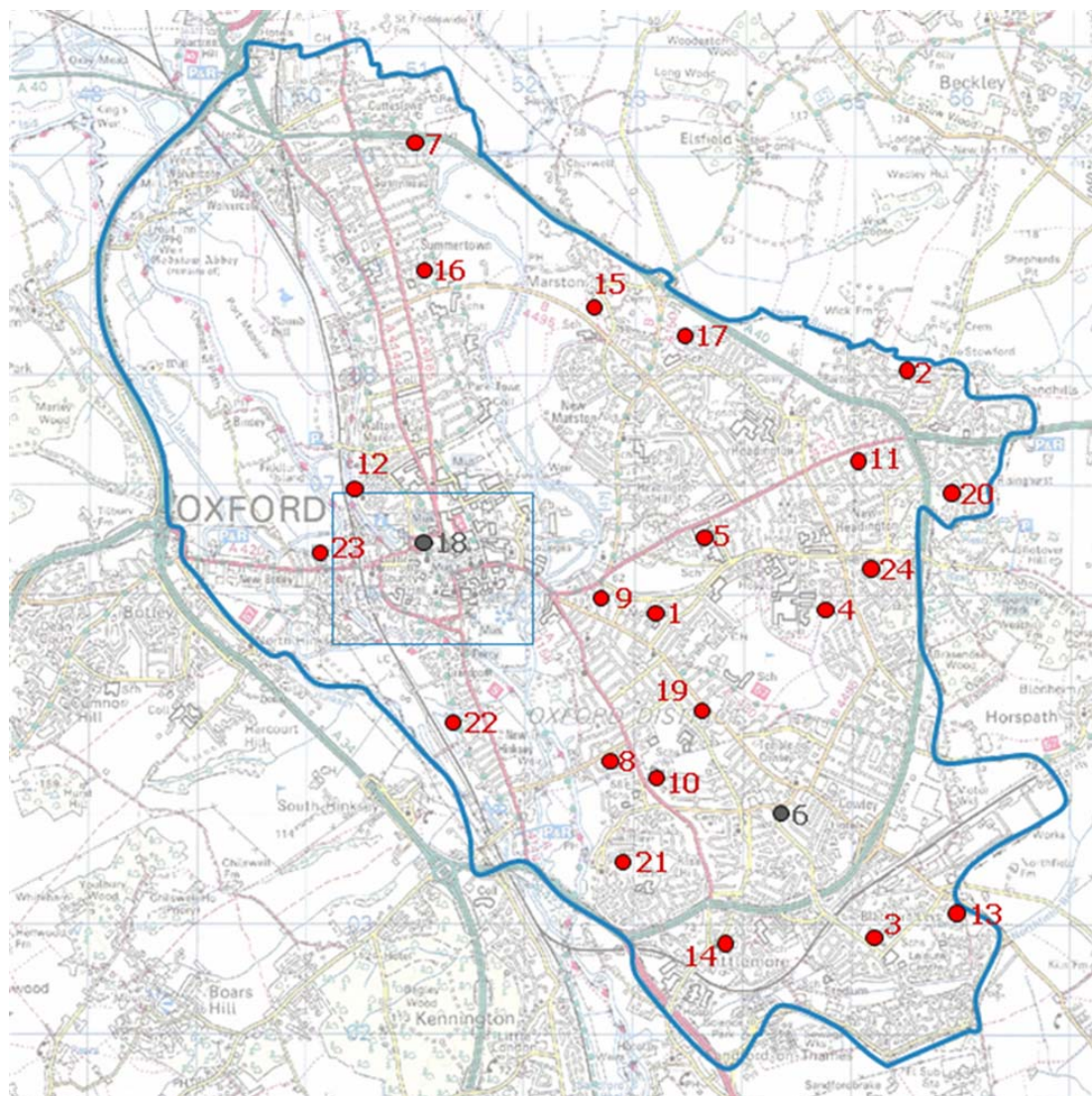
Appendix 5(i)

Community Centres

Centre	Gross Internal Area M²
Asian Cultural Centre	539
Barton NC	1799
Blackbird Leys CC	1516
Bullington CC	373
Cheney Community Hall	266
Cotteslowe Community Centre	250
Donnington Community Centre	432
East Oxford CC	1117
44b Princes St	348
Ferry (N. Oxford) Community Centre	377
Cotteslowe Pavilion	318
Florence Park CC	286
Headington CC	366
Jericho CC (Leased)	324
Jubilee 77 CC	237
Littlemore CC	334
Northway CC	333
Regal CC	317
Risinghurst Community Centre	318
Rose Hill CC	1046
South Oxford CC	822
West Oxford Community Centre	604
Wood Farm CC	234

Appendix 5(ii)

Community Centres



- | | |
|-------------------------------|--|
| 1. Asian Cultural centre | 13. Jubilee 77 |
| 2. Barton | 14. Littlemore |
| 3. Blackbird Leys | 15. Mortimer Hall |
| 4. Bullingdon | 16. North Oxford |
| 5. Cheney | 17. Northway |
| 6. Cowley (closed) | 18. Oxford Lesbian and Gay Centre (closed) |
| 7. Cutteslowe | 19. Regal |
| 8. Donnington | 20. Risinghurst |
| 9. East Oxford/Princes Street | 21. Rose Hill |
| 10. Florence Park | 22. South Oxford |
| 11. Headington | 23. West Oxford |
| 12. Jericho | 24. Wood Farm |

