

Agenda

www.oxford.gov.uk



Value and Performance Scrutiny Committee

Date: **Monday 25 June 2012**

Time: **6.00 pm**

Place: **St Aldate's Room, Town Hall**

For any further information please contact:

Pat Jones, Principal Scrutiny Officer

Telephone: 01865 252191

Email: phjones@oxford.gov.uk

Value and Performance Scrutiny Committee

Membership

Chair

Vice-Chair

Councillor Mohammed Abbasi	Cowley Marsh;
Councillor Anne-Marie Canning	Carfax;
Councillor Jean Fooks	Summertown;
Councillor James Fry	North;
Councillor Michael Gotch	Wolvercote;
Councillor Mick Haines	Marston;
Councillor Pat Kennedy	Lye Valley;
Councillor Sajjad Malik	Cowley Marsh;
Councillor Mark Mills	Holywell;
Councillor Stuart McCready	Summertown;
Councillor Mike Rowley	Barton and Sandhills;
Councillor Craig Simmons	St. Mary's;
Councillor Oscar Van Nooijen	Hinksey Park;

HOW TO OBTAIN AGENDA

In order to reduce the use of resources, our carbon footprint and our costs we will no longer produce paper copies of agenda over and above our minimum internal and Council member requirement. Paper copies may be looked at the Town Hall Reception and at Customer Services, St Aldate's and at the Westgate Library

A copy of the agenda may be:-

- Viewed on our website – mycouncil.oxford.gov.uk
- Downloaded from our website
- Subscribed to electronically by registering online at mycouncil.oxford.gov.uk
- Sent to you in hard copy form upon payment of an annual subscription.

AGENDA

Pages

- 1 ELECTION OF COMMITTEE CHAIR 2012/2013
- 2 ELECTION OF COMMITTEE VICE-CHAIR 2012/2013
- 3 APOLOGIES FOR ABSENCE AND AND SUBSTITUTIONS
- 4 DECLARATIONS OF INTEREST
- 5 FUSION LEISURE CONTRACT - 2011/2012 PERFORMANCE AGAINST TARGET

1 - 24

Contact Officer: Lucy Cherry, Leisure Manager
Tele: 01865 252707, email: lcherry@oxford.gov.uk

Background Information

It was agreed in the work programme for 2011/2012 to monitor the progress against targets within the Leisure Contract agreed with Fusion. Members asked that all performance be reported for each leisure centre. In addition members asked to receive information detailing where leisure centre users came from in an effort to see the spread of usage across the city and the effect of out reach work in target areas.

Why is it on the agenda?

This report represents the performance position at the end of 2011/2012. Performance targets are shown in the area of:

- Value for money
- Increased participation
- Improvements in the quality of service
- Outreach work
- Carbon management

In addition geographical information on leisure centre users is included.

Providing information in the form requested by the committee is a considerable undertaking for the staff involved in the service. In addition to commenting on performance committee is asked to consider reporting for the future based on performance levels and the opportunity to add value.

Who has been invited to comment?

Lucy Cherry (Leisure Manager) and Councillor Coulter (Board Member for Leisure Services) will be available to answer the committees questions.

What will happen after the meeting?

Any comments made by the committee will be reported to the City Executive and the requirements for further reporting will be reflected in the committees work programme.

6 TREASURY MANAGEMENT PERFORMANCE 2011/2012

Contact officer: Nigel Kennedy (Head of Finance)
Tele: 01865 252708, email: nkennedy@oxford.gov.uk

The report was not available when the main agenda was printed and will be circulated separately prior to the meeting.

Background Information

The scrutiny committee is the “responsible body” for the scrutiny of the Councils Treasury Management Strategy and so has a formal role in providing an opinion on outcomes from this function. In previous years this has been delegated to a Panel called the Finance and Performance Panel.

Why is it on the agenda?

As a Finance and Performance Panel is yet to be considered by the committee this report is presented here for consideration. The committee should take particular note of performance against the prudential indicators set as well as performance overall.

Who has been invited to comment?

Nigel Kennedy (Head of Finance) will be available to answer the committees questions

What will happen after the meeting?

This report will also be considered by the City Executive Board on the 4th. July. Any comments the committee wishes to make will be reported to that meeting and presented by the Chair or another nominated councillor.

7 PROVISIONAL BUDGET OUTTURN 2011/2013

Contact Officer: Nigel Kennedy, Head of Finance, e-mail:
nkennedy@oxford.gov.uk Tel: 01865 252708

This report was not available at the time of printing and will be circulated to members before the meeting.

Background Information

Delivery of the budget is key to the health of the organisation and the Committee monitored performance throughout 2011/12.

In the previous Work Programme, in-year financial monitoring was considered by the Finance and Performance Panel.

Why is it on the agenda?
To enable the whole Committee to see the budget position for 2011/12 and to consider future financial monitoring arrangements.
Who has been invited to comment?
Nigel Kennedy (Head of Finance) will be available to answer the committees questions
What will happen after the meeting?
This report will also be considered by the City Executive Board on the 4 th . July 2012. Any comments the Committee wishes to make will be reported to that meeting and presented by the Chair or another nominated councillor. Future monitoring arrangements will be reflected in the Committee's work programme.

8 CORPORATE PLAN PERFORMANCE REPORT - QUARTER 4 REPORT

Contact Officer: Neil Lawrence, e-mail: nlawrence@oxford.gov.uk, Tel: 01865 252542

This report was not available at the time of printing. It will be circulated to members before the meeting.

Background Information
The monitoring of corporate performance is a significant part of the Committee's remit. This report presents the final report on the Council's progress against the twenty Corporate Plan targets for the year 2011/12 and a wider perspective on performance achievements as set out in the Council's Performance Improvement Framework.
Why is it on the agenda?
To enable the whole committee to see the delivery against targets for 2011/12 and to consider future performance monitoring arrangements.
Who has been invited to comment?
Jane Lubbock (Head of Business Improvement) will be available to answer the Committee's questions.
What will happen after the meeting?
This report will also be considered by the City Executive Board on the 4 th . July 2012. Any comments the Committee wishes to make will be reported to that meeting and presented by the Chair or another nominated councillor. Future monitoring arrangements will be reflected in the work programme.

9 WORK PLANNING 2012/2013

25 - 38

Contact Officer: Pat Jones, Principal Scrutiny Officer
Tele: 01865 252191, email: phjones@oxford.gov.uk

Background Information
<p>Each year the committee sets a work programme to guide its debates and inquiries. This is an important process for the committee as it provides an opportunity to consider focus and leadership which are key to good outcomes.</p> <p>Member may wish to set an informal meeting to consider this item. If this is the case the report suggests dates when this might happen.</p>
Why is it on the agenda?
<p>The attached report outlines work management processes, resources and a long list of items that have been suggested for members to include in their programme.</p> <p>Committee is asked to consider:</p> <ul style="list-style-type: none">• Which items it wishes to place in the work programme• How the issue will be scrutinised• The broad scoping• The members who will be involved• The lead members• An details of co-option• Requirement for reporting
Who has been invited to comment?
<p>Pat Jones (Principal Scrutiny Officer) will support the committee in developing the programme.</p>
What will happen after the meeting
<p>Once the work programme is set it will be managed within the principles detailed in the report and made available at each committee meeting providing the opportunity for further consideration.</p>

10 MINUTES

39 - 42

Minutes of the meeting held on 26th. March 2012 are attached.

11 DATES OF FUTURE MEETINGS

The Committee will meet in the Town Hall at 6.00pm on the following dates:

Wednesday 19th September 2012

Monday 5th November 2012
Monday 28th January 2013
Monday 25th March 2013



DECLARING INTERESTS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

This page is intentionally left blank

To: Value and Performance Scrutiny Committee

Date: 25 June 2012

Report of: Head of Leisure and Parks

Title of Report: A report on the performance of the council's leisure management contract with Fusion Lifestyle, covering the period from April 2011 to March 2012.

Summary and Recommendations

Purpose of report: To provide a performance update of the city's leisure management contract with Fusion Lifestyle, April 2011 to March 2012.

Report Approved by:

Finance: James Marriot

Legal: Lindsay Cane

Policy Framework:

- Strong, Active Communities
- Efficient, Effective Council

Recommendation(s): To note the content of the 2011/ 12 performance update for the Council's Leisure Management Contract with Fusion Lifestyle.

Introduction

- 1.1 On the 30th of March 2009 the Council transferred the management of its leisure facilities to Fusion Lifestyle. This was for a 10 year contract, with the option of a five year extension.
- 1.2 Fusion Lifestyle is a registered not for profit charitable organisation. As a registered charity, Fusion continually reinvests to improve the sport and leisure offer in the community.
- 1.3 The Leisure Management Contract incorporates the service delivery of the Council's seven leisure facilities;

- Barton Leisure Centre
- Blackbird Leys Leisure Centre
- Blackbird Leys Swimming Pool
- Ferry Leisure Centre
- Hinksey Outdoor Pool
- Oxford Ice Rink
- Temple Cowley Pools.

1.4 This report sets out performance of the leisure facilities managed on behalf of the Council by Fusion Lifestyle April 2011 to March 2012, and where comparison data is available performance against previous years delivery.

