

Agenda

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Scrutiny Committee

Date: **Tuesday 6 May 2014**

Time: **6.00 pm**

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

For any further information please contact:

Pat Jones

Telephone: 01865 252191

Email: phjones@oxford.gov.uk

Scrutiny Committee

Membership

Chair	Councillor Mark Mills	Holywell;
Vice-Chair	Councillor Gill Sanders	Littlemore;
	Councillor Mohammed Abbasi	Cowley Marsh;
	Councillor Mohammed Altaf-Khan	Headington Hill and Northway;
	Councillor Jim Campbell	St. Margaret's;
	Councillor Van Coulter	Barton and Sandhills;
	Councillor Roy Darke	Headington Hill and Northway;
	Councillor James Fry	North;
	Councillor Ben Lloyd-Shogbesan	Lye Valley;
	Councillor Craig Simmons	St. Mary's;
	Councillor Val Smith	Blackbird Leys;
	Councillor Louise Upton	North;

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

The Quorum for this Committee is four, and substitutes are permitted.

2 DECLARATIONS OF INTEREST

Members are asked to declare any disclosable pecuniary interests they may have in any of the following agenda items. Guidance on this is set out at the end of these agenda pages.

3 WORK PROGRAMME OUTCOMES AND FORWARD PLAN

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Contact Officer: Pat Jones (Principal Scrutiny Officer), Tel 01865 252191, phjones@oxford.gov.uk

Background Information
<p>The Scrutiny Committee has operated within a work programme which was set at the start of 2013-2014.</p> <p>Attached are details of the work programme outcomes for the Council year 2013/2014.</p> <p>In addition, the Forward Plan is attached so that the Committee can decide if it wishes to recommend pre-scrutiny of any item to the new Committee.</p>
Why is it on the agenda?
<p>The Committee is asked to:-</p> <ol style="list-style-type: none">(1) Note the progress in the current programme and recommend which items should continue and be carried forward to the 13/14 programme. Programme attached at Appendix 1.(2) Note and make any comments on the outcomes for this year's programme attached at Appendix 2.(3) Note and comment on the comparative data presented in tables 1 – 3.(4) Raise any operational issues for consideration. Agreed operational arrangements are attached at Appendix 3.(5) Suggest any new items to the committee for 14/15 which item (members will have a further opportunity to do this at a later date).

Who has been invited to comment?
Pat Jones, Democratic and Member Services Manager, will present the work programme, answer questions and support the Committee in its decision making.
What will happen after the meeting?
The work programme will be updated and republished.

4 DISCRETIONARY HOUSING PAYMENTS - MONITORING REPORT.

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Contact Officer: Paul Wilding, Benefit Operations Manager, 01865 252461
 Email: pwilding@oxford.gov.uk

Background Information
<p>In June 2013 the Scrutiny Committee considered the Discretionary Housing Payments Scheme, and made recommendations to the City Executive Board which were accepted.</p> <p>The Committee appointed Councillor Coulter as the Lead Member for this item.</p>
Why is it on the agenda?
<p>One of the accepted recommendations was for a monitoring report to be presented quarterly to the Scrutiny Committee; this is the final of these reports which shows the year end spend on DHP.</p> <p>The Committees has agreed the following aims in reviewing this information:</p> <ul style="list-style-type: none"> • Is the current policy placing pressure on other vulnerable groups? • Is there an unmet need? • What are the profiles (human and geography) of those we help and those we turn away? • Cost profile – are we spending within budget? • What are the real effects of conditionality both in financial and behavioural terms? • Where should our priorities lie, should a rethink of policy be necessary.
Who has been invited to comment?
Councillor Brown, Board Member for Benefits and Customer Services, and Paul Wilding, Benefit Operations Manager, have been

invited to attend the meeting to answer the Committee's questions.
What will happen after the meeting?
Any recommendations will be presented to the Board Member or City Executive Board at the next available meeting.

5 RECYCLING INITIATIVES - PANEL REPORT

Contact Officer: Sarah Claridge (Democratic and Member Services Officer), 01865 252402, sclaridge@oxford.gov.uk

Background Information
<p>The Committee asked the Panel to:-</p> <ul style="list-style-type: none"> • Consider current recycling policies and their effects; • Review with service officers any barriers to improvement, alongside best practice and new initiatives.
Why is it on the agenda?
<p>The Panel identified a number of areas for potential improvement that they explored with relevant officers. It also pre-scrutinised the Waste and Recycling Strategy.</p> <p>The outcome of its deliberations will follow as a supplement.</p>
Who has been invited to comment?
<p>Councillors Fry, Jones and Simmons, as members of the Panel, will present their report and invite feedback on it.</p>
What will happen after the meeting?
<p>Any recommendations arising will be passed to the Board Member and/ or City Executive Board for consideration.</p>

6 TALENT MANAGEMENT PROGRAMME - OPTIONS, WITH EMPHASIS ON BME GROUPS

Contact Officer: Chris Harvey, Organisational Development and Learning Manager, 01865 252085, email charvey@oxford.gov.uk

Background Information
At its meeting in December 2013, the Committee looked at performance indicator BV017a – Percentage of Black and Ethnic Minority Employees. This indicator showed red. The Committee asked for a review of essential criteria for all entry level jobs to ensure that no unnecessary barriers existed, and considered this information at its last meeting.
Why is it on the agenda?
The Committee has now asked for more information about the Council's Talent Management Strategy. This is attached for information. There are different strands within the strategy including:- <ul style="list-style-type: none"> • Investing in Youth; • Growing our own future leaders and managers; • High potential; • Identifying talent
Who has been invited to comment?
Chris Harvey Organisational Development and Learning Manager will attend the meeting with Jarlath Brine Organisational Development and Learning Advisor, Equalities and Apprenticeships, to talk through the ideas in the Talent Management Strategy and answer any questions.
What will happen after the meeting?
Any recommendations will be passed to the relevant Board Member and/or CEB.

7 DATES OF FUTURE MEETINGS

The following dates have been agreed:-

Monday 23rd June 2014;
Tuesday 9th September 2014;
Monday 6th October 2014
Monday 10th November 2014;
Monday 8th December
Monday 19th January 2015
Tuesday 3rd February 2015
Monday 3rd March 2015
Tuesday 5th May 2015

8 MINUTES

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Minutes of the meeting held on 1st April are attached

DECLARING INTERESTS

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

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

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

Members' Code of Conduct and public perception

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

¹ Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

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To: The Scrutiny Committee

Date: 6th. May 2014

Report of: Head of Law and Governance.

Title of Report: Scrutiny Work Programme 2013 – 2014 outcomes.

Summary and Recommendations

Purpose of report: To present the outcomes from the scrutiny work programme for 2013 – 2014.

**Scrutiny Lead Member: Councillor Mark Mills (Committee Chair)
Councillor Gill Sanders (Committee
Vice-Chair)**

Recommendations:

- 1. Note the progress in the current programme and recommend which items should continue and be carried forward to the 13/14 programme. Programme attached at Appendix 1.**
- 2. Note and make any comments on the outcomes for this year's programme attached at Appendix 2.**
- 3. Note and comment on the comparative data presented in tables 1 – 3.**
- 4. Raise any operational issues for consideration. Agreed operational arrangements are attached at Appendix 3.**
- 5. Suggest any new items to the committee for 14/15 which item (members will have a further opportunity to do this at a later date).**

Introduction

1. This year saw the introduction of changes to the scrutiny function agreed by Council following recommendations from a review led by Scrutiny Councillors. The improvement aims of the new scrutiny arrangements were to:
 - Improve and broaden member engagement
 - Focus member time in areas that interest them or their constituents
 - Improve community engagement
2. For particular note the programme set under these new arrangements in June 2013 included:
 - Named lead members, from the committee, for all themes and issues allowing influence and engagement to be spread.
 - Opportunities and encouragement for **all** non-executive councillors to support and engage in issues and themes that interest them.
 - New protocols for working providing for improved governance.
 - Improved scheduling and use of the Forward Plan to engage members more directly in decision making and the work of the City Executive Board.
 - Reporting of progress within the work programme and the recommendations made by members to Council and also more visibly on the Councils web site.
 - The appointment and selection of co-optees to support and inform the work of members when considering issues and themes.