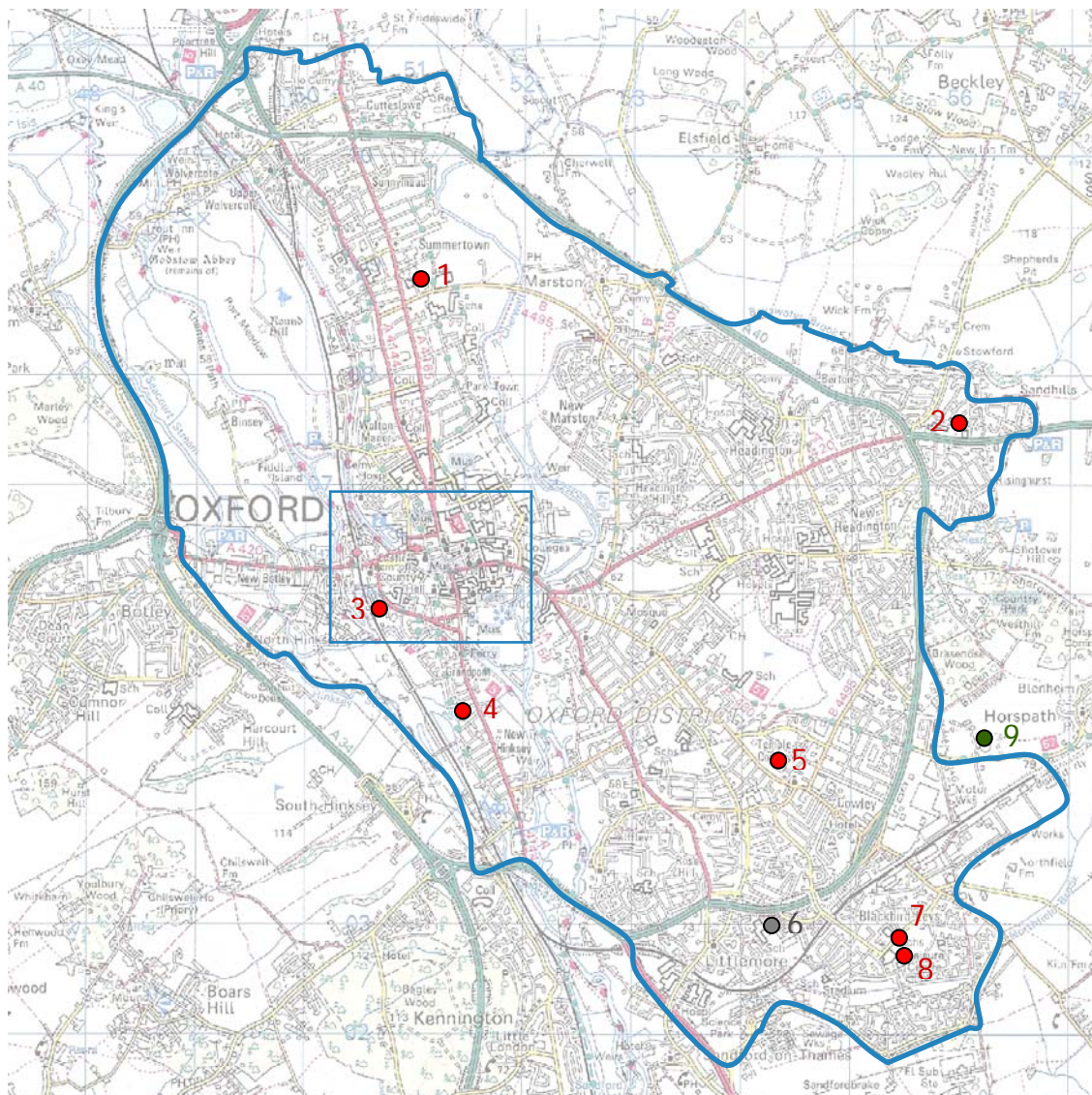
Appendix 6(i)

Leisure Centres

Centre	Gross Building Internal Area (m2)
Oxford Ice Rink	3453
Temple Cowley Pool	2612
Barton Pool	1297
Ferry	3180
Blackbird Leys Leisure Centre	3398
Blackbird Leys Pool	361
Hinksey Pools	Open Air

Appendix 6(ii)

Leisure Centres



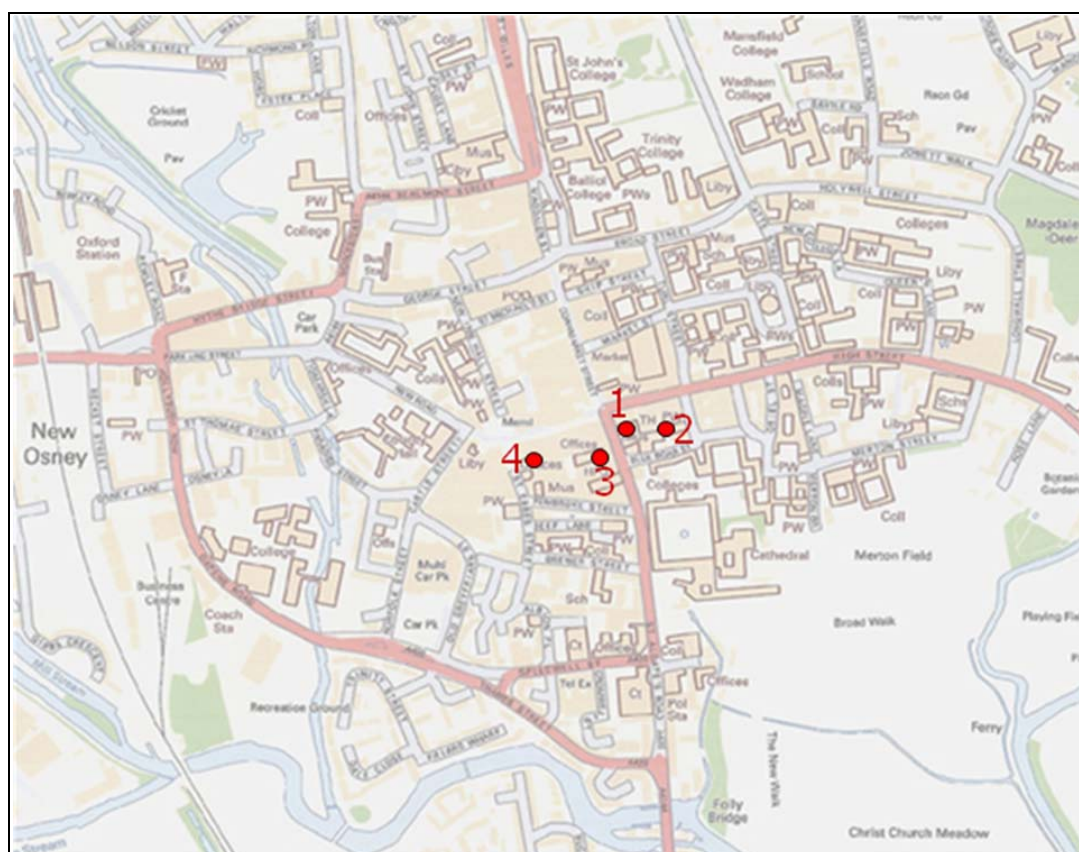
- 1 Ferry Sports Centre
- 2 Barton Pool
- 3 Oxford Ice Rink
- 4 Hinksey Pools
- 5 Temple Cowley Pool
- 6 Peers Sports Centre (The Council is longer involved with public access to this facility)
- 7 Blackbird Leys Pool
- 8 Blackbird Leys Leisure Centre
- 9 Horspath Sports Ground and Track

Appendix 7(i)

The Council's Office Accommodation – Data (May 2008)