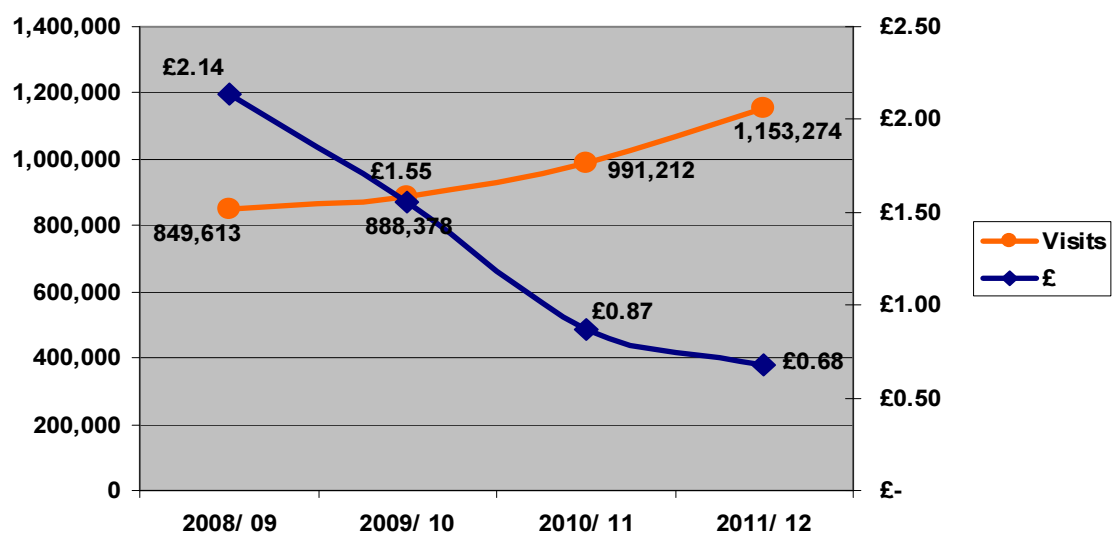
Value for money

2.1 The cost to the council is fixed over the ten year contract period and delivers the council just under £7m of savings over the ten years. This is based on improved quality facilities, charging the market rate for those who can afford it and offering concessions to those on income support.

2.2 The annual number of visits, management fee and utilities costs for March 2009 onwards has been used to demonstrate the overall subsidy per user.

2.3 The pre transfer subsidy for leisure management was £2.14 per user. Subsidy per user in 2011/12 reduced by 22% compared to the same period 2010/11.

Council subsidy per user comparison,
September 2008 to March 2012



2.4 A confidential appendix to this report gives the centre specific breakdown of Fusion Lifestyle costs and net subsidy per user

(appendix one). This is a confidential appendix as it contains commercially sensitive information that would assist other leisure operators when bidding for contracts.

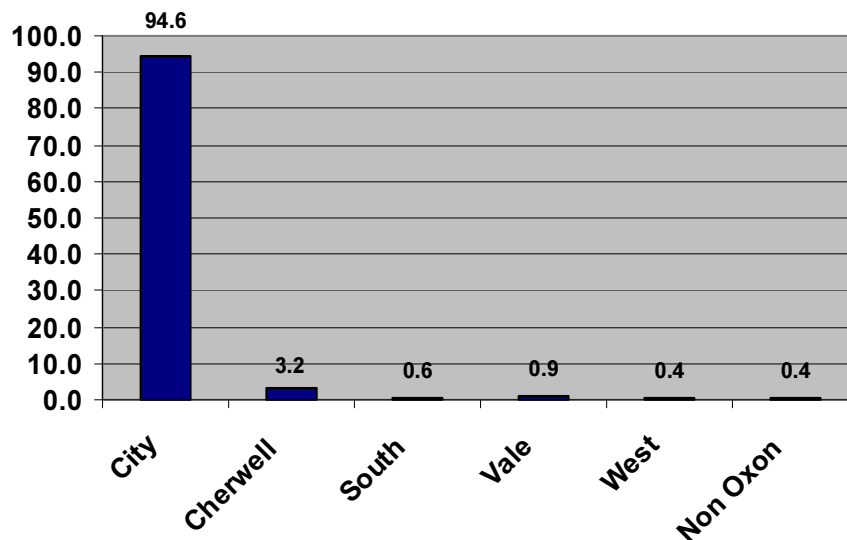
- 2.5 Competitor benchmarking against neighbouring leisure providers demonstrated that fees and charges in city leisure facilities are comparable and in some instances better value for money.
- 2.6 In 2011/12 and for a third consecutive year there was no change to the price of the Bonus concessionary membership scheme. More than 33% of total memberships were held by Bonus concessionary members demonstrating high levels of inclusivity.
- 2.7 The Bonus concessionary membership costs was at least 30% less than comparable concessions offered at The Windrush Leisure Centre, managed on behalf of Cherwell District Council by Nexus community.

Participation

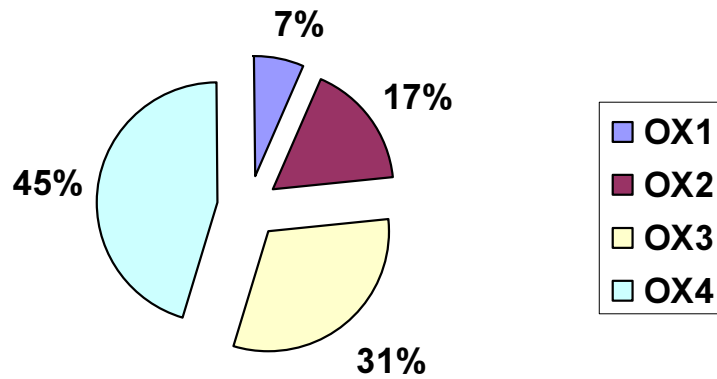
3.1 Membership uptake

3.1.1 Total percentage of U17s leisure membership uptake by Oxfordshire district.

- 94.6% of membership uptake for Oxford leisure facilities are city residents.

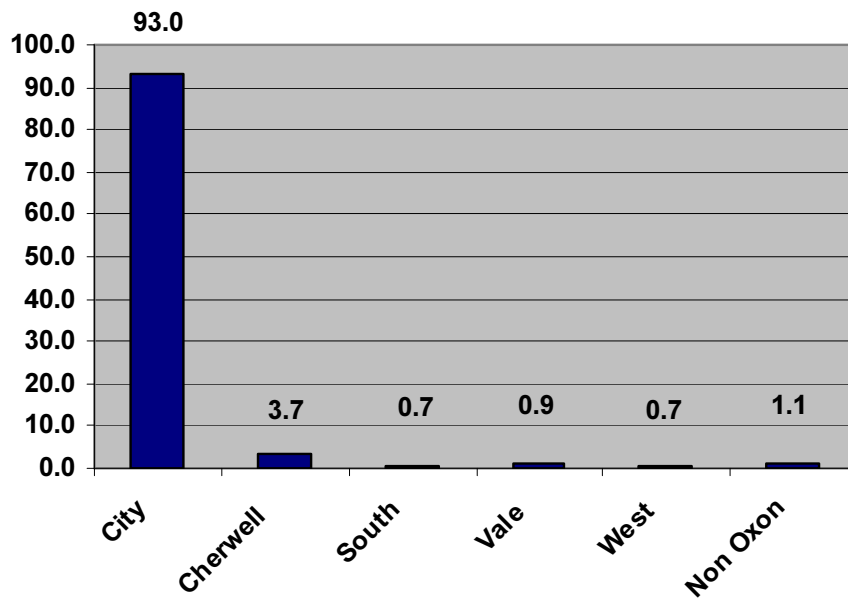


3.1.2 Total percentage of U17s leisure membership uptake by City postcode.

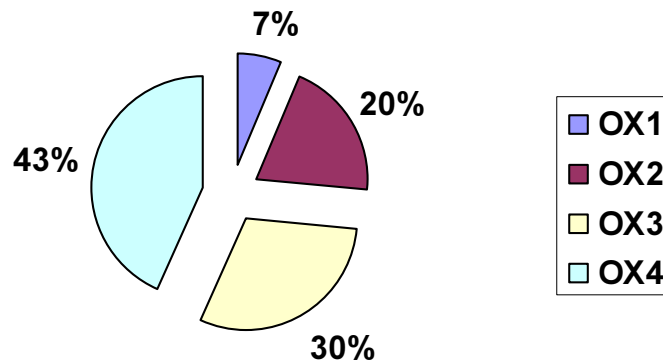


3.1.3 Total percentage all leisure membership uptake by Oxfordshire district.

- 93% of membership uptake for Oxford leisure facilities are those resident in the City.

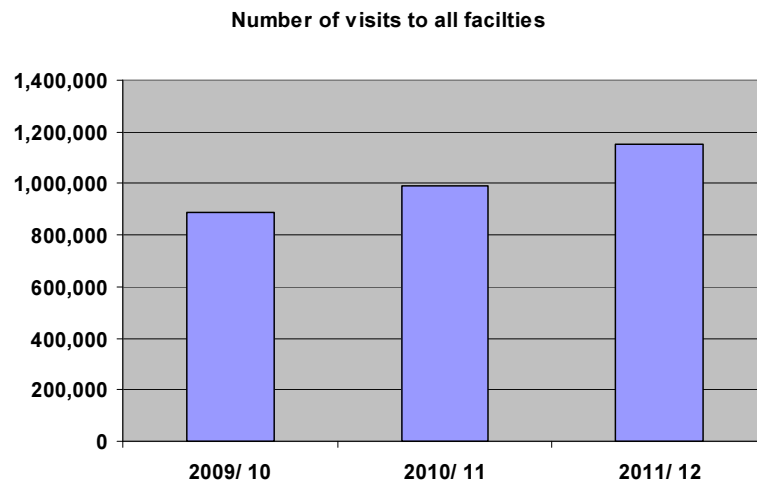


3.1.4 Total percentage of all leisure membership uptake by City postcode.



3.2 Total number of visits.

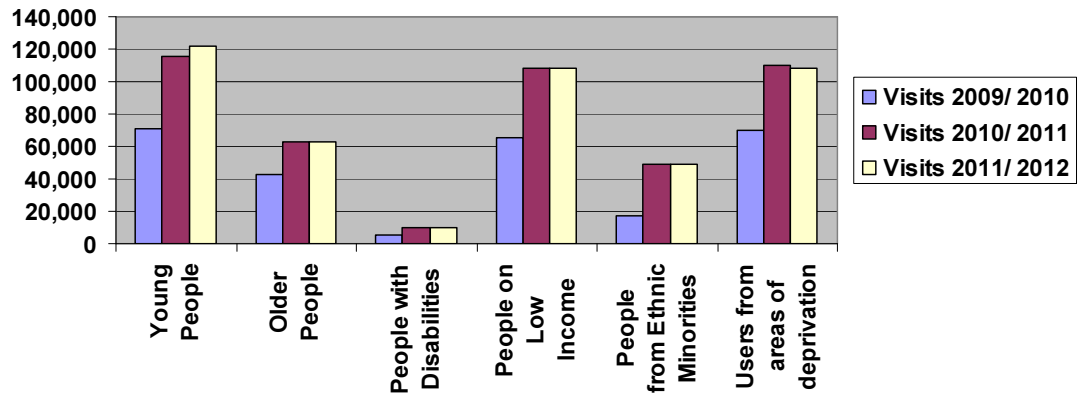
- The overall number of visits to leisure facilities has increased year on year by 16%. This is equal to just over 162,000 more visits to leisure facilities in 2011/12, and when compared with the period prior to the transfer to Fusion Lifestyle more than 303,000 additional visits.