Setting the Programme

3. As usual the committee set its work programme from “long lists” of items posed for scrutiny from various sources. These items included a number of reviews from the previous year that were incomplete with a strong recommendation that they were brought to a conclusion. This, with one exception, was agreed by the committee.
4. In placing items in the programme officers and members left room to accommodate topical issues and allow for the pre-scrutiny of decisions on their way to the City Executive Board and Council. There is a view amongst some members that the reduction of scrutiny committees to 1 has hampered this work because it provides less time. It should be noted that the reduction of committees has not reduced the number of meetings so the opportunities to pre-scrutinise are at least as great now as previously. Scrutiny Committees have always had to focus attention in an effort to produce good quality results. The advice of the Scrutiny Officer has always been to give time and focus within committee meetings for debate and questioning in order to add value. This advice should never and has never precluded members from pre-scrutinising any decision that they wish to.

5. Appendix 3 outlines the current operating arrangements agreed in June 2013. Members are asked to outline any changes they wish to propose to the next committee.
6. As already mentioned the programme is rolling which allows items under consideration in one year to be recommended for inclusion in the programme for the next. A number of issues from this year have not been completed or started. These are highlighted in the programme attached at Appendix 1. There is, however, a reasonable expectation that items agreed for inclusion and scheduling will be largely completed within the year and the expectations of members have been achieved this year.
7. To remind members the resources available to committees to deliver their programme are a mixture of:
 - Scrutiny Officer time
 - Committee and Member Services Officer time.
 - Councillor time through committee meetings and contributions to review groups, panels and inquiries.
 - Time from the Chair and Vice-Chair of the committee to guide the management of the programme, agendas and generally highlight and promulgate the work of their committees.
 - Service officer time in attending meetings and providing information.
 - Board Member time in attending meetings, providing information and answering questions.

Outcomes for the year 2013/14

8. This has been another busy year for the committee with issues being taken forward through formal committee meetings and various panels and reviews. The committee has produced about thirty reports to the City Executive Board outlining recommendations for change or improvement, a number of these have been as a result of significant pieces of work. At each meeting members have seen and reviewed the outcome of these recommendations. Appendix 2 shows the complete table of all outcomes and the table below shows counts. Comparisons to previous years are usually made but this historic data is split across 2 committees rather than for the function as a whole so is not useful here. Instead the table below shows the outcome for this year and comparisons to the combined averages from the previous committees.

Table 1 – Recommendations for 2013/2014

Accepted	Accepted & Amended	Noted	Refused	Pending	Total
58 68%	12 14%	3 4%	10 12%	2 2%	85

Table 2 - Percentage Comparisons to previous years
Accepted and implemented recommendations

	04/05 All	05/06 All	06/07 All	07/08 All	08/09 VAP & CAP	9/10 VAP & CAP	10/11 VAP & CAP	11/12 VAP & CAP	12/13 VAP & CAP	13/14 All
*% accepted	77%	76%	64%	45%	60%	89%	82%	70%	84%	86%
**% implemented	n/a	n/a	n/a	51%	40%	25%	43%	67%	41%	54%
**% in the process of implementation	n/a	n/a	n/a	n/a	60%	52%	54%	29%	47%	46%
Total recs. made					162	202	134	113	75	85

* Count of all accepted/accepted with amendment and noted recommendations.

**Comparison done at the same time of year.

Figure is a percentage of all accepted, accepted with amendment and noted recommendations.

- As mentioned earlier a number of substantial reviews have been undertaken by members but the committee should also highlight the considerable efforts and value provided by the 2 standing panels set at the beginning of the year, Housing and Finance. The Finance Panel has met 5 times and also produced a review of the budget proposals. The Housing Panel has met 7 times and is about to undertake a review in partnership with the newly formed Tenant Scrutiny Panel aimed at suggesting an “Oxford Standard” for the fabric of Council homes. This is an innovative piece of work for the Council and hopes to provide real experience and influence for Council Tenants.

Member Input

10. As ever members have shown support and enthusiasm for the scrutiny process and have worked at committee and on reviews groups and panels. This level of activity and engagement is excellent and all members engaged should be thanked and congratulated. Executive Board Members have also shown themselves ready and open to engage and the City Executive Board willing to positively consider scrutiny recommendations. All of this is a demonstration of healthy democratic structures which contribute to the success of the Council.
11. Overall more than 60% of non-executive councillors have been actively engaged in the scrutiny process this year which is an increase on all previous years. This demonstrates the effectiveness of the new structure which focuses member involvement around interest and priority rather than committee membership.
12. The table below shows data kept on attendance at committee and details of the number of substantive items appearing on committee agendas. It shows the highest ever substitution rate overall. The current Chair has expressed the view at Council items appearing on committee agendas should not only be limited in number but also in time for debate. The “general rule” is that no more than 3 or 4 substantive items will appear on any agenda thus allowing for a good quality and focused 2 hour meeting. This has largely been achieved. The Chair of the committee “manages business” at meetings and so the ability of the Chair to control debate within time limits already exists. Future Chairs may wish to be more directive at meetings should committee agree that this is an issue that needs addressing.

Table 3 – Committee attendance and management

Meeting Date	No. Seats	No. Substitutes	No. of vacant seats	No. of substantive items on agenda	% of seats vacant	% of seats substituted
4th. June 2013	12	1	2	3	17	8
2nd. July 213	12	2	2	3	17	17
5th. September 2013	12	2	1	3	8	17
1st. October 2013	12	6	1	4	8	50
5th.	12	0	0	5	0	0

November 2013						
3rd. December 2013	12	1	0	5	0	8
14th. January 2014 – cancelled	12					
4th. February 2014	12	1	1	4	8	8
4th. March 2014	12	4	0	2	0	33
1st. April 2014	12	0	0	3	0	0
Averages so far				3.6	6	16

Looking forward to 2013/2014

13. Officers will begin talking to all members of Council about items for inclusion in the work programme after elections in May. The movement of the election to the end of May will mean that this information will not be available for the scrutiny committee to consider when they meet for the first time on the 23rd. June and may delay the start of the new programme.

14. The selection principles advised by officers will remain as in previous years:

- Is the issue contained and focused
- Does it link to an objective of the organisation
- Will it have an impact within communities
- Is it clear what might be a measure of success
- Does broad member support exist
- Can it reasonably be delivered within the resources available

In addition it is important to understand the views of the current committee. The current work programme is attached at Appendix 1 with shaded areas highlighting areas for consideration in the coming programme. Members are asked to decide which items they wish to recommend for carry forward or additional items they wish to add.

Name and contact details of author:

Pat Jones

Committee and Member Services Manager

Tel: 01865 252191 e-mail:phjones@oxford.gov.uk

List of background papers: None

Version number: 1

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Appendix 1

Scrutiny Committee Work Programme 2013 - 2014

This programme represents the work of the Scrutiny Committee. It is divided between those items to be considered at:

- Full Committee Meetings – Agenda schedules at the end of this document.
- Standing Panels
- Review Panels in progress
- Potential Review Panels

Potential Review Panel items will only come forward for consideration as resources allow.

The programme also lists:

- Decisions called in.
- Councillor calls for action.
- New items suggested for scrutiny by councillors or residents.

Full Committee Meetings

Topic	Area(s) for focus	Progress	Lead and other Councillors
<p>Thames Water investment to improve flooding and sewage issues in the City.</p> <p>Issue of importance to the City. Maybe complete shortly.</p>	<p>To consider the experience of Swindon Council in influencing Thames Water.</p>	<p>Committee agreed to extend the Panel membership to allow a group of councillors to meet officers in October to take a brief on:</p> <ul style="list-style-type: none"> • The amount of investment already made by TW. • What further investment is 	<p>Lead: Councillor Darke</p> <p>Councillors Pressel, Hollick and Jones.</p>

		<p>needed.</p> <ul style="list-style-type: none"> • Advice on our priorities for this investment. • What are the City Council responsibilities as riparian owners and what money is available to deliver on these responsibilities. • Any lessons that can be learnt from Swindon. <p>This Group will then advise the committee on the best focus for this item.</p> <p>Briefing meeting for the Panel happened on 30th. October. Scope agreed for progress in January.</p> <p>Panel Lead Member had an exploratory meeting with Thames Water in January. An Investment Priority list is being finalised by City Officers after which a meeting between Thames Water, the Panel and others to be confirmed to explore these investment priorities and timetables for action.</p> <p>Round table meeting with Thames</p>	
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		Water, local MPs and other set for 9 th . May 2014.	
Discretionary Housing Payments Issue of importance to the City. Continued monitoring may prove useful to members.	Quarterly updates on spending, claimant/property profiles, and issues and knock on effects.	Report to September meeting. Committee asked for more information in subsequent reports. Councillor Coulter to pursue. Meeting with Board Member and Head of Service 8 th . October. New framework agreed for presentation to December meeting. Next presentation in May. Continue to monitor.	Lead: Councillor Coulter.
Performance monitoring A quarterly report of progress against a selection of measures has always helped focus the committees attention.	Quarterly report on a set of Corporate and service measures chosen by the Committee.	Councillors met and agreed 2 performance sets: <ul style="list-style-type: none"> • Scrutiny Committee • Housing Panel Qtrly meetings scheduled. 5/9/2013 meeting – clarification on LP106 requested – Information reviewed Panel asked for 5% target to be increased. 5/11/2013 meeting – more details on CH001, BV017a and BI002a called for to the 3/12/13 meeting. Information	Councillors Campbell, Simmons, Coulter and Darke.