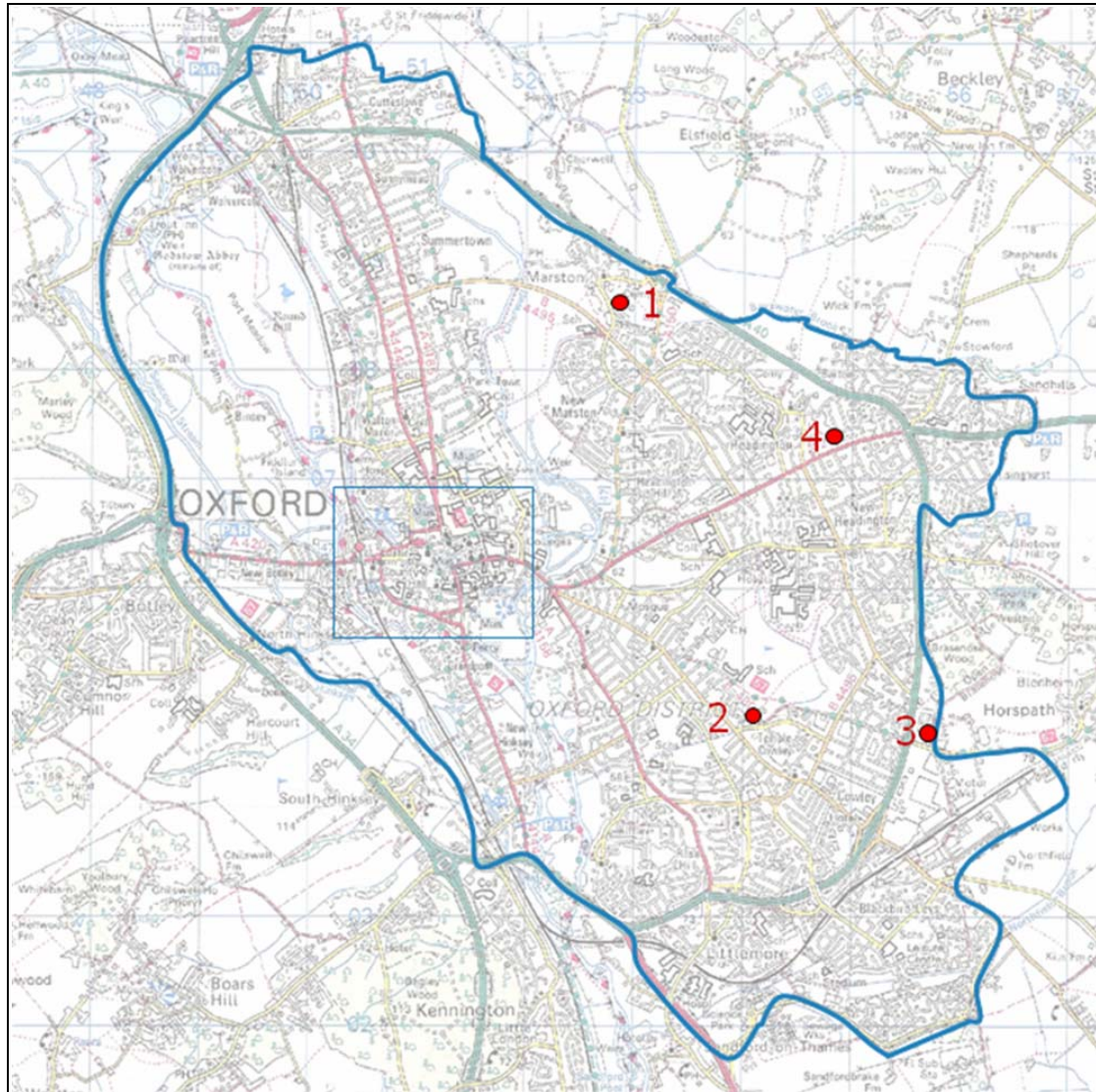
Building	Floor-space m ² NIA (net internal area)	Council staff headcount (%Part time) (May 2008)	Partners' Staff Headcount (May 2008)
Blue Boar Street	849	59 (36%)	8
Bury Knowle House	128	0 (0%)	2
Northway	909	21 (4%)	12
Ramsay House (inc of Reception)	1434	156 (21%)	0
St Aldates Chambers (excluding the Customer Services Outlet [CSO])	2687	248 (24%)	5
Town Hall (offices and apportioned ancillary meeting rooms)	1351	82 (23%)	3
TOTALS	7358	566 (24%)	30

The Council also has offices at Cowley Marsh Depot and Horspath Depot. These offices are associated with the depots.

The Council's Office Accommodation – City Centre Locations

- 1 Town Hall
- 2 Blue Boar Street
- 3 St Aldates Chambers
- 4 Ramsay House

Appendix 7(ii)

The Council's Office Accommodation – Non City Centre Locations

1 Northway (due to be vacated in 2009/10)

2 City Works

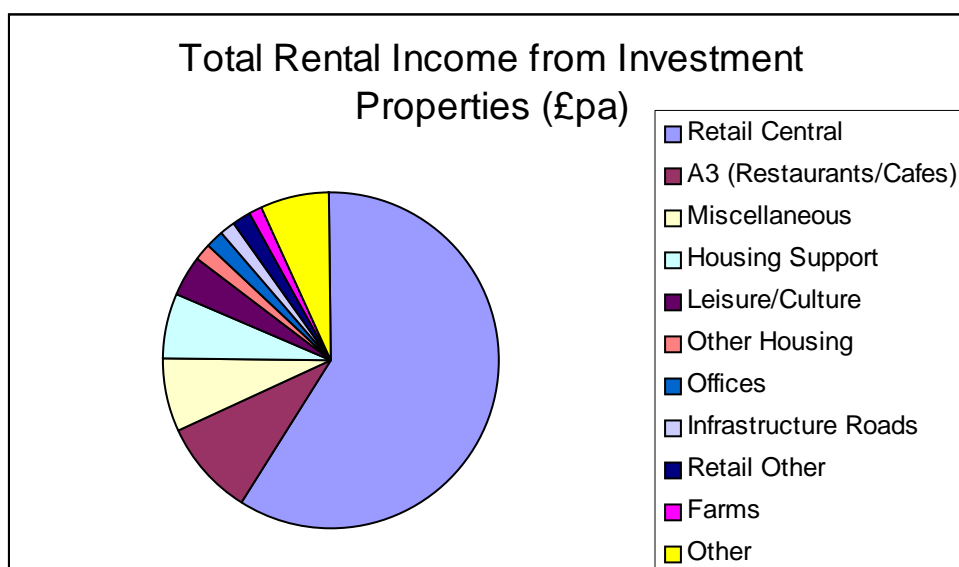
3 Oxford City Homes

4 Bury Knowle House

Appendix 8(i)

The Council's Property Investment Portfolio - Breakdown

Investment Class	Rent Roll pa
Retail Central	£4,325,385
A3 (Restaurants/Cafes)	£686,750
Miscellaneous	£528,034
Housing Support	£485,968
Leisure/Culture	£283,772
Other Housing	£124,854
Offices	£123,764
Infrastructure Roads	£122,927
Retail Other	£116,300
Farms	£113,755
Other	£485,380
TOTAL	£7,396,889