3.3 Visits by target groups of people.

- The overall number of visits by targeted participation groups has increased year on year since contract commencement.

Number of visits to all leisure facilities by target group



3.4 In 2011/12 the number of visits to leisure facilities by target groups has increased from the 2009/10 baseline year by:

Young People	42%
Older People	47%
People with Disabilities	66%
People on Low Income	39%
People from Ethnic Minorities	76%
Users from areas of deprivation	36%

Carbon Management

4.1 Carbon reduction initiatives in leisure facilities since 2008 have included:

- Mechanical and liquid pool covers
- Energy efficiency lighting projects and replacement
- A waste heat reuse initiative (Oxford Ice Rink)
- Replacement of pool and ice rink mechanical equipment
- Valve insulations
- Variable speed drives on air handling units and pool circulation pumps
- Education and training of staff.

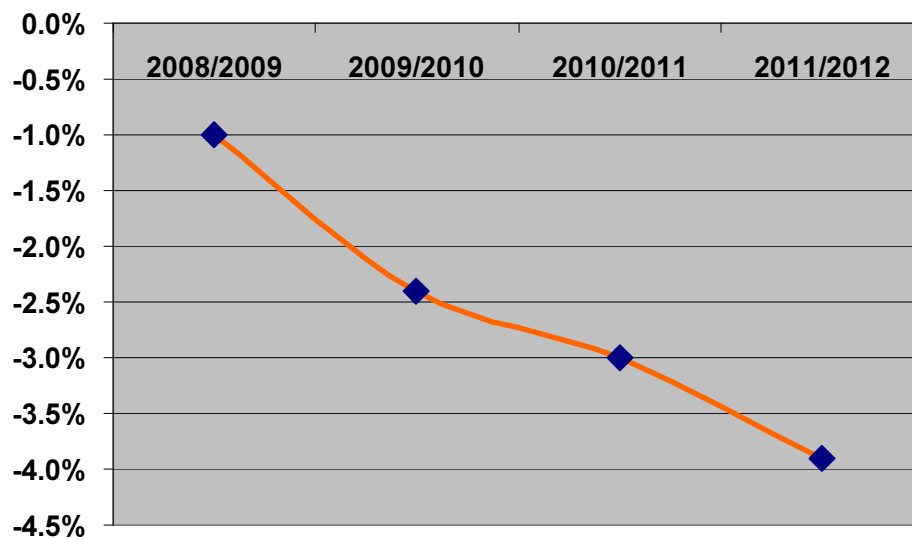
4.1.1 Utility consumption across all leisure facilities in 2011/12 compared with 2010/11 decreased by:

- 3.75% for electricity
- 2.5% for gas.

4.2 2011/12 Kwh Co2 per visitor to leisure facilities.

Barton Leisure Centre	3.69
Blackbird Leys Leisure Centre	2.16
Blackbird Leys Pool	3.93
Ferry Leisure Centre	1.18
Hinksey Outdoor Pool	7.56
Oxford Ice Rink	4.21
Temple Cowley Pool	3.92
Total for leisure facilities	2.74

4.3 An overall 3.9% reduction in carbon tonnes was achieved in 2011/12 when compared to 2010/11.



4.4 Fusion has environmental notice boards in each of the leisure facilities and staffs receive training in energy and carbon reduction.

4.5 Smart meters (automatic meter readers) have been installed in all leisure facilities, this has resulted in improved understanding of energy consumption and has increased the ability to react to consumption anomalies in a more efficient and effective manner.

4.6 Monthly excess energy consumption reports are now issued to highlight further potential operational energy/ carbon savings in leisure facilities. These are reviewed by:

- Each leisure facility
- Fusion Lifestyles Environmental Manager
- At the regular meetings between council and Fusion Lifestyle officers

Quality of service

- 5.1 Quality of provision continuously improves across leisure facilities.
- 5.2 International Standards 14001, 14002¹ and 9001² have been maintained following external audit assessment.
- 5.3 The Council achieved the British Standards Energy Reduction Verification (ERV) Kitemark in 2011 and was the first UK local authority to achieve this with the cooperation of Fusion Lifestyle.
- 5.4 Five of the leisure facilities have achieved the UK quality award scheme for sport and leisure, QUEST accreditation:
 - Barton Leisure Centre
 - Blackbird Leys Leisure Centre
 - Ferry Leisure Centre
 - Hinksey Outdoor Pool
 - Oxford Ice Rink.
- 5.5 In March 2012 Ferry Leisure Centre was awarded a national Bench Marking Survey award for improvement in finance and efficiency.
- 5.6 The Council has continued to invest in leisure facilities and now has:
 - An additional indoor spin cycle studio at Barton Leisure Centre
 - Replaced the pool lining and improved customer facing facilities at Hinksey Outdoor Pool
 - Completed internal and external maintenance and decoration at Oxford Ice Rink.

Customer satisfaction

- 6.1 Overall customer satisfaction³ for 2011/12 was 97%, a year on year increase of 2%.

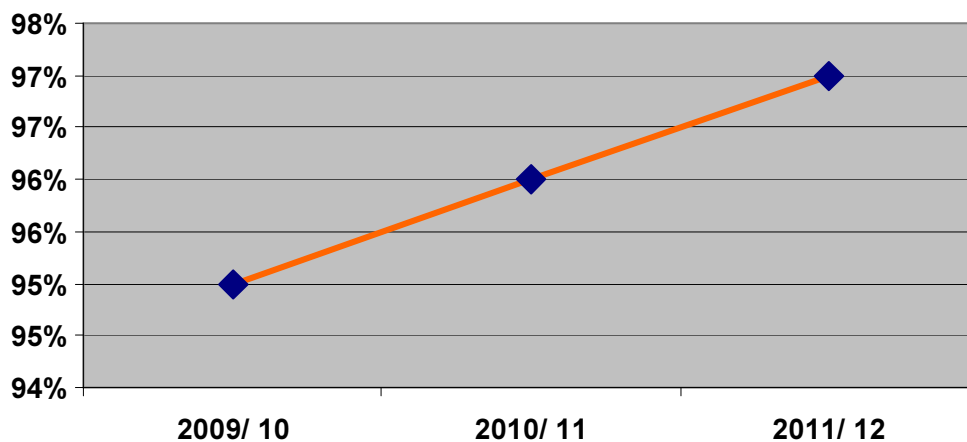
¹ ISO 14001 and 14002 are a family of standards related to environmental management that exists to help organizations minimize how their operations negatively affect the environment, to comply with applicable laws, regulations, and other environmentally oriented requirements, and continually improve in the above.

² The ISO 9001 is a standard related to quality management systems and designed to help organizations ensure that they meet the needs of customers and other stakeholders.

³ 'Please Tell Us What You Think' the percentage of customers at least satisfied with leisure facility provision.

	Total
Knowledgeable, friendly staff	99%
Range of activities	99%
Condition of building	96%
Cleanliness	96%
Value for money	97%
Equipment	98%
Ease of booking and paying	97%
Ease of gaining information	97%
Website	95%

Customer satisfaction 2009 to 2012



Outreach work

7.1 Sports and community development initiatives continue to be successfully implemented. Initiatives in 2011/12 have included:

- Active Women project: This is a three year project being driven by Sport England to get more women from disadvantaged communities and more women caring for children, playing sport.
- Barton Learning Board programme: Fusion Lifestyle supported with the objectives to signpost people onto a learning programme with an activity schedule for all courses produced.
- International Women's day: A festival hosted at Blackbird Leys Leisure Centre with six key activities promoted.
- MEND Swim for Life Classes: MEND is a partnership organisation that empowers children and adults to become fitter, healthier and happier and to reach or maintain a healthier weight. Through designing programmes and services, offering long-term solutions that help people improve their health, fitness, and self-esteem. They provide

the information and support people need to choose healthier foods and spend more time being active.

- Sportivate Swimfit: Sportivate is a lottery funded programme that gives 14 to 25 years olds access to six-week courses in a range of sports.
- Increasing participation with Social Care Users: Fusion Lifestyle are project leaders working with key partners to promote accessibility to leisure facilities.
- 2012 Olympic legacy: Delivering a programme of affordable and accessible initiatives with the aim to draw on the effects of the Olympic Games and to produce a sporting and cultural legacy for Oxford City.

Conclusion

The leisure management contract has continued to perform well:

- 7.1 The council net subsidy per user since the commencement of the leisure contract has reduced by 68% and continues to demonstrate a year on year decrease.
- 7.2 Utility consumption from facilities is continuously decreasing and there has been an 11% reduction in Carbon emissions since 2006.
- 7.3 Overall participation has increased since the commencement of the contract and the number of visits for target groups has generally shown good improvement.
- 7.4 The Bonus concessionary membership offer has been held for a third consecutive year, supporting affordable accessibility to leisure facilities and activities.
- 7.5 Customer satisfaction has continued to increase since the transfer of management to Fusion Lifestyle.
- 7.6 Through outreach programmes and interaction with other partners around public health issues sports and community development provision has improved giving good grounding for the future opportunities to be explored and implemented,.
- 7.7 Significant council investment and improved quality of the leisure provision has been demonstrated through the Achievements of:
 - QUEST accreditation
 - National Benchmark survey award
 - Environmental accreditation.