		<p>received set a new line of inquiry. See item below.</p> <p>2/2/14 meeting – more details requested on the downward trend in indicators N191 and N192, schedules for presentation to the March meeting.</p>	
Percentage of BME employees (performance measure BV017a)	<p>Analysis of the progress of BME applicants when they apply for job.</p> <p>Consideration of essential criteria for all entry level jobs to ensure there are no unnecessary barriers to employment.</p>	<p>Analysis information to Committee in February, recommendations to Board Member made and agreed – Action Plan for delivery to May meeting.</p> <p>Review of essential criteria progress to Committee in April – no recommendations.</p> <p>Talent Management Strategy proposals to Committee in May.</p>	All Committee
<p>Council Tax exemption for students. Is this being applied consistently and managed.</p> <p>Suggested by a member and included in the last round.</p>	Two councillors to talk to officers about the process and report back to the committee if there is an issue to follow up on.	No progress.	Lead: Councillor Simmons.
Fusion Leisure Contract	Leisure centre usage and the engagement in all leisure activities	June meeting.	Lead: Councillor Coulter.

<p>Delay agreed to first meeting of the new programme to allow analysis of all outcome data.</p>	<p>across the City with a particular focus on engagement of residents from our most deprived wards.</p>		<p>Councillor Fry has expressed an interest in this item.</p>
<p>Community Safety</p>	<p>Issue to be decided on after consultation with the Board Member.</p>	<p>Discussion with Board Member at the October meeting.</p> <p>Asked Board Members to express concern to the Local Commander about the operation of NAGs since transfer of administrative responsibilities.</p> <p>Asked to see outcomes from the new ASB process in a year's time. Scheduled for April 2014 along with new ASB strategy.</p> <p>No further issues</p>	<p>All Committee.</p> <p>Councillor Jones has expressed an interest in this issue.</p>
<p>The method by which the scale of new buildings and extensions is indicated in planning applications, in particular an evaluation of the agreed pilot scheme based on the practice in Swiss Cantons.</p> <p>Suggested by a member and</p>	<p>Evaluation of the pilot in City development.</p>	<p>No progress.</p>	<p>Lead: Councillor Fry.</p> <p>Councillor Jones has expressed an interest in this issue.</p>

<p>included in the last round. May have been addressed in some part by the RDW review.</p>			
<p>Use of Social Media by the Council</p>	<p>Review proposals within the Public Engagement Strategy.</p>	<p>December meeting alongside the Public Engagement Strategy.</p> <p>Committee to consider a paper from Councillor Brett during the next cycle.</p>	<p>Lead: Councillor Brett.</p>
<p>Any item called from the Forward Plan for pre decision scrutiny.</p>	<p>To consider and comment on issues to be decided by the City Executive Board.</p>	<p>The following have been considered by the Committee:</p> <ul style="list-style-type: none"> • Discretionary Housing Payments Scheme – Recommendations made to CEB. • End of year integrated report – Issues raised for inclusion in the scrutiny programme. • Corporate Debt Management Policy – No actions. • Appointment of the main contractor for the Affordable Homes Programme – No actions. • Youth Ambition Strategy – Recommendations made to CEB. 	<p>Lead: Councillor Mills.</p>

		<ul style="list-style-type: none">• Low Emissions Strategy and Air Quality Action Plan – Recommendations made to CEB.• Riverside Land Acquisition – recommendations to CEB 13th. November.• Customer Contact Strategy – September meeting – recommendations made to CEB on the 11th. September.• Oxfordfutures Fund – (item delayed indefinitely).• Grants Programme Commissioning Review – October meeting – recommendations to CEB on the 9th. October.• City Deal – October meeting – recommendations to CEB on the 9th. October.• Community Engagement Plan – recommendations to CEB on the 11th. December 2013.• Oxpens Master Plan consultation outcome – recommendations to CEB on the 13th. November.• Waste and Recycling Strategy – Panel – recommendations to	
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		<p>CEB on the 13th. November.</p> <ul style="list-style-type: none"> • Educational Attainment investment update – recommendations to CEB 12th. February. • Community Engagement Plan consultation outcome and final proposals – waiting scheduling. • Fusion Lifestyle Annual service Plan- No recommendations await report on engagement in June. 	
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Standing Panels

Topic	Area(s) for focus	Progress	Nominated councillors
<p>Housing – All strategic and landlord issues considered within the Scrutiny Function.</p> <p>Very successful Standing Panel with much work left to do (see list at the end of agenda schedules).</p>	<p>Issues:</p> <ul style="list-style-type: none"> • Allocation Policies and how we communicate, give advice and take account of feedback. • Decent Homes Standard – where do we go next in investment in our stock? • Regeneration on estates – what are our ambitions and how do we deliver and engage communities. 	<p>All items for pre-decision scrutiny taken and recommendations made to CEB.</p> <p>Decent Homes Standard where next to be considered post stock condition survey to see options for the Asset Management Strategy. Suggestion that this is done in partnership with tenants.</p> <p>Estate regeneration – Focus on regeneration in the Leys and in</p>	<p>No substitutions allowed.</p> <p>Lead: Councillor Smith.</p> <p>Co-opted Member – Linda Hill Councillor Hollick, Sanders and McCready.</p>

	<p>Items for pre decision scrutiny:</p> <ul style="list-style-type: none"> • Housing Strategy Action Plan periodic review – September meeting • Housing Strategy refresh – December meeting. • Long term affordable housing for homelessness prevention – September meeting. • Allocations review and changes to the Allocations Policy – September meeting. 	<p>particular:</p> <ul style="list-style-type: none"> • How community capacity is built in preparation for this. • What community influence practically means for residents. <p>New Items added</p> <ul style="list-style-type: none"> • Rent arrears analysis • Homelessness in particular “no second night out” and the effects of cuts on hostel accommodation in the City. • STAR survey results/comparisons to other providers/actions for improvement. • Improving quality in the private rent sector – a City Council Letting Agency. • Tenants and Residents Involvement Strategy – Implementation and opportunities for influence for tenants. 	
<p>Finance Panel – All finance issues considered within the Scrutiny Function.</p>	<ul style="list-style-type: none"> • Quarterly budget monitoring. • Medium Term Financial Strategy and budget review. 	<p>Recommendations made on Treasury Management.</p>	<p>No substitutions allowed. Lead: Councillor</p>

Very successful Standing Panel	<ul style="list-style-type: none"> • “Proper Body” for scrutiny of the Treasury Management Strategy and Function. 	MTFS review scope and timetable agreed.	<p>Simmons.</p> <p>Councillors Fry, Darke and Fooks.</p>
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Review Panels in progress

Topic	Scope	Progress	Nominated councillors
Covered Market Strategy and Leasing Strategy.	<p>Scope:</p> <ul style="list-style-type: none"> • Pre-scrutiny and engagement with the developing Covered Market Strategy and Leasing Strategy. • Independent engagement with the Covered Market Traders Association. • Review of the leasing decision for the unit formerly occupied by Palm’s Delicatessen. • Consideration of comparative data from similar markets. 	<p>The Group is currently observing the Covered Market Stakeholder engagement.</p> <p>Alongside this:</p> <ul style="list-style-type: none"> • Face to face consultation with Market Traders has taken place. • Visits to 4 London markets and Bristol market have happened. • Interviews with Officers and Board Members have taken place. <p>Interim findings to the October Scrutiny Committee. Final report expected in November.</p>	<p>No substitutions allowed.</p> <p>Lead: Councillor Campbell.</p> <p>Councillors Fooks , Van Nooijen (resigned), Clarkson and Benjamin</p> <p>Councillor van Nooijen resigned from the Panel. Labour members asked if they wished to replace him.</p>