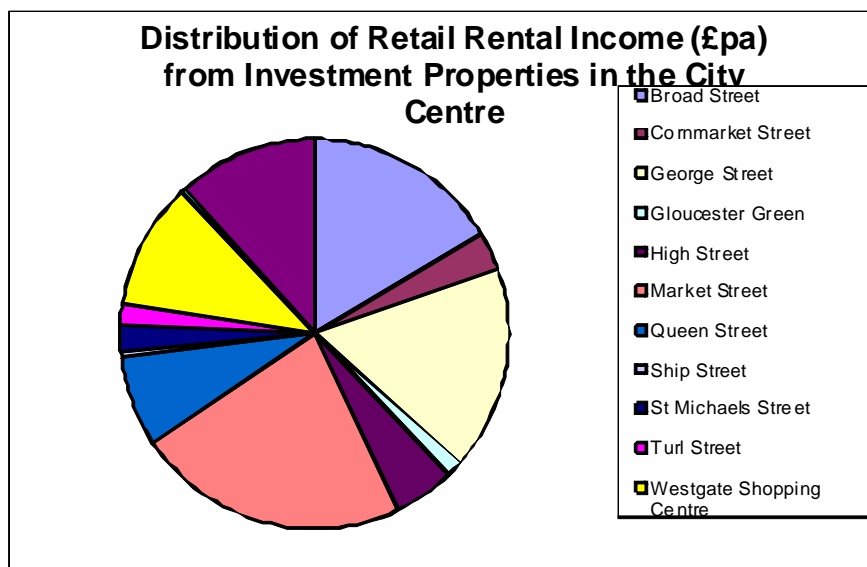
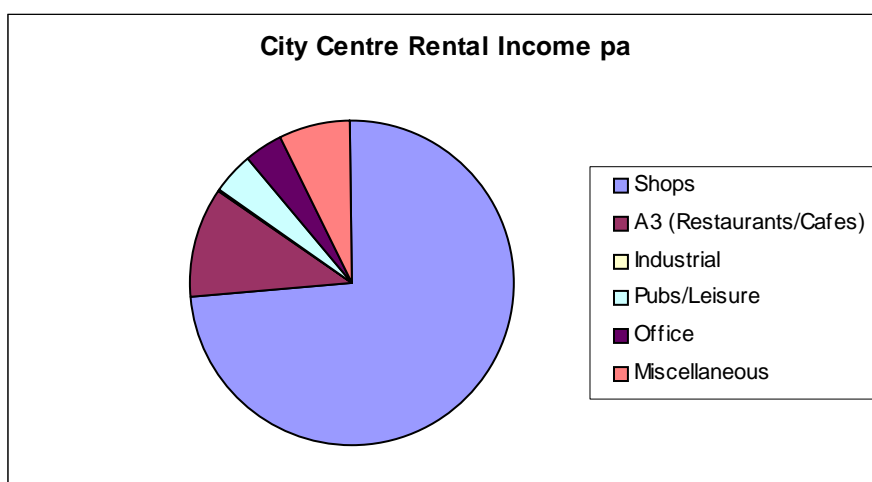


Note: Due to some properties being categorised differently between the tables in this appendix there are discrepancies between some of the figures. These will be resolved in the review of Investment Property being undertaken in 2009/10.

Appendix 8(ii)

The Council's City Centre Property Investment Portfolio - Breakdown

Investment Class	Rent Roll pa
Shops	£4,340,435
A3 (Restaurants/Cafes)	£665,250
Industrial	£9,860
Pubs/Leisure	£256,772
Office	£222,237
Miscellaneous	£431,384
TOTAL	£5,925,938

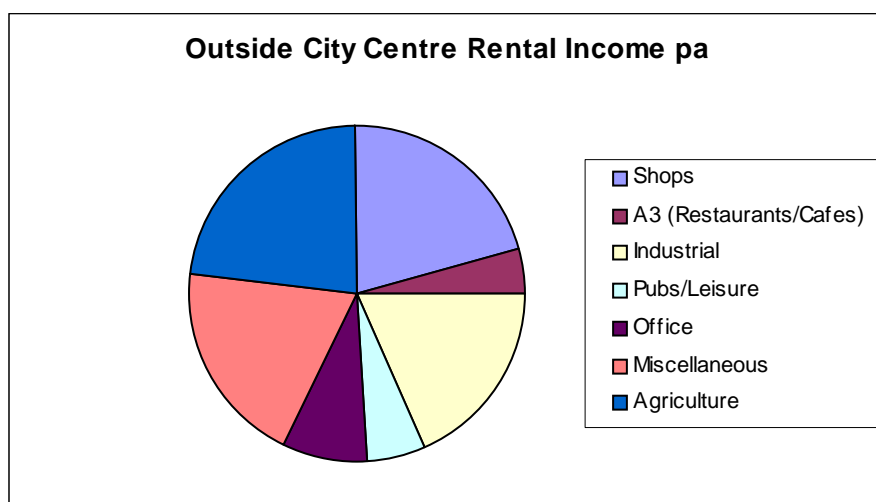


Note: Due to some properties being categorised differently between the tables in this appendix there are discrepancies between some of the figures. These will be resolved in the review of Investment Property being undertaken in 2009/10.

Appendix 8(iii)

The Council's Non City Centre Property Investment Portfolio - Breakdown

Investment Class	Rent Roll pa
Shops	£101,250
A3 (Restaurants/Cafes)	£21,500
Industrial	£88,860
Pubs/Leisure	£27,000
Office	£39,264
Miscellaneous	£96,650
Agriculture	£113,755
TOTAL	£488,279



Note: Due to some properties being categorised differently between the tables in this appendix there are discrepancies between some of the figures. These will be resolved in the review of Investment Property being undertaken in 2009/10.