Name and contact details of author:

Ian Brooke
Head of Leisure and Parks
Email: ibrooke@oxford.gov.uk

Tel: 01865 252705

Background papers:

- April 2011 to March 2012 Monthly Client Performance Reports.

Version number: Final Version

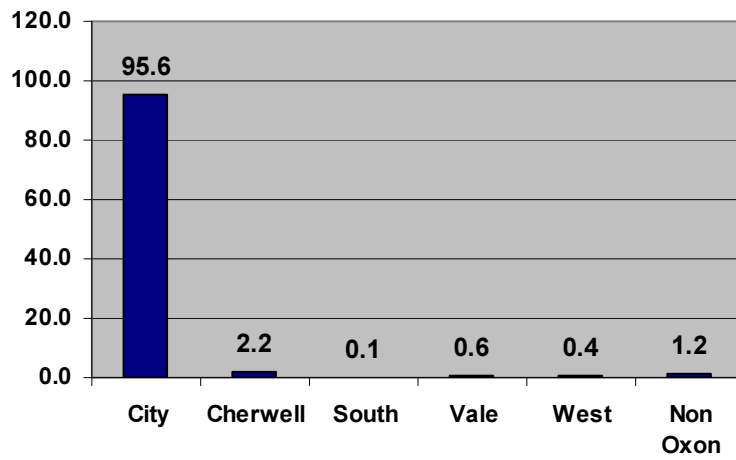
Appendix One:

This is a confidential appendix as it contains commercially sensitive information that would assist other leisure operators when bidding for contracts.

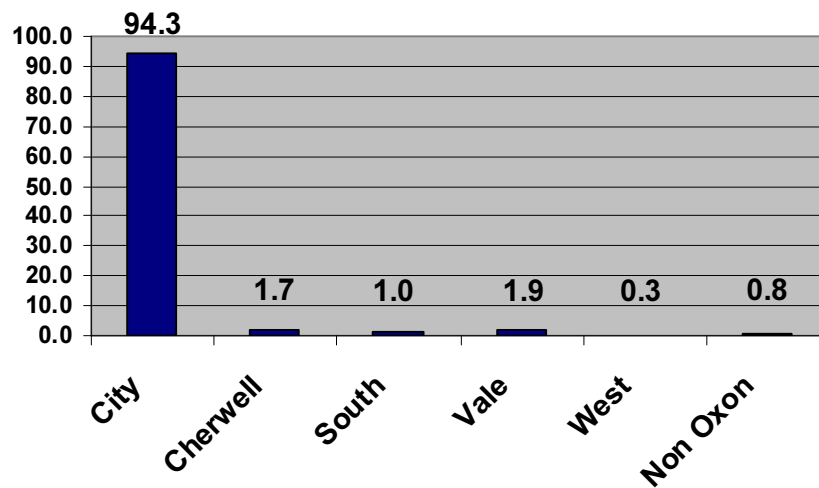
Appendix Two: Leisure membership percentage uptake