		<p>Programmed to finish in November Delayed awaiting Strategy.</p> <p>Panel final report agreed at February meeting and recommendations agreed at City executive Board. Committee agreed the continuation of the Panel to consider implementation of recommendations. Reconsider this in the new programme from June 2014.</p>	
<p>Recycling Rates – Are our targets ambitious enough.</p>	<p>Scope:</p> <ul style="list-style-type: none"> • Consider our current policies and their effects. • Review with service officers barriers to improvement alongside best practice and new initiatives. 	<p>The Group have identified a number of areas for potential improvement and are currently working with officers to explore these.</p> <p>The Group has agreed to focus its efforts around reward and penalty schemes taking in a broad range of suggestions.</p> <p>Data gathering is underway.</p> <ul style="list-style-type: none"> • Information has been gathered on the incentives currently used by the Council and the effects of these. • Information is being gathered 	<p>No substitutions allowed.</p> <p>Lead: Councillor Fry.</p> <p>Councillors Simmons and Jones</p>

		<p>from WRAP and other authorities on incentives and outcomes.</p> <p>Panel asked and it was agreed that they pre-scrutinise the Waste and Recycling Strategy expected at CEB in November.</p> <p>Programmed to finish in December.</p> <p>Panel delayed scheduled to report in May.</p>	
<p>Enfranchisement and Empowerment.</p> <p>Officer response to proposals not yet seen so recommendations have not been presented to the City Executive Board</p>	<p>Scope: As census data is published we begin to see the diverse and changing nature of Oxford and the number of people who failed to complete details without a least 1 reminder. Alongside this there are a number of properties with no one registered to vote.</p> <ul style="list-style-type: none"> • What effect does this have on our understanding of Oxford's communities? • Do we understand why some households/communities choose not to engage? • What is the extent of this democratic deficit? • What does this mean for communities, services and 	<p>Planning is underway for the Group to run 3 focus groups talking to the Somali, Pakistani and Polish communities to understand the extent of their knowledge of public services and issues they have with engagement. These will happen in October 2013.</p> <p>Programmed to finish in December.</p> <p>3 focus group dates agreed towards the end of October one more date still to secure. Delayed finish to December to accommodate this.</p> <p>Review report considered in December. Officers to respond to proposals before presentation to CEB.</p>	<p>No substitutions allowed.</p> <p>Lead: Councillor Darke.</p> <p>Councillors Jones and O'Hara.</p>

	funding?		
<p>The effects and value of the City's investment in educational attainment at primary level.</p> <p>Important issue to members with outcomes still to be seen in detail.</p>	<p>Scope: To partner with a participating school to:</p> <ul style="list-style-type: none"> • See the on the ground effects of the KRM model. • Understand the effects for children of all ability types. • Hear and see how the school copes with the cultural and professional challenges. • See how school inspectors respond. • Understand the targets set by the school management team and the part KRM plays in this. <p>Latterly the group has also decided to look at absenteeism.</p>	<p>The Group has agreed continuing discussions with its partner school which will happen in July.</p> <p>Recent membership changes to the Group have slowed progress.</p> <p>Work with the school will continue for a third term.</p> <p>Partnership school withdrawn from the KRM programme. Lead member to decide future progress and present to the committee.</p>	<p>No substitutions allowed.</p> <p>Lead: Not nominated</p> <p>Councillors Campbell, Jones, Coulter, Paule and Khan.</p>
<p>Mutual Exchanges between Council Tenants.</p>	<p>Scope: To consider the under occupancy in the Council's stock and the potential for mutual exchanges to support those tenants affected by the changes to benefits and in particular the "bedroom tax".</p>	<p>Interviews with tenants who are at various stages of the Mutual Exchange process have been completed.</p> <p>Interviews with scheme administrators have been completed.</p> <p>Observation of mutual exchange events</p>	<p>No substitutions allowed.</p> <p>Housing Panel with Linda Hill (Lead) tenant.</p>

	<p>To consider what changes and support is needed to make mutual exchanges a more useful tool for tenants.</p> <ul style="list-style-type: none"> • Interview a range of tenants who have just registered to move. <p>Interview a range of tenants at the point of swap within the mutual exchange system.</p>	<p>is complete.</p> <p>Outcomes presented to the February Housing Panel. Consideration of recommendations underway.</p>	
Budget Review	<p>Scope: Review of the budget and Medium Term Financial Plan – focus to be agreed.</p>	<p>Meeting set to outline scope timetable for the 14th. October.</p> <p>Scope and timetable outlined by Chair for discussion and agreement at the Finance Panel 7th. November.</p> <p>Report presented to CEB on 12th. February.</p>	<p>Members of the Finance Standing Panel.</p>

Potential Review Panels – to be taken when resources allow (no particular order)

Topic	Area(s) for focus	Nominated councillors
Tracking the experience of a few families affected by benefit changes to record the affects in a holistic way.	Initial scoping with Lead Councillor	Lead: Councillor Smith

Suggested by a member at the last round.		
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Items Called in and Councillor Calls for Action

None

New suggestion from Councillors or Residents

None

Committee Agenda Schedules

Each agenda will have 2 standing items:

- Work programme and recommendation progress
- Forward Plan

Date	Agenda Item
4 th . June	<ol style="list-style-type: none"> 1. Scrutiny operating arrangements. 2. Forward Plan. 3. Pre-scrutiny – Discretionary Housing Payments. 4. Pre-scrutiny – End of Year Integrated Report. 5. Pre-scrutiny – Corporate Deb Management Policy. 6. Pre-scrutiny – Appointment of Main Contractor for Affordable Homes Programme.
2 nd . July	<ol style="list-style-type: none"> 1. Work programme selection and set up. 2. Fusion Contract End of Year Performance 2012 - 2013. 3. Pre-scrutiny – Emissions Strategy and Air Quality Action Plan. 4. Pre-scrutiny- Youth Ambition Strategy.
5 th . September	<ol style="list-style-type: none"> 1. Performance Monitoring – Qtr. 1. 2. Discretionary Housing Payments – Monitoring Report. 3. Pre-scrutiny - Riverside Land (item delayed at CEB). 4. Pre-scrutiny -Customer Contact Strategy. 5. Pre-scrutiny -Oxfutures Fund (item delayed indefinitely) 6. Pre-scrutiny – City Deal (item delayed at CEB)) 7. Pre-scrutiny -Grants Programme Commissioning Review (item delayed at CEB).
1 st . October	<ol style="list-style-type: none"> 1. Community Safety issues – Board Member. 2. Interim Covered Market – Panel report. 3. Pre-scrutiny – City Deal. 4. Pre-scrutiny – Review of the Community and Voluntary Organisations Grants Programme.
5 th . November	<ol style="list-style-type: none"> 1. Performance Monitoring – Qtr. 2. 2. Pre-scrutiny - Oxpens Master Plan – consultation outcome. 3. Councillor Calls for Action 4. Pre-scrutiny – Riverside Land 5. Recycling – Panel update and pre-scrutiny of the Waste and Recycling Strategy.
3 rd . December	<ol style="list-style-type: none"> 1. Panel advice on Thames Water investment. 2. Enfranchisement and Empowerment – Panel

	<p>report.</p> <ol style="list-style-type: none"> 3. Pre-scrutiny - Community Engagement Strategy. 4. Use of Social Media by the Council. 5. Discretionary Housing Payments – Monitoring Report. 6. Report back on performance Indicators- BI002a, CH001 and BV017a.
14 th . January Meeting cancelled.	<ol style="list-style-type: none"> 1. Final Covered Market Report – deferred to February.
4 th . February	<ol style="list-style-type: none"> 1. Performance Monitoring – Qtr. 3. 2. Employment analysis – BME groups. 3. Covered Market Panel Report.
4 th . March	<ol style="list-style-type: none"> 1. Discretionary Housing Payments – Monitoring Report. 2. Pre-Scrutiny – Strategic Economic Plan.
1 st . April	<ol style="list-style-type: none"> 1. Pre-scrutiny Fusion Lifestyle Service Plan. 2. Education Attainment Panel report including Leadership programme Evaluation. 3. Progress and outcomes from revised Anti-Social Behaviour structure and processes including pre-scrutiny of the Anti-Social Behaviour Strategy. 4. Review of essential criteria for entry level jobs (particular emphasis young people who are NEAT)
6 th . May	<ol style="list-style-type: none"> 1. Recycling Incentives – Panel Report. 2. Discretionary Housing Payments – Monitoring Report. 3. Options under consideration for the Talent Management programme (particular emphasis on BME groups).