Appendix 8

Estimated Maintenance Backlog March 2009

	Investment Properties	Leisure Properties	Parks and Cemeteries	Community Centres	Admin. Buildings	Town Hall	Community Properties	Housing (Non HRA)	Others	TOTALS
Capital	£915,000	£1,079,500	£1,218,000	£1,088,500	£325,500	£122,000	£66,000	£133,500	£0	£4,948,000
Revenue	£1,511,000	£305,000	£631,000	£461,500	£372,500	£193,500	£491,500	£113,000	£30,500	£4,109,500
TOTAL	£2,426,000	£1,384,500	£1,849,000	£1,550,000	£698,000	£315,500	£557,500	£246,500	£30,500	£9,057,500

Appendix 10

OXFORD CITY COUNCIL

OFFICE ACCOMMODATION STRATEGY
EVALUATION OF OPTIONS

PROGRESS REPORT

FEBRUARY 2009

1. Summary

- 1.1. This report considers the relative merits of six options for the future of the Councils Office Accommodation. This is a preliminary assessment of the options which is designed to allow the Council to make an initial judgement on the Carlyle development proposals and also to allow the selection of a favoured option(s) which should be the subject of more detailed appraisal.
- 1.2. The Options that have been appraised are:
- OPTION 1A – Current Position Baseline** - Current position (i.e. Carry on as we are in our existing accommodation)
- OPTION 1B – Existing Accommodation** – Flexible working within our existing accommodation and letting surplus space.
- OPTION 2 – Carlyle** – Flexible working and taking space in the Carlyle development and vacating St Aldates Chambers.
- OPTION 3A – Carlyle and Oxpens** – Flexible working and taking space in the Carlyle development and vacating St Aldates Chambers and then moving to Oxpens (in ten years time) whilst continuing to occupy the Town Hall.
- OPTION 3B – Existing Accommodation and Oxpens** – Flexible working within our existing accommodation, letting surplus space and then moving to Oxpens (in ten years time) whilst continuing to occupy the Town Hall.
- OPTION 4 – Business Park** – Flexible working in a business park location close to the ring road whilst continuing to occupy the Town Hall.
- 1.3. A summary of their relative merits are described in the table below:

Option	SUMMARY
OPTION 1A – Current Position Baseline	Low risks, poor value for money but with no revenue growth.
OPTION 1B – Existing Accommodation	High revenue growth in early years with high revenue savings in later years, but with poorer value for money, with manageable levels of risk.
OPTION 2 – Carlyle	Lower revenue growth in early years, with revenue savings in later years, with better value for money, and manageable levels of risk.
OPTION 3A – Carlyle and Oxpens	High growth in some years with some savings thereafter, but providing good value for money, but high risk.
OPTION 3B – Existing Accommodation and Oxpens	High levels of revenue growth in early years with some savings in later years, with good value for money, but high risk.
OPTION 4 – Business Park	Very high revenue growth in early years gradually tailing off to revenue savings in later years, but with poorer value for money, and medium risks.

- 1.4. The Report concludes that, at the present time none of the options, (except, obviously, Option 1A [Current Position Baseline] which is in the current Council budget) are currently fully affordable as they all involve some initial revenue growth, which is not affordable, albeit that in some cases this is balanced by later savings. However even with these revenue savings none of them could be justified, at this time, on the basis of spend to save, although with further work some may be able to be justified on that basis.

- 1.5. Option 2 (Carlyle) would be the best option to pursue if its moderate initial revenue growth could be reduced. It is better than, in all other respects, Option 1A (Current Position Baseline). Failing this, Option 1B (Existing Accommodation) would be a "fall back" option, if its early significant revenue growth could be reduced.
- 1.6. In all three cases (Options 1A, 2 and 1B) it would be possible to consider Oxpens later (depending on circumstances at the time) and therefore pursuing Option 1A (Current Position Baseline), Option 2 (Carlyle) or Option 1A (Existing Accommodation) would not preclude a possible move to Oxpens later.
- 1.7. Option 4 (Business Park), whilst not out of the question, would not appear to have comparable overall benefits and it suffers from very high revenue growth in its early years.
- 1.8. The sections that follow describe in detail the reasoning behind these conclusions and recommendations.

2. The Council's Current Position and its Transformation Programme

- 2.1. The Council currently occupies office accommodation at the following locations:
 - Blue Boar Street
 - Bury Knowle House
 - Northway
 - Ramsay House
 - St Aldates Chambers
 - Town Hall (offices plus ancillary meeting rooms)
- 2.2. The Council's Corporate Plan and The Council's Transformation Programme has specific objectives relating to improving office working conditions and reducing the Council's office floorspace and this taken with the opportunity to change the Council's office configuration, presented by the Carlyle development/refurbishment proposals at St Aldates/Queens Street, together with the longer term possibility of relocating to Oxpens, means that it is important for the Council to consider options for the future of its office accommodation and to decide on the most appropriate way forward.

3. Purpose of this Report

- 3.1. This report is the first stage in that process. It presents the findings of a "first cut" evaluation of six possible options and inevitably contains many assumptions. Whilst innumerable options could have been chosen, these six options are considered to be the ones that represent the realistic range of options open to the Council and they are described in more detail later in this report. This report seeks to clarify which option might be the most favoured by the Council to enable further work to be undertaken on that option.

4. The Council's Current Office Accommodation

Accommodation, Floorspace and Staff Numbers

- 4.1. The Council currently occupies or owns office floorspace of **7358 m²** (Net Internal Area) which houses **596 Council and Partners' staff** (May 2008 figures), the current occupancy (Council and partners staff) is **12.35m²** per member of staff (headcount).
- 4.2. The staffing numbers are likely to reduce slightly in the near future, with the transfer of the Council's ICT work to the County Council and the letting of the Leisure Services Contract. In line with the Council's Transformation Programme, the numbers of Council staff may reduce still further and this in turn may affect office staff numbers.

Running Costs and Maintenance Liabilities

- 4.3. The property running costs of the buildings that the Council occupies as offices totals approximately **£975,500pa**. In addition there is a significant maintenance backlog on all of its office buildings totaling some **£698,000**.

Related Office Accommodation Issues

- 4.4. **The Customer Service Outlet (CSO)** – This is currently located on the ground floor front of St Aldates Chambers with a "shopfront" on St Aldates. In this option appraisal it has been assumed that the size of the CSO remains unchanged.

- 4.5. **Wider Use of the Town Hall** – Of course the Town Hall is not solely used for office purposes. In fact the majority of the space is used for other purposes. Any changes to the offices in the Town Hall may have a bearing on some or all of these other uses. It should also be borne in mind that the Town Hall is a Grade II* listed building, which constrains the ability to make changes to its layout.
- 4.6. **Regeneration** – The Council's office floorspace also has a wider relationship with the regeneration of the City Centre and the City generally, as for example with the Carlyle proposals and the longer term Oxpens proposals.
- 4.7. **Environmental Issues** – The Council's carbon footprint from its offices is significant and any reduction in office floorspace and/or improvement in building efficiency will contribute to the Council's overall environmental performance.

5. The Reasons for Considering Change Now

The Carlyle Development Proposals

- 5.1. For some time now, The Carlyle Group in association with Merton College, have been planning to refurbish and redevelop a site at junction of St Aldates and Queen's Street. To carry out the scheme, Carlyle Group wish the Council to surrender its lease of St Aldates Chambers (which covers both the Council's offices and the CSO) and it has offered the Council new leases of office and retail (the latter for the CSO) accommodation in the new development. Contrary to current market trends, the Carlyle Group are still indicating that they would like to proceed with their development scheme. Should the Council wish to proceed, the broad timetable presently envisaged (yet to be agreed) would see the Council reconfiguring its floorspace to accommodate overflow from the vacation of St Aldates Chambers offices during 2009/10 and 2010/11 and then vacating St Aldates Chambers and taking space in the Carlyle scheme in late 2010/11.