2.1 All members by Oxfordshire district

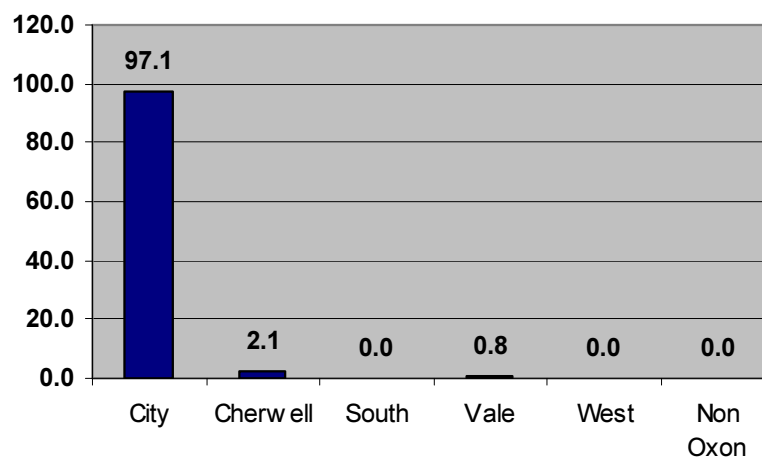
Barton Leisure Centre



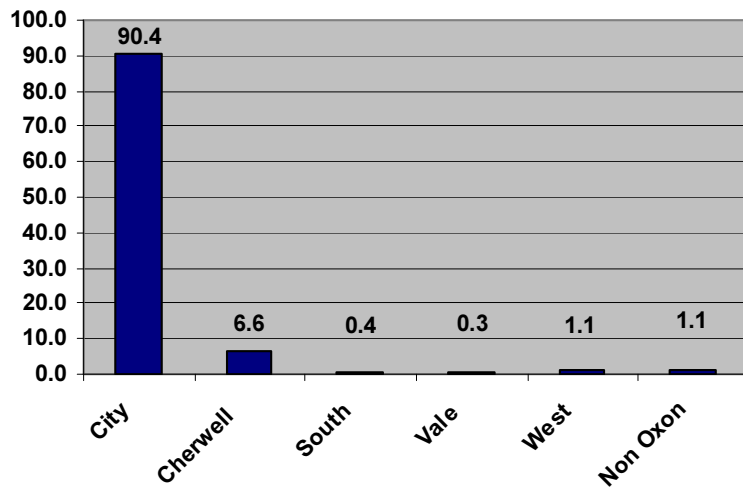
Blackbird Leys Leisure Centre



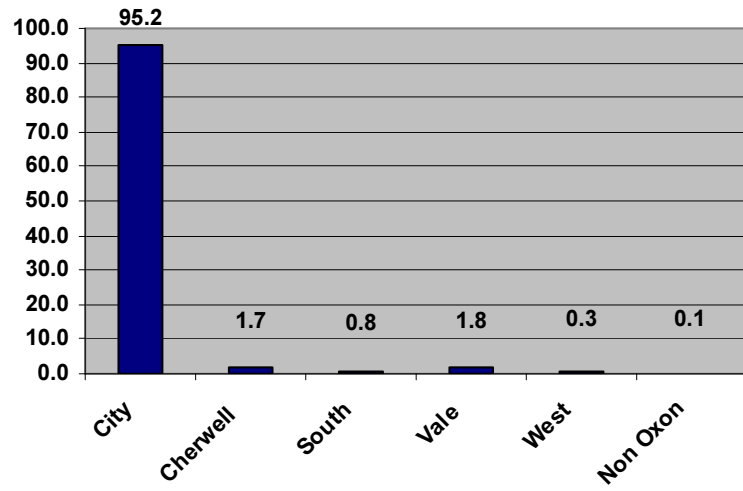
Blackbird Leys Pool



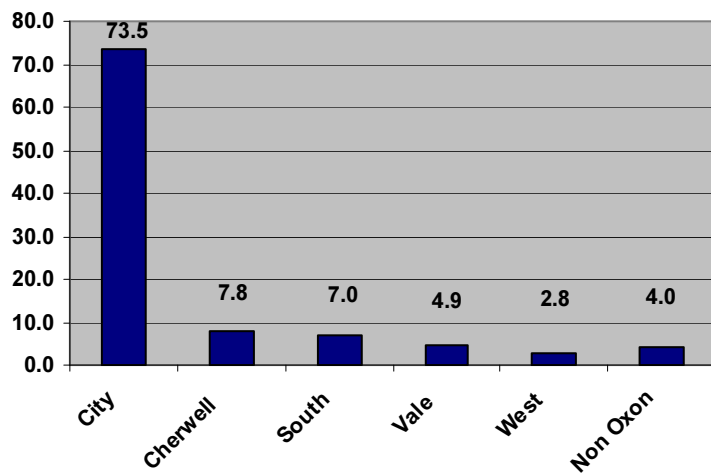
Ferry Leisure Centre



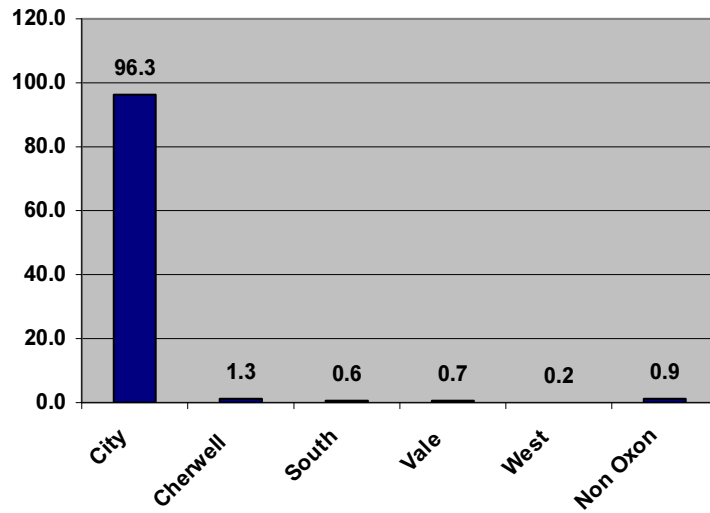
Hinksey Outdoor Pool



Oxford Ice Rink

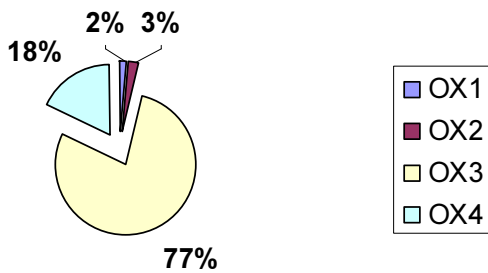


Temple Cowley Pool

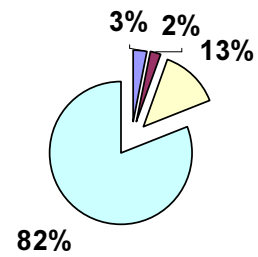


2.2 All members by City postcode

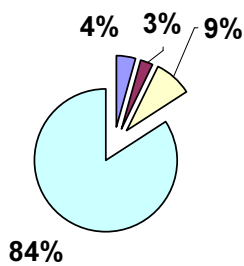
Barton Leisure Centre



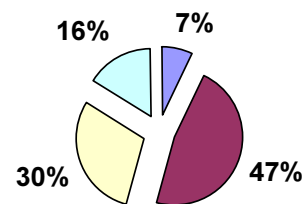
Blackbird Leys Leisure Centre



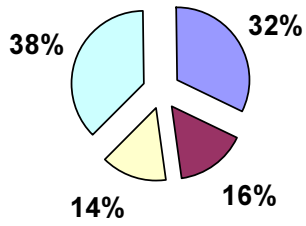
Blackbird Leys Pool



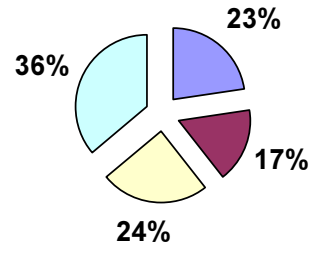
Ferry Leisure Centre



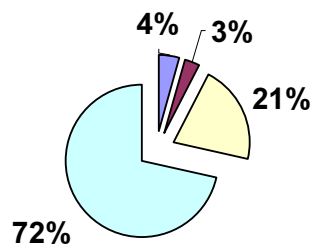
Hinksey Outdoor Pool



Oxford Ice Rink

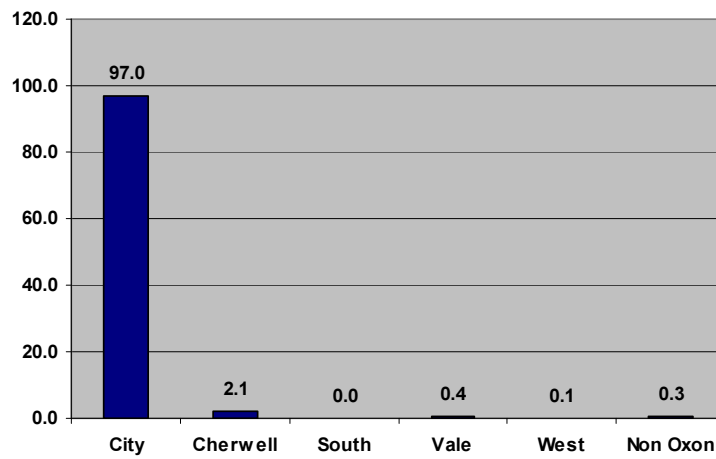


Temple Cowley Pool

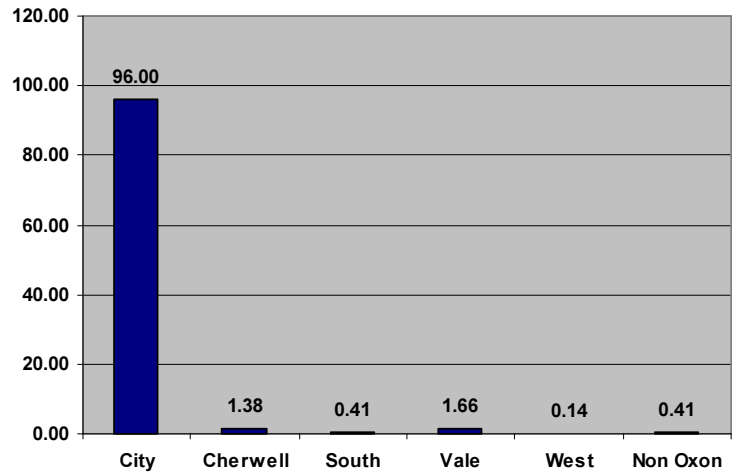


2.3 Under 17s by Oxfordshire district

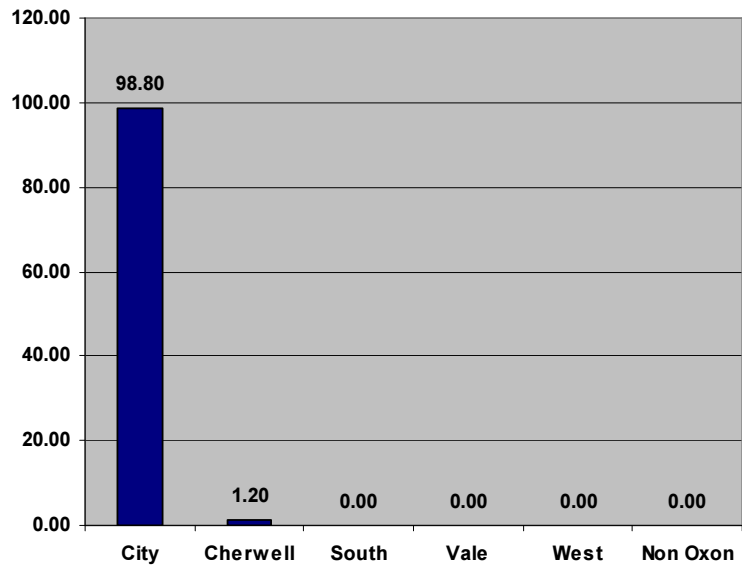
Barton Leisure Centre



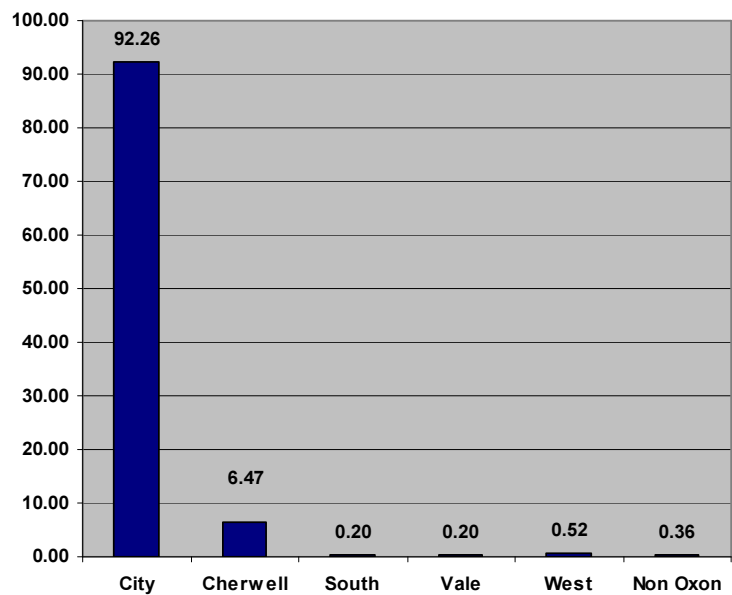
Blackbird Leys Leisure Centre



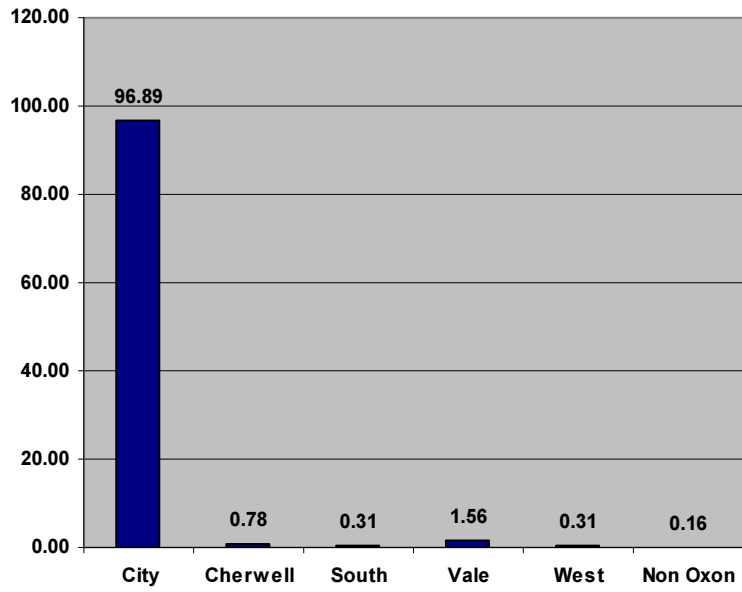
Blackbird Leys Pool



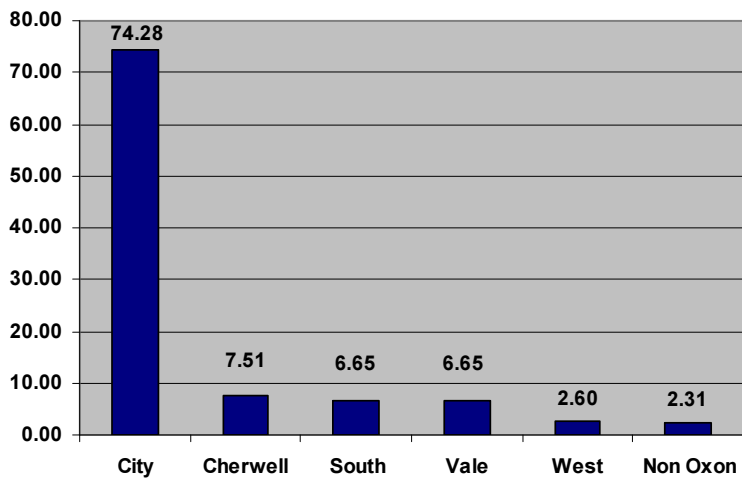
Ferry Leisure Centre



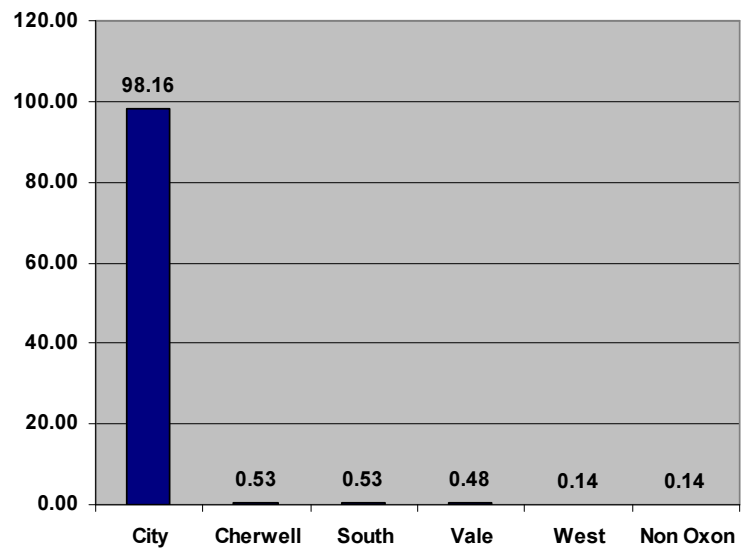
Hinksey Outdoor Pool



Oxford Ice Rink

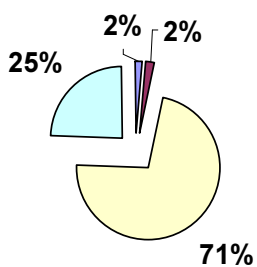


Temple Cowley Pool

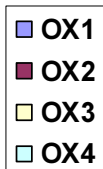
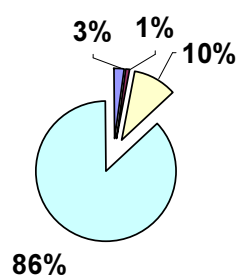


3.1 Under 17s by City postcode

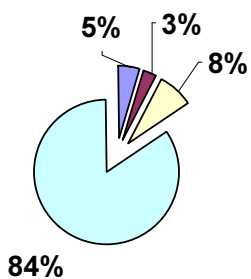
Barton Leisure Centre



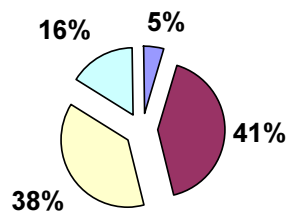
Blackbird Leys Leisure Centre



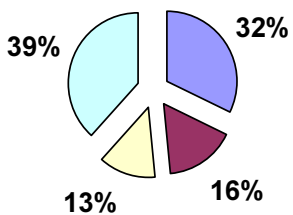
Blackbird Leys Pool



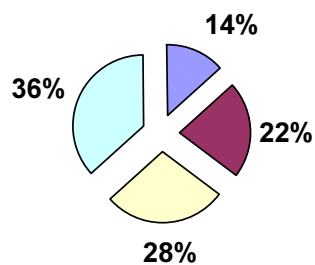
Ferry Leisure Centre



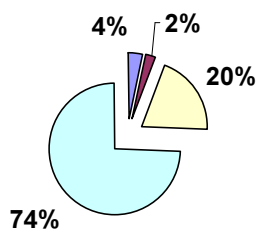
Hinksey Outdoor Pool



Oxford Ice Rink



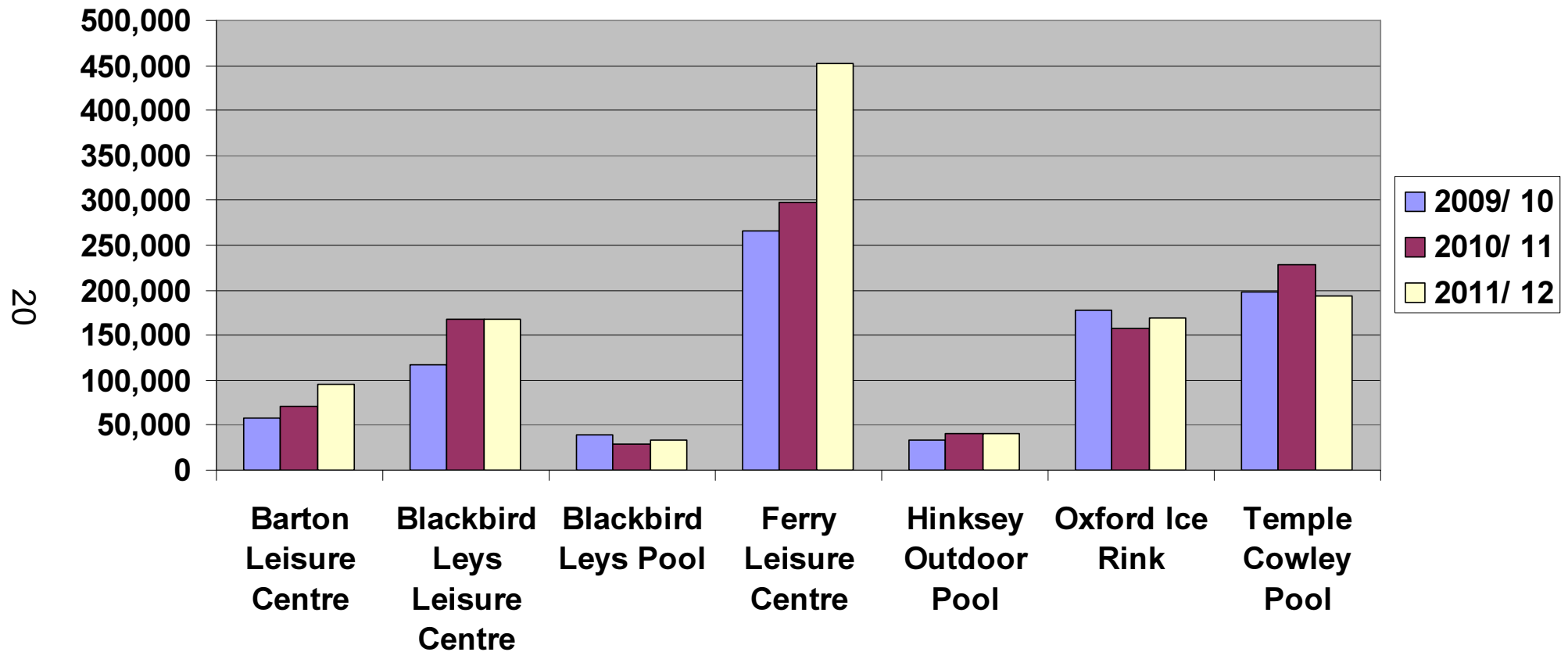
Temple Cowley Pool



Appendix Three

3.1 Number of visits to each facility.

The number of visits to leisure facilities 2009/10 to 2011/12



3.2 Participation by target group comparison, 2009 to 2012.

	2009/2010						
	Barton Pool	Blackbird Leys Leisure Centre	Blackbird Leys Pool	Ferry Leisure Centre	Hinksey Outdoor Pool	Oxford Ice Rink	Temple Cowley Pools
Young People	9,962	2,032	6,576	25,497	2,606	5,722	18,471
Older People	5,269	3,410	1,740	18,863	1,501	38	11,863