Agreed for next programme:

1. Leisure centre usage and the engagement in all leisure activities across the City with a particular focus on engagement of residents from our most deprived wards. (Data not available in time for May meeting).

Finance Standing Panel

Dates	Agenda Items
6 th . September 5.00pm.	<ol style="list-style-type: none"> 1. Quarter 1 spending against budget. 2. Treasury Management outturn 2012 – 2013. 3. Quarter 1 2013 – 2014 Treasury Management performance. 4. Panel work programme.
7 th . November 5.30pm	<ol style="list-style-type: none"> 1. Quarter 2 spending against budget. 2. Quarter 2 2013 – 2014 Treasury Management performance. 3. Budget review scope and timetable. 4. Contingencies detail 2008 to date. 5. Modelled effects of the agreed transfer of assets from the Housing Revenue Account to the General Fund.
6 th . February 2014 at 6.00pm.	<ol style="list-style-type: none"> 1. Quarter 3 spending against budget. 2. Quarter 3 Treasury Management performance. 3. Draft Treasury Management Strategy 2014 - 2015
3 rd . March 2015 at 5.30pm	<ol style="list-style-type: none"> 1. Qtr.3 Treasury Management Performance. 2. Qtr.3 Budget spending 2013/14.
24 th . March at 5.30pm	<ol style="list-style-type: none"> 1. Ethical investments and a “Fossil Free Oxfordshire”

Housing Standing Panel

Outline –issues still to be developed by Panel

The Scrutiny Committee has asked that this Panel also take issues from the Forward Plan related to the Housing theme. Additional dates have been reserved to allow this to happen if necessary, these are:

- 3rd October.
- 5th December (used).
- 15th January 2014.

- 6th March 2014.
- 3rd April 2014.

Dates	Agenda Items
3 rd . September 5.00pm.	<ol style="list-style-type: none"> 1. Housing Strategy Action Plan. 2. Long term affordable housing for homelessness prevention. 3. Allocations review and changes to the Allocations Policy. 4. Performance monitoring – Housing Measures – Qtr. 1. 5. Allocation Policies and how we communicate, give advice and take account of feedback. 6. Panel work programme.
3 rd . October 5.00pm	Provisional – not used.
4 th . November at 5.00pm.	<ol style="list-style-type: none"> 1. Performance monitoring – Housing Measures- Qtr. 2. Item to include a report back on performance against CS002 and CS005 2. Follow up on benefits performance indicators.
5 th . December at 5.00pm.	<ol style="list-style-type: none"> 1. Housing Strategy refresh. 2. Estate Regeneration – Scope 3. Management arrangements – Temporary Accommodation? 4. Communications Strategy for the Allocations Scheme 5. STAR survey benchmarks and methodology. 6. Programme details producing results for PIs HC016, NI154 and NI155. 7. Current rent arrears profiles.
15 th . January 2014 at 5.00pm.	<ol style="list-style-type: none"> 1. No second night out detailed performance information. (confirmed) 2. Improving quality in the private rent sector – a City Council Letting Agency.

	<ol style="list-style-type: none"> 3. Satisfaction with Parks details of survey results. 4. Current rent arrears profiles.
7 th . February at 5.00pm.	<ol style="list-style-type: none"> 1. Performance monitoring – Housing Measures – Qtr. 3. 2. Outcome of the interviews with tenants who had been through the mutual exchange process. 3. Possible Asset Management Strategy – Oxford Standard 4. STAR survey validated benchmark results with demographic breakdowns.
6 th . March at 5.00pm. Meeting cancelled.	<p>Provisional</p> <ol style="list-style-type: none"> 1. Temporary Accommodation Management Arrangements – Dave Scholes 2. Oxfordshire County Council – Supporting People budget issues – Dave Scholes and Nerys Parry
3 rd . April at 5.00pm.	<ol style="list-style-type: none"> 1. Tenants and Residents Involvement Strategy – Implementation and opportunities for influence for tenants. 2. Councillor Lygo on the satisfaction measure used for Parks. 3. Housing Service Improvements – proposed Panel visits.
29 th . April	<ol style="list-style-type: none"> 1. Year 4 review stock de-designation

Items for the 2014/15 Council Year

- (1) May/June - Rents arrears – continued monitoring with 6 monthly reports.
- (2) Continued monitoring of satisfaction with Parks Services.
- (3) Temporary Accommodation Management Arrangements.
- (4) The effects of Supporting People budget reductions on hostel accommodation and the homelessness pathway.
- (5) Continuation of the Asset Management Plan – The Oxford Standard.

Scrutiny Recommendation 2013 – 2014

All recommendations

City investment in Education – Leadership Programme		
Scrutiny Committee 4th. March		
Recommendation	Outcome	Considered by
<p>To ask Cllr. Kennedy to take account of any lessons learned (including consideration of the usefulness of a scheme to assist with affordable accommodation for teaching staff) be included in the second year of the Leadership for Learning Programme;</p> <p>Note that Councillor Pat Kennedy will be writing a report concerning the KRM scheme in June 2014</p>	Pending	Board Member
Ethical Investment Statement		
Scrutiny Finance Panel 24th. March 2014		
Recommendation	Outcome	Considered by
The Scrutiny Finance Panel considered at its last meeting the arrangements within our current Treasury Management	Under discussion	Board Member

Strategy and practice to ensure that the Council's investments achieved ethical standards.

As you know the current Treasury Management Strategy does not include an ethical investment statement. Investments are made using the Security Liquidity Yield principles, however in recent times there have been some ad hoc actions around investments in tobacco companies.

The Finance Panel believe that the Council should include an Ethical Investment Statement in its Treasury Management Strategy and would like to work towards making recommendations on this as soon as possible. They are however conscious that any statement has to be capable of being delivered and that careful consideration is needed to ensure that the Council can receive the best possible returns on behalf of residents.

The Ethical Investment Research Service is a social enterprise that works with clients to help them develop the market in ways that benefit investors, asset managers and the wider world. The Panel saw outcomes from the data held on their Global Platform which if used in the way demonstrated would exclude investment in a number of our counterparties. This data can be customised to suit individual needs and the Panel ask you to instruct officers to do more research with this company, or an equivalent, to see what can be achieved within our suggested Ethical investment statement whilst maintaining risk minimisation principles and returns. This further work may incur some costs that I cannot define at this point.

Proposed Ethical investment Statement:

The Council will not knowingly invest **directly** in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council's mission and values. This would include, inter alia, avoiding investment in institutions with material links to:

- human rights abuse (e.g. child labour, political oppression)
- environmentally harmful activities (e.g. pollution, destruction of habitat, fossil fuel extraction, refinement companies)
- socially harmful activities (e.g. tobacco, gambling)

With respect to its indirect investments, the Council will work with a ratings agency to develop a workable ethical policy aligned with the above mission and values.