Under-occupancy

- 5.2. As a rule of thumb, the industry standard, for modern open plan office floorspace, is in the region of 8.5 m² NIA per workstation and with "flexible working" this results in an overall ratio of some **7.2m² per member of staff** (headcount). In some cases lower ratios of floorspace to staff numbers than 7.2m² per member of staff can, and have been, achieved in modern open plan buildings. Currently the Council occupies **12.35m² per member of staff** (headcount). Whilst achieving industry standards is not normally possible in older buildings, the Council clearly has scope for reducing the amount of office floorspace that it uses, with consequent accommodation cost savings. However to do so would involve some up-front investment to allow for the more efficient use of space.
- 5.3. This report suggests that at the present time, bearing in mind the characteristics of its existing office floorspace, the Council should aim for 10m² per workstation and 0.85 workstations per member of staff resulting in **8.5m² per member of staff**. It must be noted however that the Council will need to work hard to achieve this level of reduction.

Improvement to Office Working Conditions

- 5.4. Evidence generally and from other local authorities suggests that if the Council improves office working conditions there will be a consequent improvement in productivity, recruitment and retention and an improvement in the Council's branding.

Co-location with our partners

- 5.5. In the longer term the Council has always been interested in co-locating its offices with its partners. A possible location for this is the Oxpens Regeneration Area. There are a number of hurdles to overcome before this site can be brought forward and so it will be some years (possibly 8 or 9) before this may happen.

Challenges in adopting "flexible working"

- 5.6. Moving to a flexible style of working brings a number of challenges, which will take time to address. Amongst these challenges are:
 - **Office layouts** – Flexible working requires a different office layout which will require expenditure.
 - **Decanting** – Making the physical changes to the offices requires the vacation of space whilst the works are being undertaken and careful planning of this decanting process is necessary. This is the case in all options but particularly so in the options involving the Carlyle proposals where floorspace will be particularly tight. Achieving the required floorspace per person standard will be very challenging in all options except perhaps the option involving a business park.

- **Change in management style** – managers need to manage their staff in a different way as some of staff may not be present in the office for some or much of the time.
- **“Office behaviour”** – There needs to be a change in the ways the office is organised as personal space may be more limited, filing and storage will need to be more structured, meeting room and desk booking will need to be organised etc.
- **Culture and reluctance to change** – Sometimes staff are hesitant to move to a different way of working and this needs to be managed effectively. Managers may take time to adapt to working in open-plan offices.
- **ICT** – There will be additional ICT challenges and costs connected with, for example, possible changes to the ICT platform to facilitate remote working and remote security, the substitution of desktops with laptops, “follow me” telephone systems etc.
- **HR** – New policies will need to be developed to cover home and remote working and clear guidelines will be needed. Changes may need to be negotiated with staff representatives.

6. The Options

The Council’s ongoing floorspace requirement

- 6.1. This figure has been noted above and is based on May 2008 figures and is 5066m² Net Internal Area. However, taking recent staffing changes into account in future space planning, our requirement would be: 596-26= 570 (headcount) x 0.85 x 10m² = **4845m²** Net Internal Area.

Initial space planning feasibility work is showing that if, for example, the Council decided to consolidate into floorspace comprising Blue Boar Street, Bury Knowle House, the new Carlyle scheme, The Town Hall and Ramsay House, then it would be very challenging to fit all our staff in, unless the Council adopted floorspace standards that would achieve less generous floorspace ratios than those stated above, in some buildings.

Choosing Options

- 1.1. To inform the Council of the best likely course of action in planning its future office space requirements, it is necessary to compare the benefits and costs of different future office configurations. The possible combinations are many and the work involved in appraising them all is extensive and so there needs to be a representative set of options which seeks to cover all the various combinations. One of these options is normally the “status quo” (in other words carrying on as we are) so that this can be used as the baseline with which to compare the other options.

The Options

- 1.2. The six chosen options have been described at the beginning of this report.

7. The Appraisal

Appraisal Method

- 7.1. The appraisal is an outline appraisal designed to narrow the options, so that further work can be done on a more limited range of options. The appraisal of each option covers three elements:
- **Value for money.** This involves calculating the *all the expenditure and incomes over 20 years* of each option - how much each option will cost over its “whole life” (in this case taken as 20 years). It is normally expressed in a financial investment concept called Net Present Value (NPV). It then involves assessing the *non-financial benefits* – a scored assessment of the various non-financial benefits, weighted for relative importance which allocates “benefit points” to each option. By dividing the benefits points into the total net present value (or net present cost) for each option we can see the “*net present value (or cost) per benefit point*” which is a measure of *value for money*.
 - **Capital and revenue affordability** – This looks at anticipated annual capital and revenue spending to test the annual affordability of the options. (It should be noted that a good value for money project may not necessarily be affordable).
 - **Risk** – where risks have not been reflected in the financial appraisal they are identified separately. The risks include *project management considerations* - the implement-ability of each option.

Finally all these issues need to be brought together for each option so that the Council can make a judgment on the best way forward.

Inherent and Explicit Assumptions

- 7.2. As the options are very diverse and cover a number of buildings and particularly because of the uncertainties in the economy and other uncertainties about the future, it has been necessary to make many assumptions in this evaluation. However, this does not weaken the validity of undertaking the exercise now, as it is important to narrow the options to enable more detailed work to be done. Inevitably at this stage this means that there is still some margin of error in the assessment, but this is to be expected.

8. Summary of the Appraisal Results

- 8.1. The table below brings the all the results of all of the elements of the appraisal together.