People with Disabilities	238	1,052	64	1,785	175	168	1,564
People on Low Income	3,149	13,466	1,257	13,381	1,575	6,323	26,343
People from Ethnic Minorities	764	4,618	535	5,978	94	412	5,005
Users from areas of deprivation	5,894	19,707	2,079	8,431	972	3,941	29,091
Total target group visits	25,276	44,285	12,251	73,935	6,923	16,604	92,337
	2010/11						
Young People	12,493	3,009	7,840	47,479	8,380	9,655	26,713
Older People	9,846	3,531	2,026	26,337	3,864	105	17,387
People with Disabilities	918	1,492	193	3,883	378	340	3,220
People on Low Income	8,254	19,045	1,796	21,665	4,824	9,274	42,925
People from Ethnic Minorities	3,650	7,988	1,053	13,004	422	489	22,690
Users from areas of deprivation	13,035	25,817	3,114	15,369	1,624	5,183	43,939
Total target group visits	48,196	60,882	16,022	127,737	19,492	25,046	156,874
	2011/2012						
Young People	11,334	3,326	8,361	56,811	4,537	10,426	27,139
Older People	11,457	4,766	2,213	37,000	6,033	450	18,458
People with Disabilities	1,247	1,951	375	5,303	348	846	4,922
People on Low Income	13,976	20,520	2,240	27,369	4,182	10,727	38,714
People from Ethnic Minorities	7,175	11,497	1,488	30,864	318	914	21,393
Users from areas of deprivation	12,859	23,774	3,001	28,097	2,321	5,674	33,128
Total target group visits	58,048	65,834	17,678	185,444	17,739	29,037	143,754

21

Appendix 4 Customer satisfaction by leisure facility, 2011 to 2012.

	Barton Leisure Centre	Blackbird Leys Leisure Centre	Blackbird Leys Pool	Ferry Leisure Centre	Hinksey Outdoor Pool	Oxford Ice Rink	Temple Cowley Pool
Knowledgeable, friendly staff	99%	100%	99%	97%	100%	97%	97%
Range of activities	99%	100%	99%	99%	99%	99%	97%
Condition of building	99%	99%	98%	98%	99%	98%	78%
Cleanliness	99%	99%	99%	93%	99%	93%	87%
Value for money	98%	100%	98%	98%	96%	98%	95%
Equipment	98%	100%	99%	97%	97%	97%	94%
Ease of booking and paying	98%	99%	99%	95%	99%	95%	96%
Ease of gaining information	98%	100%	99%	95%	98%	95%	95%
Website	97%	99%	98%	95%	88%	95%	91%
Overall	99%	99%	99%	96%	97%	96%	92%

22

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

Document is Restricted

This page is intentionally left blank

To: Value and Performance Scrutiny Committee

Date: 25th. June 2012

Report of: Head of Law and Governance

Title of Report: Work Programme Planning 2012-2013

Summary and Recommendations

Purpose of report: To allow committee members to consider suggestions made for the work programme and begin to plan their work for the coming year.