In order to give effect to its commitment to this policy the Head of Finance will:

- review on a regular basis whether any investment is contrary to the Council's mission and values
- review the operation of this policy annually

Oxfordshire Strategic Economic Plan		
Scrutiny Committee 4th. March		
Recommendation	Outcome	Considered by
<p>Recommendation 1 For all members to see the finalised Oxfordshire Strategic Economic Plan as submitted to Government and kept in touch with the outcomes from this bid.</p>	Agreed	City Executive Board 12 th . March 2014
<p>Recommendation 2 To provide a “governance structure” below the Board Member representative on the Local Strategic Partnership that can deliver on the aim of keeping all members of Council informed and engaged in the detail of progress against selected projects and the likely outcomes for the City and its residents.</p>	Agreed	City Executive Board 12 th . March 2014
<p>Recommendation 3 The Board Member and Officers to do all they can to reflect the City’s ambition of reducing inequality in strategic planning for all themes.</p>	Agreed	City Executive Board 12 th . March 2014
<p>Recommendation 4 The Board member and Officers to do all they can within the Innovative Place theme to produce excellent links to schools at a very early stage to support good quality advice on educational choices and career planning.</p>	Agreed	City Executive Board 12 th . March 2014
Qtr. 3 Spending		

Finance Panel 3rd. March 2014		
Recommendation	Outcome	Considered by
To explore the use of Framework Agreements to provide project management and delivery of Capital Programme schemes.	Agreed with amendment. Principle agreed but a review of the current position is taking place.	City Executive Board 12 th . March 2014
Employment of staff from BME groups		
Scrutiny Committee – 4th. February 2014		
Recommendation	Outcome	Considered by
To support the use in job adverts of a variety of brandings and styles, rather than the rigorous application of the “Corporate Brand”, in an effort to engagement widely with target groups. To provide money within the Human Resources budget to support this and test the effectiveness of these methods.	Refused – will provide little added value.	Board Member
For the Council to offer a greater number of meaningful work experiences places focused on BME groups to allow potential applicants to build a better understanding of the Council and be better prepared for selection processes.	Agreed	Board Member
To build on the success of appointing a significant number of apprentices from BME groups and use these staff as mentors	Agreed	Board Member

and ambassadors. For this work to be part of the training offer as a development opportunity.		
To consider and bring forward ideas to break down the perception of some BME groups that “the City Council is not for us”. To consider within this how current employees can be used within outreach.	Agreed	Board Member
To show our commitment to addressing the anomalies within the selection process by providing some initial investment money to prepare candidates or potential candidates from BME groups for the selection process. To consider outcomes from this to support future investment in this area.	Agreed	Board Member
Educational attainment Investment Progress		
Scrutiny Committee – 4th. February 2014		
Recommendation	Outcome	Considered by
To welcome the continued investment and work in this area and to see both the evaluation of the Leadership programme and the Key Stage results as soon as they are available.	Noted	City Executive Board 12 th . February 2014
Covered Market Review		
Scrutiny Committee- 4th. February 2014		
Recommendation	Outcome	Considered by

<p>Recommendation 1 The Council should articulate its role in the Covered Market. The Panel believes that this should provide for greater emphasis on the civic importance of the Market and its contribution to the City.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 2 The Council should appoint a Market Manager who will be based in the Market and accessible to the traders. The role should include the following:</p> <ul style="list-style-type: none"> • Working with the Council and traders to develop the Market for the future, including discussions on the leasing structure and strategy, and the balance of trades • Spending the Councils allocated budget for the Market and commissioning services delivered within that • Promoting the market • Offering training and support for traders • Reviewing the website and keeping it up to date. 	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 3 In the longer term to evaluate all the options for the management of the market around criteria to be developed by the Market Manager, traders and the City Council.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 4 That early negotiations take place between the Council and traders to determine the best rental and licensing structure with the aim of moving as quickly as possible to a clearer and more</p>	Agreed	City Executive Board 12 th . February 2014

flexible leasing and licensing arrangement needed to improve relationships and provide the flexibility needed for success.		
<p>Recommendation 5</p> <p>That the Council moves as quickly as possible to improvements to the Market Street entrance to the Market, and begins negotiations with traders on their loading and unloading requirements with the aim of freeing space for the extension of outdoor trading. This should also include discussions on the provision of extra cycle parking.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 6</p> <p>To come forward with temporary arrangements for more visible signage for the Market on High Street including options using the buildings above and free standing signs.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 7</p> <p>To provide money as soon as possible for the improvement of the Market Avenues from High Street.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 8</p> <p>The Council move to commission design options for changes to the Covered Market and for these to include better use of the service yard.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 9</p> <p>That Council actively promotes and includes the Covered Market in their communications and event planning to take the opportunity to highlight the Market as a key destination and</p>	Agreed	City Executive Board 12 th . February 2014

also attract a more diverse range of people into it.		
Budget and MTFS Review 14/15 to 16/17 Scrutiny Finance Panel – 27th. January 2014		
Recommendation	Outcome	Considered by
<p>Recommendation 1 To welcome the changes in the methodology for calculating contingencies for the non-achievement of savings, efficiencies and income and change the ratings as proposed in the tables above. To leave the overall total as currently proposed in the budget.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 2 To adjust the budget as follows:</p> <ul style="list-style-type: none"> • Remove the £110k pressure for additional waste disposal costs because the Head of Service is no longer expecting these to be incurred. • To add an additional saving line for Housing and Property of £35k for supplies and services which is available to replace a saving that is very likely to be achieved. • To add an amount of at least £25k to the new investment “Low Carbon Oxford” budget line. • To reinstate at least half of the total of deleted community development grants to provide confidence of funding for the expected new initiatives in 14/15. 	Agreed with the exception of the first bullet point which is refused. The low carbon omission is £50k.	City Executive Board 12 th . February 2014

<ul style="list-style-type: none"> To keep under review the expected self-financing of the Design Review Panel. 		
<p>Recommendation 3 For City Executive Board to require the Chief Executive to set a clear process, criteria and expectation for invest to save bids and challenge the organisation to be more imaginative in this area.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 4 Investment is made in a market analysis of trading opportunities and the skills needed to take advantage of these. For the Trading Group to use this information to refocus the Council's trading and investment work.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 5 That the impact of budget proposals on jobs is set within agreed criteria and then reconsidered within this MTFS.</p>	Refused. Only 1 omission which will be amended in the final budget proposals.	City Executive Board 12 th . February 2014
<p>Recommendation 6 The reporting and control of post reductions is reconciled more effectively to provide an accurate picture of the effects of budget changes in our establishment now and for the future.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 7 That a strategic "health check" is provided to ensure that the staff skill and experience level across the whole authority is maintained at high levels. For this to be reported at the beginning of each year.</p>	Not agreed This Isn't the best strategic measure are we delivering against objectives? Operationally this is something management are constantly	City Executive Board 12 th . February 2014

	appraising through the Council's performance management system.	
<p>Recommendation 8 To express concern at the absence of good quality outcome monitoring from the Council's investment in Youth Activities. To note that some better quality information is expected but, as this programme goes into its third year, to require this before the end of 13/14.</p>	<p>Agreed with amendment. Has already been recognised by officers.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 9 That the Council to take the Council Tax Freeze Grant should the Council Tax increase referendum trigger be set below 1.49%.</p>	<p>Refused. Would erode the base budget.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 10 That the prudent approach to the likely withdrawal of Revenue Support Grant is applied to the Housing Benefit Administration Grant and judgements are made and reflected in the budget of the likely loss of some grant between 15/16 and 17/18.</p>	<p>Refused. Specific grant so will reduce spending within the same profile as reducing grant.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 11 During the coming year to reappraise the current and likely trends within homelessness and related issues, to provide a clearer view of the capital and revenue effects and the need for and scale of reserves.</p>	<p>Agreed</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 12 To review procurement within the Capital Programme to</p>	<p>Refused Framework Contracts are already</p>	<p>City Executive Board 12th. February 2014</p>

remove some risk and ensure value for money. In particular to consider the merits of Framework Contracts.	used. Slippage is more about project management.	
Recommendation 13 As investment with property funds increase to keep under review the need for provisions in the accounts for increases and reductions in property values.	Agreed	City Executive Board 12 th . February 2014
Treasury Management Strategy 14/15		
Scrutiny Finance Panel – 27th. January 2014		
Recommendation	Outcome	Considered by
Recommendation 1 To include a commentary on Community Infrastructure Levy income and spending within the Treasury Management Strategy.	Refused Too early to state the CIL level. A report will be coming forward to CEB but this is not a matter for the Treasury Management Strategy.	City Executive Board 12 th . February 2014
Recommendation 2 To adjust the reporting of Prudential Borrowing between internal and external borrowing.	Agreed with amendment. This can be determined from the report but clearer labelling will be provided in future.	City Executive Board 12 th . February 2014
Recommendation 3 To provide for the Scrutiny Committee in March information on the risks and opportunities presented by the upward trend of accumulated balances within the HRA.	Agreed with amendment. Will provide but not until end of year reporting.	City Executive Board 12 th . February 2014
Recommendation 4	Agreed.	City Executive Board