Option	Value for Money	Affordability	Risk	SUMMARY
OPTION 1A – Current Position Baseline	<i>In relative terms this is one of the three options that provides poorer value for money. In fact it provides marginally the poorest value for money of all the options. It is the baseline against which others are judged.</i> Rank in best VFM – 6th	This is the baseline against which all the others are judged. It involves annual revenue expenditure of approx £1.4m Rank in affordability – 1st	<i>This is the option with the lowest risks as it is largely a “known” position. Cost overrun and property condition give some risks here. (However it should be noted that this option does not provide many of the non-financial benefits mentioned elsewhere in this report). There are few project management challenges in this option.</i> Rank in Lowest Risk – 1st	Low risks, poor value for money but with no revenue growth.
OPTION 1B – Existing Accommodation	In relative terms this is one of the three options that provides poorer value for money. It provides slightly better value for money than the baseline. Rank in best VFM – 5th	<i>A high revenue commitment in early years rising to growth of some £840,000pa in year 4 and then falling back to existing revenue spend at year 9 followed by savings on existing revenue spend in year 14 onwards of some £510,000pa</i> Rank in affordability – 3rd	<i>This option carries some risk but significantly less than most other options (except for 1A above). The risks are relatively evenly spread amongst those listed in the risk table. In project management terms, whilst this option keeps the staff in existing accommodation it will involve a number of office moves and “restacking” as offices are gradually refurbished and fitted out for “flexible working”.</i> Rank in Lowest Risk – 2nd	High revenue growth in early years with high revenue savings in later years, but with poorer value for money, with manageable levels of risk.
OPTION 2 – Carlyle	<i>In relative terms this is one of the three options providing better value for money. In fact it provides the third best value for money and provides better value for money than the baseline.</i> Rank in best	<i>Some modest growth in years 2 to 6 peaking at £284,000 in year 2, and then modest revenue savings thereafter peaking at £180,000 in year 9.</i> Rank in affordability –	<i>This option carries some risk but significant less than most other options (except for 1A above). The risks are relatively evenly spread amongst those listed in the risk table. In project management terms, this option is similar to Option 1B above except that the suddenness of the reduction in floorspace and the shorter timescales to</i>	Lower revenue growth in early years, with revenue savings in later years, with better value for money, and manageable levels of risk.

Option	Value for Money	Affordability	Risk	SUMMARY
	VFM – 3rd	2nd	<p>prepare for the move make this a slightly greater challenge than Option 1B.</p> <p>Rank in Lowest Risk – 3rd</p>	
OPTION 3A – Carlyle and Oxpens	<p>In relative terms this is one of the three options providing better value for money. In fact it provides the best value for money and provides better value for money than the baseline.</p> <p>Rank in best VFM – 1st</p>	<p>In years 1 to 8 this is the same as Option 2 above but in year 10 there is significant revenue growth (£440,000) due to capital expenditure on Oxpens, until the benefit of letting our other existing properties comes in year 15 onwards with modest savings of some £127,000pa.</p> <p>Rank in affordability – 4th</p>	<p>This is one of two of the options which carry higher risks and in fact this option carries the most risk of all the options. This is mainly because of the risk associated with the move to Oxpens which is added to the risks of the interim solutions between now and the move to Oxpens. This option adds the project management challenges of moving to Oxpens to Option 2 and therefore makes it particularly challenging and probably the most challenging of all the options.</p> <p>Rank in Lowest Risk – 6th</p>	<p>High growth in some years with some savings thereafter, but providing good value for money, but high risk.</p>
OPTION 3B – Existing Accommodation and Oxpens	<p>In relative terms this is one of the three options providing better value for money. In fact it provides the second best value for money and provides better value for money than the baseline.</p> <p>Rank in best VFM – 2nd</p>	<p>In years 1 to 8 this is the same as Option 2 above but in year 9 the revenue growth from Oxpens shows, peaking in year 10 at £790,000 and then gradually declining to year 15 with savings of £364,000 thereafter.</p> <p>Rank in affordability – 5th</p>	<p>This is one of two of the options which carry higher risks and in fact this option carries the most risk of all the options. This is mainly because of the risk associated with the move to Oxpens which is added to the risks of the interim solutions between now and the move to Oxpens. This adds the project management challenges of moving to Oxpens to Option 1B and therefore makes it particularly challenging although slightly less challenging than Option 3A.</p> <p>Rank in Lowest Risk – 5th</p>	<p>High levels of revenue growth in early years with some savings in later years, with good value for money, but high risk.</p>
OPTION 4 – Business Park	<p>In relative terms this is one of the three options that provides poorer value for money, although it provides the best value of these three poorest options and provides better value for money than the baseline.</p> <p>Rank in best</p>	<p>This shows significant revenue growth in years 2, 3 and 4 rising to a maximum of £1,220,000 in year 3, and then modest revenue growth from in years 5 to 12 with savings in years 14 to 20 of some £240,000pa.</p>	<p>This option carries “medium” risks compared to the other options carrying more risks than options 1A, 1B and 2 but less risks than Options 3A and 3B. This involves a relatively early and extensive move to a Business Park, which is less challenging than options 3A and 3B but which because of the extensiveness of the move and the property project management is</p>	<p>Very high revenue growth in early years gradually tailing off to revenue savings in later years, but with poorer value for money, and medium risks.</p>

Option	Value for Money	Affordability	Risk	SUMMARY
	VFM – 4th	Rank in affordability – 6th	<i>nevertheless significantly challenging in project management terms.</i> Rank in Lowest Risk – 4th	

Appendix 11

Direct Services Depots

1. Cowley Marsh
2. South Park
3. Cutteslow Park
4. Florence Park
5. Bury Knowle
6. Gloucester Green
7. Horspath Road
8. All Saints Road

Appendix 12

Listing of Council Owned "On-Street" Public Conveniences

1. Abingdon Road. Gents incorporating one Disabled & Ladies incorporating one Disabled
2. Barns Road. Ladies incorporating Disabled & Gents incorporating Disabled
3. Bury Knowle. Unisex facility including one Disabled & one Baby Change
4. Castle Street. Ladies, Gents & Disabled
5. Cowley Road. Ladies, Gents & Disabled
6. Diamond Place. Unisex facility, including one Baby Change & one Disabled
7. Gloucester Green. Ladies, Gents, Disabled, Baby Change & 2 x Overnight
8. Knights Road. Ladies & Gents
9. Littlemore (Cowley Road, Littlemore,). Ladies & Gents
10. Magdalen Street. Ladies & Overnight Ladies
11. Market Street. Gents, Ladies + Baby Change, Overnight & Disabled
12. Oxpens. Ladies, Gents & Disabled
13. South Parade. Ladies & Disabled
14. Speedwell Street. Ladies, Gents & Disabled
15. St Clements. Unisex facility including one Baby Change & one Disabled
16. St Giles. Gents and overnight Gents – currently closed
17. Westgate. Ladies, Gents, Disabled, Overnight & Baby Change
18. Wolvercote. Ladies & Gents
19. Woodstock Road. Gents