Key decision? No

Scrutiny Lead Member: Committee Chair

Recommendations:

1. To note the methods of working and resources available
2. To consider the long list of items presented and other suggestions at the meeting and decide which issues to pursue this year
3. When placing an item in the programme to agree:
 - How the issue will be scrutinised
 - The broad scoping
 - The members who will be involved
 - The lead members
 - An details of co-option
 - Requirement for reporting

Introduction

1. Each year the committee sets a programme to guide its debates and inquiries for the coming year. This report is to allow members to set the outline of the programme for 2012/2013. The outcomes in the form of recommendations from last year's programme are available on request.

2. This meeting has a number of agenda items and committee may feel they do not have enough time to discuss and decide on their programme. Should this be the case an informal meeting date should be set at the earliest opportunity. Suggestions for this are:
 - Thursday 5th. July
 - Monday 9th. July
 - Tuesday 10th. July
 - Tuesday 31st. July

3. This is one of two scrutiny committees – Communities and Partnership (CAP) and Value and Performance (VAP). The remits of the 2 committees are broadly set as inward and outward facing with this committee (VAP) taking the inward facing role. In practice the distinction between the 2 committees is not always easy to draw and so members are asked to act collaboratively to allow for effective work flows.

4. In an effort to fit with the organisation the Councils Corporate Priorities are used as a guide:
 - Vibrant Sustainable Economy – CAP
 - Meeting Housing Need – CAP
 - Strong, Active Communities – CAP
 - Cleaner Greener Oxford – VAP
 - Efficient, Effective Council - VAP

General Principals of Working

5. In 2011/2012 committees agreed that all housing related issues (landlord and strategic) would be taken together at CAP. This decision was taken in an effort to fit with the organisation and recognise the need for holistic responses to housing issues. This proved successful and a Housing Standing Panel was set under CAP. It is hoped that members will agree to keep all housing issue together regardless of whether a Housing Standing Panel is set or not. Members will notice that a “housing related issue” appears in the long list of suggestions for you to consider – “Fundamental service review, housing repairs costs and quality”. This has been included here because of the focus on value for money.

6. In order to bring forward suggestions officers have:
 - Asked all councillors what they would like to see in the programme. Councillors were directed to think as both ward representatives and members of the City Council.
 - Considered the work undertaken in 2011/2012 and brought forward any issues arising or outstanding
 - Identified key issues from the work planned by the Council in the first half year

7. Missing from this list are the views of residents as individuals or communities. One of the key roles of scrutiny committees is to “Enable the Voice of Communities”. The views of communities should be considered both in planning the topics to be considered and debating and concluding on recommendations. Councillors as ward representative act as community leaders and are a good source of knowledge but Committee needs to consider if it wishes to go further than his in planning for the future.
8. Scrutiny councillors work in a number of ways to take their evidence, form their opinions and make their recommendations. The table below shows those used in Oxford and an outline suggestion of the capacity there is to deliver within these. Obviously the focus is for the committee to decide and so adjustments around the deployment of capacity are for members to debate.

Methodology	Outline	Frequency
Committee Meetings	<p>Formal public meetings. All committee members.</p> <p>Holding decision makers to account, short term inquiries, pre scrutiny of decisions, call in, review reports.</p>	4 planned meetings plus a planning meeting
Select Committee	<p>Formal public meetings. All committee members but with a few working behind the scenes to agree a scope and write a select committee report.</p> <p>Taking evidence in public around a particular issue, decision or proposal.</p>	<p>Usually within the planned committee meeting slots above but additional slots can be added.</p> <p>2 if held within planned meeting slots.</p> <p>1 if additional slots required.</p>
Standing Panel	<p>Informal private or public meetings. No more than 5 members of the committee.</p> <p>Small groups meeting to consider or develop a particular set of information or actions</p>	1 Panel, meeting as required but usually about 4 or 5 times a year.

	regularly.	
Short Term Panel	<p>Informal private or public meetings. No more than 5 members of the committee.</p> <p>Small groups meeting to pursue short term inquires or respond to proposals from the organisation or its partners.</p>	2 Panels meeting 3 or 4 times each over a short period.
Review Group	<p>Informal public or private meetings. No more than 5 members of the committee.</p> <p>Small group making detailed inquiries and investigations into a topic, service or issue.</p>	<p>1 group meeting as required over a period of between 3 and 6 months.</p> <p>Work will often require members to be involved in a more detailed way than attending meetings.</p>
Championing of Issues	<p>Informal work within the organisation or with partners.</p> <p>Councillors acting as spokespersons or champions for the views or recommendations of the committee.</p>	As many as committee wish to delegate.

All these have their part to play in a balanced programme. The skill is to:

- Be sure that the issues chosen for the programme are likely to add value, have broad support and have a clear aim.
- Choose the correct method for the subject matter through issue scoping.
- Engage councillors that are “interested” in the topic and are willing to give their time.
- Co-opt people to bring skills and broaden opinion.

9. The resources available to the committee fall into 3 groups:

- Staff in Democratic Services – 1 Scrutiny Officer plus the equivalent of 1 Democratic Services Officer.

- The time, skills and information provided by senior officers and City Executive Board Members who are required to attend and advise scrutiny.
- The time and skills of scrutiny councillors.

10. The work programme you are about to decide will guide the year and will be managed by the committee through discussions at each committee meeting and in-between meetings by the committee Chair and Vice Chair. In practice this broadly means:

- The whole committee will decide on the themes and issues it wishes to pursue and then delegate these to the groups that it sets. The detail of that delegation is for the committee to decide but should be a minimum of identifying a lead councillor and setting a broad scope for the work.
- The work programme has a degree of flexibility and will be available at each committee meeting for members to discuss and adjust as necessary.
- Any committee member or any 4 members of Council can place an item on the agenda of a committee and it is for the committee to decide how much time it gives to the item.
- Committee must review and report back on issues required by the Full Council. The timing of these issues is for the committee to decide upon. The committee does not have to undertake reviews requested by the Executive but should give these requests proper consideration.
- The committee must consider decisions that have been “called-in” at its next available meeting or at a meeting called by the Monitoring Officer.
- The committee can require, with reasonable notice, City Executive Board Members and Senior Officers to attend their meetings and debates and to provide information.
- Scrutiny is entitled to see and review information relating to the issues it is scrutinising (this includes confidential information).
- When conclusions are drawn and recommendations agreed these are presented by the Committee Chair or another Lead Councillor agreed by the committee.
- Panels will present their own recommendations without reference back to the committee unless this has been specifically required at set up. These recommendations will be shown to the Chair and Vice Chair of the committee before presentation.
- Decision makers are required to consider and respond to the recommendations made by scrutiny.
- Lead Members will be required to keep the committee up to date on the progress of their work through committee meetings and other informal networks.
- A report back on the success or otherwise of recommendations will be presented to each committee meeting.

11. The committee is able to co-opt individuals onto their committees, panels and reviews in an effort to broaden skills and engagement. The only restrictions on this are:

- They are not able to vote.
- There is no budget available to pay them.
- They cannot be members of the City Executive Board.

12. Members are advised to consider co-option at all stages of their work.

Suggestions for the Programme

13. **Appendix 1** shows the suggestions made for the programme. At this stage members need to decide:

- The items they wish to pursue.
- The method they wish to use.
- Which members will take part.
- Who will take the lead?

14. When making selections members should be mindful of:

- The resources available (see paragraphs 8 and 9).
- The need to leave “room” for new and topical items as they arise.
- Tasks always take longer than anticipated!
- Having a clear reason for pursuing an issue and the likelihood of adding value.
- The one year life of the committee means to get good outcomes we need to start early and strongly.

Name and contact details of author:-

Pat Jones
Principal Scrutiny Officer
Law and Governance
Tel: 01865 252191 e-mail: phjones@oxford.gov.uk

List of background papers:

Version number:1

Appendix 1

Suggestion/Issue	Source	Methodology	Comment
Council Tax benefit scheme development	Value and Performance Scrutiny Committee	Committee Inquiry/Panel	Local scheme required for March 2013.
Business rates changes	Value and Performance Scrutiny Committee	Committee Inquiry	Financial effects for Oxford. Start March 2013.
Transition to Universal Credit	Value and Performance Scrutiny Committee	Committee Inquiry	Transition starting October 2013. Funding draw down and budgetary effects. Customer – face to face inquiry support (extent and cost of provision). Partnership with City advice agencies.
Next government spending review implications for the Medium Term Financial Strategy	Finance and Performance Panel	Standing Panel	Part of the budget review build up.
Review of budget proposals 13/14	Finance and Performance Panel	Review	Detail review conducted each year.

			If a Finance and Performance Panel is set then it is advised that these members form this Review Group in order to utilise and build on gained knowledge and experience.
Treasury Management Strategy	Finance and Performance Panel	Standing Panel	Formal role to scrutinise. In previous years this has been undertaken by the Finance and Performance Panel because of the clear links to budget development and performance.
Investment in youth services – focus and outcomes	Finance and Performance Panel	Committee Inquiry/Panel	Agreed outcomes and performance against these for the new investment agreed in the 2012/2013 budget.
Fundamental Service Review – Housing repairs cost and quality	Finance and Performance Panel, Councillors	Panel (maybe lead councillor)	Targets for the review are they challenging enough and represent good value for money principles. Do they fit with the needs of the organisation and customers?
Performance against service and corporate targets	Finance and Performance Panel, Councillors	Standing Panel	This committee or 1 of its Panels has considered performance against set

			<p>targets in all programmes.</p> <p>In the last year the City Executive Board decided to only have reported to it formally the performance against corporate targets. This committees Finance and Performance Panel decided it wished to continue to monitor service targets as well because of its desire to look in more detail at the individual performance of services and to keep abreast of some of the important corporate health indicators that don't make the corporate set.</p>
Housing benefit administration costs – next steps after the fundamental service review	Councillors	Committee Inquiry	Targets set for further cost reductions. How are these to be achieved and top quartile performance levels stabilised?
Covered Market – the economic impact on small traders of allowing “chain stores” into the market.	Councillors	Review	This could be a very broad subject given the nature of current economic conditions for traders generally. If chosen a clear focus would be needed.