To keep under review provisions reflecting increasing and reducing property values and report to the Scrutiny Committee the “triggers” for a change in the current approach.		12 th . February 2014
Improving Quality in the Private Rented Sector		
Scrutiny Housing Panel 15th. January 2014.		
Recommendation	Outcome	Considered by
That it is not appropriate for the Council to establish a Local Lettings Agency with the purpose of driving up housing standards in the Private rented Sector in the City.	Agreed	Board Member.
That the Council should further consider alternative approaches to this, that would seek to achieve the same policy objective through different means.	Agreed	Board Member
Satisfaction with Parks		
Scrutiny housing Panel 15th. January 2014		
Recommendation	Outcome	Considered by
That actual users of the Parks should be consulted rather than using the Talk Back Panel, for example football clubs.	Agreed with amendment. This is done once a year	Head of Leisure Parks and Communities.
That Parks Friends/User groups should be surveyed on their satisfaction with their parks, groups that were established to	Agreed with amendment. They have the opportunity to complete	Head of Leisure Parks and Communities.

work with the Council to improve parks and green spaces in the City.	the annual satisfaction survey and sometimes volunteer to interview customers. Friends are also involved in the annual review of Park Management plans and help to set priorities for improvement.	
That following the increased investment in parks, especially in play areas, this should be monitored to ensure that these facilities are maintained.	Agreed with amendment. This is monitored through CORVU	Head of Leisure Parks and Communities.

Community Engagement Plan		
Scrutiny Committee – 3rd. December 2013.		
Recommendation	Outcome	Considered by
To provide a clear statement in the Plan, supported by guidance to services, of the need for all engagement to link in order to deliver the overall aims of the Community Engagement Plan.	Agreed	City Executive Board 11 th . December 2013.
To ensure that the guidance and Tool Kit are fit for purpose for the many diverse groups the Council is seeking to engage with.	Agreed	City Executive Board 11 th . December 2013.
To consider in the Community Engagement Plan the role played by councillors, how this is supported through advice and training and is linked into democratic processes.	Agreed	City Executive Board 11 th . December 2013.

<p>In order to improve engagement in the consultation process of this document to include:</p> <ul style="list-style-type: none"> • A simple questionnaire built around the main areas of consideration. • Examples of good and poor engagement activities. 	Awaiting	City Executive Board 11 th . December 2013.
<p>To emphasis and give more weight in the Plan to looking for and encouraging engagement at a very local level to ensure communities can help shape decisions and issues that matter to them.</p>	Agreed	City Executive Board 11 th . December 2013.
<p>To recognise within the Plan and Tool Kit the importance of defining what might constitute a Hard to Reach Group as broadly as possible and on a case by case basis.</p>	Agreed	City Executive Board 11 th . December 2013.
<p>Housing Strategy – Refresh</p> <p>Scrutiny Housing Panel – 5th. December 2013.</p>		
<p>Recommendation</p>	<p>Outcome</p>	<p>Considered by</p>
<p>That the implementation of a new Landlord and Lettings Agencies Accreditation Scheme be publicised as widely as possible to achieve the greatest impact and that the number of Landlords in the scheme be maximised.</p>	Agreed	City Executive Board 11 th . December 2013.
<p>Opportunities for young people that are NEAT</p>		

Scrutiny Committee – 3rd. December 2013.		
Recommendation	Outcome	Considered by
To look at the essential requirements for entry level jobs to ensure that there are no barriers to employment that aren't necessary or could be delivered through training, support or mentoring . When we are doing this to be prepared to take some chances in an effort to provide employment opportunities to those who would otherwise not be considered.	Agreed Will review essential criteria and report results to April meeting.	Head of Human Resources and Facilities.
Treasury Management – Qtr. 2		
Scrutiny Finance Panel – 7th. November 2013.		
Recommendation	Outcome	Considered by
The Finance Scrutiny Panel has serious concerns about the Co-operative Banks current position and their recent statements. The Panel wishes to see an urgent review of their position as the Council's in-house bank to allow for more informed choices to be made.	Agreed with amendment. Will retender at the end of the current contract – April 2015	City Executive Board 11 th . December 2013.
Should a change of in house bank prove prudent or necessary; to ensure that ethical standards and investment remain part of the specification.	Agreed	City Executive Board 11 th . December 2013.

<p>To provide to the Panel in 6 months time a review of the performance of the Council's non specified investments considering in particular, diversity and mix, returns and a benchmark across the public sector for the percentage of funds allocated to this type of investment. To provide options based on this to increase returns. □</p>	<p>Agreed</p>	<p>City Executive Board 11th. December 2013.</p>
<p>Oxpens Site Master Plan Scrutiny Committee 5th. November 2013.</p>		
<p>Recommendation</p>	<p>Outcome</p>	<p>Considered by</p>
<p>To support the Oxpens Site Master Plan noting the concerns made by some committee members.</p>	<p>Agreed with amendment. The Board commented that this an outline Master Plan and these concerns will be considered in more detail as we move forward through the planning process.</p>	<p>City Executive Board 13th. November 2013.</p>
<p>Riverside Land Aquisition Scrutiny Committee 5th. November 2013</p>		
<p>Recommendation</p>	<p>Outcome</p>	<p>Considered by</p>
<p>To support the proposals in the report and ask the City Executive Board to note the offer of residents.</p>	<p>Agreed. Officer will talk directly to residents about their offer.</p>	<p>City Executive Board 13th. November 2013.</p>

Waste and Recycling Strategy		
Scrutiny Committee 5th. November 2013		
Recommendation	Outcome	Considered by
That the strategy reflects in its vision the view that waste is a resource and a commodity from which the Council can generate income, and that the Council should continually be looking for further opportunities to benefit financially from the waste that the City produces.	Agreed	City Executive Board 13 th . November 2013.
That CEB investigate and cost opportunities to pre-sort and divert recyclables from household waste collection before sending it to landfill.	Refused The Board Member agreed that this was needed within the County but the County Council has decided on incineration. Any consideration of an MRF provided by the City would be unaffordable. We are tackling these issues using other solutions.	
That the City Executive Board provide to the Scrutiny Committee more detailed information on the costing and feasibility for the options to recycle food from flats that have been considered alongside the details of the current capital bid	Agreed	
That CEB more actively use the penalty at its disposal to convince residents who do not present waste in the manner	Agreed	

required.		
That CEB investigate, through the Oxfordshire Waste Partnership, local opportunities to reduce excess packaging and reduce the use of plastic bags.	Agreed	
That CEB take all opportunities to promote the benefits of food waste separation to commercial customers and investigate opportunities to offer incentives to new business customers.	Agreed	
Performance Indicator LP106		
Scrutiny Committee – 1st. October 2013		
Recommendation	Outcome	Considered by
The Committee is pleased to see improvements in participation amongst target groups and looks forward to reviewing this data in more detail at the end of the year. The overall target improvement of 5% is consistently overachieved so the Committee want to see a more challenging target set to ensure that we are challenging the provider to do the best they can in this important community development area. The target should be at least that achieved in the previous year.	Refused RESPONSE: "While leisure usage by target groups continues to increase, we'd like to do better still. We're looking at why the increase in usage by target groups appears to have slowed down last quarter, including the way usage is measured, the effect of weather conditions, and the deteriorating state of Temple Cowley Pool, as well as what more we could do to publicise what's available and	Board Member for Leisure Services. Recommendation sent 8 th . October 2013.