Appendix 13

Summary of Decision Making Responsibilities

Body	Summary of Decision Making Responsibilities
Full Council	<ul style="list-style-type: none"> • Overall property policy (the Asset Management Plan)
City Executive Board (CEB)	<ul style="list-style-type: none"> • Recommending the Asset Management Plan to Full Council • Acquiring or disposing of freeholds worth over £50,000 • Acquiring or disposing of leases worth over £50,000 that will run for longer than 50 years (do we want to change the wording of this one?) • Disposing of property or leases for less than best consideration • Making compulsory purchase and control orders
Area Committees	<ul style="list-style-type: none"> • Strategic management and maintenance of parks, commons, sports grounds, playing fields, open spaces, burial grounds, allotments, moorings, public monuments and statues, community centres, public toilets, ditches, streams and car parks (except central and park and ride car parks) - this will include agreeing a yearly programme of works
Leader/CEO Weekly	<ul style="list-style-type: none"> • Review of property matters and property programmes as determined by the Leader and Chief Executive.
Strategy and Resources Board	<ul style="list-style-type: none"> • Approval of asset strategy and asset management arrangements for recommendation to the Council's member decision making bodies as necessary • Property related strategic value for money issues
Asset Management and Capital Steering Group	<ul style="list-style-type: none"> • Advisory to Strategic Resources Board • Commissioning work on, and considering the results of, property reviews • Commissioning work on, and considering, the investment property strategy, the office accommodation strategy, the property environmental policy, strategic property protocols and procedures, the property related procurement strategy. • Consideration of maintenance programmes • Considering surplus and potentially surplus property issues • Developing the Council's strategic property data management system(s) • Developing the Council's strategic property performance management system • Disposals and acquisitions • Formulating the suggested annual property capital programme • Mandatory early notification by a service of any property may become surplus to requirements • Overseeing property finance and budgets • Overseeing strategic property project management • Production of the Asset Management Plan • Surplus property
Head of Property and Facilities Management	<ul style="list-style-type: none"> • Delegated property decision making generally, but not always, on day to day property matters

Appendix 14

Strategic Action Plan and Milestones

Project	Action to Be taken and Target Date(s)	Lead Officer(s)
Current and Ongoing		
1. Development Site – Land West of Barton	Joint feasibility project with HCA in 2009/10 with likely intensive work in subsequent years.	Head of Community Housing and Community Development supported by a Corporate Project Team.
2. Development Site - South Oxford Urban Extension	Project involving consultancy and negotiations in 2009/10 with likely intensive work in subsequent years.	Head of Property and Facilities Management.
3. Development Site - Oxpens	In 2009/10 the Council is considering options for the approach to the development.	Head of City Development supported by Head of Property and Facilities Management.
4. Development Site - Westgate Shopping Centre	Ongoing project negotiating with developer/owner	Head of Property and Facilities Management.
5. Organisational Review - Property and Facilities Management Service Reorganisation Implementation	Completion of reorganisation and integration of the new Service including recruitment and establishment of protocols, procedures and governance for corporate asset management. Completion by Sept. 2009.	Head of Property and Facilities Management supported by the Head of Legal and Democratic Services.
6. Property Category Review - Leisure Centres	Review of future provision of Leisure Centres. Report to CEB in May 2009 and feasibility work ongoing	Head of City Leisure Services, supported by the Head of Property and Facilities Management.
7. Property Category Review -	Second stage of the strategy	Head of Property and Facilities

Project	Action to Be taken and Target Date(s)	Lead Officer(s)
Office Accommodation Strategy (Refinement of Options including the Carlyle Development Scheme). Development of supporting ICT and ICT Policies	undertaking more detailed work on Option 1A and 2. Report in 2009.	Management supported by the Heads of Business Transformation, Finance and Human Resources.
8. Property Policy Development – Capital Receipts from Asset Disposals programme	Development of a multi-year programme	Head of Property and Facilities Management supported by the Head of Finance.
9. Property Policy Development - Maintenance Backlog Works Prioritisation	Formal prioritisation of addition capital funding. Report to CEB in May 2009.	Head of Property and Facilities Management.
2009/2010		
10. Area Property Review – Blackbird Leys	Review of public property in Blackbird Leys and development of a future strategy for services and property in the area. Reporting in March 2010.	Head of Community Housing and Community Development supported by a Corporate Project Team.
11. Development Site – Northway Offices Demolition	Demolition and landscaping. Completion 2009.	Head of Property and Facilities Management.
12. Organisational Review – Financial Accounting for Investment Property.	Review of property accounting methods to allow for total income and expenditure analysis on an individual establishment basis, particularly but not exclusively in the Investment Property Portfolio. Completion by March 2010.	Head of Finance, supported by the Head of Property and Facilities Management.
13. Property Category Review - Cemeteries	Review of options for future burials and interments the outputs of which will be a property strategy for Cemeteries. Report by March 2010.	Head of City Works/Bereavement Services Manager, supported by the Head of Property and Facilities Management.

Project	Action to Be taken and Target Date(s)	Lead Officer(s)
14. Property Category Review - Customer Service Shops	Review of customer access channels one of the outputs of which will be a strategy for the Council's Customer Services Outlets and its call centre. Report in 2009.	Head of Customer Services, supported by the Head of Property and Facilities Management.
15. Property Category Review – City Works Depots	Review of all City Works operations including property considerations. Report in Dec 2009.	Head of City Works, supported by the Head of Property and Facilities Management.
16. Property Category Review - Investment Property	Review of Investment Property portfolio and development of ongoing Investment Property Strategy. This review will include the Covered Market. Report in December 2009.	Head of Property and Facilities Management supported by the Head of Finance.
17. Property Category Review – Off Street Car Parks	Review of car parks particularly but not exclusively to review income and expenditure and potential to provide affordable housing. Report in March 2010.	Head of Property and Facilities Management supported by the Head of City Development.
18. Property Category Review - Parks and Street Screen	Review of the Council's Parks and associated uses and the management of the street scene.	Head of City Works
19. Property Category Review - Public Conveniences	Review of the Council's public conveniences leading to agreement and implementation of public conveniences strategy.	Head of City Works, supported by the Head of Property and Facilities Management.
20. Property Category Review – Review of Service Tenancies	Review of all Council service tenancies.	Executive Director of Regeneration
2010/2011 and later		

Project	Action to Be taken and Target Date(s)	Lead Officer(s)
21. Area Property Reviews – Estates Strategy Development work to bring forward affordable housing	Identify development sites to be released for affordable and/or other housing.	Head of Property and Facilities Management supported by Head of Community Housing and Community Development.
22. Area Property Review – Northway	Review of public property in Northway Area and development of a future strategy for property in the area.	Head of Community Housing and Community Development supported by a Corporate Project Team.
23. Development Site – Northway Offices Site	Development and/or disposal for development of the site of the Northway Offices for low cost housing	Head of Property and Facilities Management
24. Property Policy Development – Assets and Community Groups	Review of benefits and challenges and development of criteria for granting property interests to community groups. Report in March 2010.	Head of Property and Facilities Management supported by the Head of Community Housing and Community Development.
25. Property Policy Development – Property Charging and Rent Grants	Development of policy rent charging to community groups, the third sector and others.	Head of Property and Facilities Management.
26. Property Policy Development – Reduction of Carbon Emissions from Property	Development of a policy for building emissions – new and existing.	Head of Environmental Development supported by Head of Property and Facilities Management.