HMO registration –review of the scheme to assess the impact it is having on the availability, quality and cost of rented accommodation.	Councillors	Panel	It is likely that many factors affect the cost, quality and availability of rented accommodation (particularly so in challenging economic markets). To do this work with any degree of credibility a clear focus and expert advice would be needed.
Council spending and policies and their impact on jobs and the local economy.	Councillors	Review	<p>Considering the broad spectrum of Council policy this would be too large a review to be undertaken.</p> <p>Members could however decide to focus in one particular area of policy or look at how the Council takes account of economics effects and considerations in the development of policy.</p>
Recycling rates – what is the ambition to increase these and how can we go beyond this.	Councillors	Committee Inquiry possibly followed by a Panel	The ambition to increase recycling rates is detailed in the councils Corporate Plan. The focus for this would therefore be how to go beyond these.

Noise and nuisance service – How to more effectively respond to residents complaints.	Councillors	Review	This subject has been considered by the committee in outline terms in previous work programmes. What was learnt was that effective responses are only delivered in partnership with other agencies. If this is chosen all partners would need to participate.
The infrastructure for electric car charging points across the City. What has been agreed either outside or inside the County Transport Policy?	Councillors	Committee Inquiry	This is a County Council issue and presented by the councillor as a “for information” point. These are best presented as general briefings for councillors rather than using the scrutiny process.
Asset Management Plan – has this worked entirely satisfactorily?	Councillors	Committee Inquiry	A Panel at the end of the programme last year gave an opinion on this.
Employment practices – how representative is our work force across the equality strands and as a match to the population we serve.	Councillors	Committee Inquiry, Panel	This is a corporate priority but to add value the committee would need to do more than take an overview of general performance. The issue was

How do we train and promote employees across the equality strands.			included in the programme for last year but work did not start. The expected focus was gender.
Increase in the number of apprentices. How is this going? How are we making sure these young people live in the City?	Councillors	Standing Panel	Corporate target Take as part of performance monitory
What contribution is the Planning Department making to “greening” the City?	Councillors	Review	It is not clear what the focus for this issue might be.
The Destination Management Organisation – the ambition was for the City Council to reduce funding. What is the current position?	Councillors	Committee Inquiry	Details of the current financing arrangements matched against ambitions.
Sickness Absence performance improvement.	Officers	Committee Inquiry	For a number of years the committee has taken detailed reports on sickness absence rates across the Council. In latter years this has shown an improving picture. The Council has set itself an ambitious target to reduce absence

			levels further. How is this to be achieved, what and where are the issues, how do we match in current performance terms against similar authorities?
--	--	--	---

This page is intentionally left blank

VALUE AND PERFORMANCE SCRUTINY COMMITTEE

Monday 26 March 2012

COUNCILLORS PRESENT: Councillors Brown (Chair), Seamons (Vice-Chair), Abbasi, Humberstone, Keen, Malik, McCreedy and Rowley.

OFFICERS PRESENT: Pat Jones (Principal Scrutiny Officer), Lois Stock (Democratic and Electoral Services Officer), Simon Howick (Head of People and Equalities), Neil Lawrence (Performance Improvement Manager) and Jarlath Brine (Equalities and Diversity Business Partner)

43. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were received from Councillors Gotch and Van Nooijen.

44. DECLARATIONS OF INTEREST

There were no declarations of interest made.

45. STANDING ITEM: WORK PROGRAMME

The Head of Law and Governance submitted a report (previously circulated and now appended) updating the Committee on the work programme for the current year.

Councillor Seamons informed the Committee that the Finance and Performance Panel had made 18 recommendations to the City Executive Board (CEB), and was currently discussing targets for individual service areas.

He paid tribute to Councillor Brown for all his hard work as Chair of the Committee. Councillor Brown observed that the most successful work carried out had been by means of the panels and review groups, and he thanked Councillor Seamons for his support as Vice Chair.

Pat Jones (Principal Scrutiny Officer) explained that the work programme was complete, apart from the following items:-

- Leisure Services – additional information concerning the home addresses of people using our leisure centres;
- Houses in Multiple Occupation (HMO) – some extra information has just been supplied.

Councillor Brown thought that the HMO information could be left for the next work programme, as the issue was still evolving, but it would be useful to examine the additional leisure information. However, to do so would require an active and interested panel to be established.

Resolved to

- (1) Carry forward the HMO work to the next work programme;
- (2) Leave the extra leisure information in abeyance.

46. BENEFITS FUNDAMENTAL SERVICE REVIEW

The Head of Business Improvement and Customer Services submitted a report (previously circulated, now appended). Councillor Val Smith and Neil Lawrence (Performance Improvement Manager) attended the meeting and presented the report to the Committee.

Neil Lawrence explained that the Service Review was a useful means to find out what customers thought of the benefits service. It had been observed that many Councils used IT to help improve their service; but the challenge was that any change must payback its cost quickly. Moving to Universal Credit would provide new challenges. He wished to push for improvements in gathering claimant information quickly, making decisions in a timely manner, offering different means of claiming (by telephone, online), and provision of information to the claimant as the claim progressed. It was proposed to obtain new software that offered a system known as Risk Based Verification (RBV).

The Council was making savings in this service area by not filling vacant posts, but at the same time it was recognised that some parts of the service needed additional support. The service remained expensive, and it would be useful to look at overall costs. The review had now closed, so no further review work would take place.

The Chair, Councillor Brown, observed that the Committee was concerned with the economy, efficiency and effectiveness of the service.

Councillor Val Smith (Board Member for Regeneration and Customer Services) informed the Committee that she was not sure at this stage how the move to Universal Credit would progress – clear information from the Government was needed. It was anticipated that there would be a transition period, and she felt it was important to monitor this, as any transition period had implications for Oxford's citizens.

The Committee noted that the current cost to the Council per claim was £77.24, with an aspiration to reduce this to £59. Mr Lawrence indicated that at this stage there were no specific plans for the means by which this would be achieved, but he felt that the main issue was the productivity of the staff. At present, productivity was poor, but staffing restructure and additional investment in staff training might improve this. There was an intention to look for savings, a chunk of which might be delivered by RBV.

The Committee was disappointed that some targets had not been met. Mr Lawrence was asked how long customers expected claims to take from submission to final processing. In response, it was indicated that 11-15 days (new claim) and 6 to 10 days (change of circumstances) were felt acceptable. In

future it was intended to state that, at the end of each calendar month, claims would be assessed based on the information that the Council held. It was expected that RBV and e-claims could be moved on within a day or so. It was possible that targets could be met at the end of next year, as small improvements could add up and help improve matters overall.

Councillor Smith added that she felt that the mindset of the department had altered and that staff had embraced change. Her feeling was that there had been improvements, and that everyone was now working together to bring about more.

Resolved to -

- (1) Thank Neil Lawrence and Councillor Val Smith for their attendance and helpful comments;
- (2) Ask that a review report concerning the progress from a cost of £77 to £59 per claim be produced;
- (3) Suggest that a future scrutiny panel be established, or that this returns to a scrutiny committee, in order to monitor this issue.

47. EQUALITIES

The Head of People and Equalities submitted a report. Simon Howick (Head of People and Equalities) accompanied by Jarlath Brine (Equalities and Diversity Business Partner) attended the meeting and presented the report to the Committee.

Simon Howick explained that, although the Council now had “achieving” status through the Diversity Peer Challenge, it aspired to reach the “excellent” rank. This had been achieved by very few local authorities, most usually the larger metropolitan boroughs or unitary councils which controlled a large number of services. There were some targets that the Council wished to hit during 2012/13, but its main focus at present was increasing the diversity of the workforce. He would also like to see a more concise action plan which contained some targets. There was a need within the next month to draw up and action plan for the next year.

Jarlath Brine added that the Council could access a lot of data, but not all officers received the same data. It was hoped that the CRM system would help improve customer profiles; and there was work to be done on who gathers data, who uses it, and how it is used. The Council had an internal equalities group, but that had been found to be somewhat ineffective. Before any further changes could be effected, it had been decided to up skill the management team as a first step. Work on providing job skills and workshops had started with schools, and the Council was seeking to target some communities.

The Chair, Councillor Brown, commented that there were some questions about the efficiency of the customer “Talkback” scheme. Simon Howick reminded the Committee of the new initiative, “Good to Great”, which might be a useful starting point for improvement. Pat Jones was able to inform the Committee that she had spoken with the Consultation Officer about targeted

consultation, and specific groups were to be asked how they would prefer to be communicated and consulted with.

The Chair expressed the view that the Council was behind on objective 3 (homelessness), and that it was important that this was noted for the future. He and Pat Jones would look at the report together, and pass on some views informally to Simon Howick.

Resolved to:-

- (1) Congratulate People and Equalities for their achievements to date on the issue of equalities;
- (2) Note that more work was needed to produce an Action Plan for the next year;
- (3) Suggest that in the next Council year a scrutiny panel looks at some aspects of the equalities issue in a focussed way – the Committee was especially interested in the issue of workforce diversity – so that the important matter of equalities was not overlooked in the future.

48. MINUTES

Resolved to approve, as a correct record, the minutes of the meeting held on 28th February 2012.

It was noted that Councillors Van Nooijen and Fooks had met and prepared a report about the Asset Management Plan, which would be presented at an appropriate single member meeting in due course.

Councillor Brown thanked the Committee members for their hard work and support over the past year, and he especially thanked Pat Jones for her tireless work and invaluable assistance.

The meeting started at 6.00 pm and ended at 7.20 pm