	<p>make it more attractive.</p> <p>"The Council and Fusion remain determined to meet and exceed the 5% target, as we have in previous years. However, until the reasons for last quarter's performance have been determined and we have a slightly longer indication of trend to work with, I don't think it would be helpful to adjust the target. We will of course keep this under review."</p>	
<p>Operation of Neighbourhood Action Groups (NAGs)</p> <p>Scrutiny Committee – 1st. October 2013</p>		
Recommendation	Outcome	Considered by
<p>As a follow up, I have been asked to remind you that members of the Scrutiny Committee would be very grateful if you could reflect their views when next you contact the local Police Commander; and in particular if you could ask the Commander where he/she sees the role of NAGS – what is their priority in Police work?</p>	<p>Agree.</p> <p>Response from Cllr. Kennedy on the agenda.</p>	<p>Board Member for Education, Crime and Community Safety.</p> <p>Recommendation sent 2nd. October 2013.</p>
<p>Grants Commissioning Review</p> <p>Scrutiny Committee – 1st. October 2013</p>		

Recommendation	Outcome	Considered by
That a member of the Scrutiny Committee has a seat on the Welfare Reform Members Panel. This would be Councillor Coulter until May 2014.	Agreed with amendment. Scrutiny Councillor to have observer status on the Welfare reform Members Panel.	City Executive Board 9 th . October
<p>City Deal Bid</p> <p>Scrutiny Committee – 1st. October 2013</p>		
Recommendation	Outcome	Considered by
For the expected future reports (recommendation 4 in the report) to establish the principle of public scrutiny through Local Authority Scrutiny Committees and discuss how this might work.	Agreed	City Executive Board 9 th . October
In developing the ambitions and programmes within the “Skills “ heading for Joint Committee Members to ensure that education, training and apprenticeship programmes are accessible to all through local schools and other educational bodies with an emphasis on early advice and guidance to young people so they are “work ready” for real jobs. For the emphasis of these programmes to be in areas of highest deprivation.	Agreed	

Customer Contract Strategy		
Scrutiny Committee – 5th. September 2013		
Recommendation	Outcome	Considered by
To ensure that separate arrangements for consultation with the Business Community are included in the information gathering to inform the final Strategy.	Agreed	City Executive Board 11 th . September
To explore the use of Skype as a communication tool within this Strategy.	Agreed with Amendment Will explore Skype as a communication tool along with other methods rather than in isolation.	
To ensure that any service developments are evaluated financially around clear value for money principles.	Agreed	
Budget Spending – Qtr. 1		
Finance Scrutiny Panel – 6th. September 2013		
Recommendation	Outcome	Considered by
To express concern about the availability of resources to deliver the Capital Programme.	Noted – arrangements already being considered	City Executive Board 11 th . September
To reconsider the reporting of the Commercial Property rental measure using dates that align to produce a more accurate picture of performance.	Agreed	

That the City Executive Board bring forward their strategy for the provision of contingencies with the forthcoming medium Term Financial Strategy to the next meeting of the Panel in November.	Noted – will happen as part of the MTFS in December	
Treasury Management – Qtr. 1		
Finance Scrutiny Panel – 6th. September 2013		
Recommendation	Outcome	Considered by
To raise the non-specified investment limits from their current levels and redefine what is grouped in this area to manage risk, in an effort to encourage investment diversity and higher rates of return.	Refused	City Executive Board 11 th . September
Wherever it provides for good value for money to consider using investment funds for internal borrowing in order to avoid prudential borrowing.	Noted this is already done	
Allocation Scheme Review		
Housing Scrutiny Panel – 3rd. September 2013		
Recommendation	Outcome	Considered by
A Communication Strategy should be in place to explain the scheme as agreed, what it means for applicants alongside some general information on the likelihood of being housed.	Agreed	City Executive Board 11 th . September

Communication should include the opportunity for feedback on the scheme itself and the understandability of it.		
Youth Ambition Strategy		
Scrutiny Committee – 2nd July		
Recommendation	Outcome	Considered by
To provide now a set of concrete outcome measures focused on the direct effects on the ambitions and pathways of the young people involved in this work.	Agreed	City Executive Board 10 th . July
To monitor and revisit regularly the type of activity provided to ensure that it is flexible, contemporary and engaging the right numbers, in the right place, at the right time.	Agreed	City Executive Board 10 th . July
To express the need for the provision of safe spaces for young people to express themselves as an overarching priority for all the schemes, actions and outcomes within this Strategy.	Agreed	City Executive Board 10 th . July
Low Emission Strategy and Air Quality Action Plan		
Scrutiny Committee – 2nd. July		
Recommendation	Outcome	Considered by
To support the setting of the Low Emissions Strategy and ambitions but for the City Executive Board to require early	Agreed	City Executive Board 10 th . July

reference of the document to the Carbon and Natural Resources Members Board so that gaps on data, resources and financing can be discussed and a robust action plan produced.		
Discretionary Housing Payments		
Scrutiny Committee – 4th. June 2013		
Recommendation	Outcome	Considered by
To organise a general campaign of clear advice through as many agencies, partnerships and offices as possible making it clear the temporary nature of Discretionary Housing Payments and the requirements to engage in more sustainable solutions.	Agreed	City Executive Board 12 th . June 2013
To extend current out reach work to include benefit take-up to maximise benefits to current and potential claimants.	Agreed with amendment. Clarity in some aspects of Welfare reform is needed.	City Executive Board 12 th . June 2013
To keep the Discretionary Housing Payment Policy under review and in particular to revisit it once regulations on further Welfare Reform are clear.	Agreed	City Executive Board 12 th . June 2013
For the Scrutiny Committee to be included in the monitoring arrangements for this policy in both financial and outcome terms. To see this at the September Scrutiny Committee.	Agree	City Executive Board 12 th . June 2013

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Appendix 3

Operating Principles

Operating Principle	Comment
<p>10 meetings are provided during the year to fit with the City Executive Board cycle.</p>	<p>Meetings are provided in this way to allow Scrutiny to pre-scrutinise reports/issues on their way to the City Executive Board for decision.</p> <p>The committee does not have to meet on all occasions provided and is able to add meetings at different times if this proves necessary.</p>
<p>There will be a Chair and Vice Chair elected by the committee who will administer the work programme outside of committee meetings.</p>	<p>Committee members will be encouraged to take themed leads to reflect the priorities of the scrutiny programme.</p>
<p>Panels will be commissioned to conduct more detailed scrutiny work.</p> <p>Panels do not have to be politically balanced but the Committee will use the following guide for appointment:</p> <p>All Panels should have between 3 and 6 members:</p> <ul style="list-style-type: none"> • 3 member Panel – 1 from each party or 2 from the administration plus 1 other. If a party does not want to take a place then committee agree on the allocation of that place. • 4 member Panel – 1 from each party plus another administration member. If a party does not want to take a place then committee agree on the allocation of that place. • 5 member Panel – 1 from each party plus another administration member. Committee agree the 5th member. If a party does not wish to take a place the committee agrees on the allocation of that place. • 6 member Panel - 1 from each party plus another administration member and another opposition member. Committee agrees the 6th. 	<p>The Scrutiny Committee will continue to hold the Executive and Senior Officers to account publicly at committees but will also set Panels drawn from all non executive councillors to consider issues in more detail.</p> <p>Themed Lead Members will lead or actively engage with Panels within their area and report back to the Scrutiny Committee on progress and outcomes.</p>

<p>member. If a party does not wish to take a place the committee agrees the allocation of that place.</p>	
<p>Panels and Standing Panels may have a degree of autonomy from the Scrutiny Committee.</p>	<p>The general principle is that the Scrutiny Committee commissions and scopes the work of Panels and therefore has final agreement on their recommendations. On occasions this may not be possible so Panels will then report directly to decision makers. This is most likely if the Scrutiny Committee sets Standing Panels.</p> <p>Recommendations from all Panels that go directly to decision makers will be circulated to all committee members for comment.</p> <p>No substitutions will be allowed on Panels.</p>
<p>Residents and other specialists will be co-opted onto the Committee and Panels as the subject matter dictates. The Committee will actively consider the appointment of a resident to sit as part of the Committee on a non voting basis.</p>	<p>If the committee feel that a Panel or a Committee debate will benefit from the advice or views of a citizen or expert these will be appointed.</p> <p>For the year 2013/2014 the resident appointed to the Housing Panel will sit as part of the Committee (unless a Housing Panel is set)</p>
<p>The work programme will consist of a number of issues for consideration informed by consultation with all councillors. A points system will be used as a guide to prioritise consideration.</p>	<p>Items will be taken forward as resources allow and scoped before Panels are commissioned.</p> <p>As a first principle all scrutiny will be done in public.</p> <p>The only movement from this will be with the agreement of the Committee at the time of scoping.</p> <p>Consideration will be given by the Scrutiny Committee to the hosting of a scrutiny conference in an effort to engage a wider audience in the formation of topic lists.</p>

<p>The management of the work programme will be with the whole Committee with the Chair and Vice-Chair taking an “organisational role” between meetings.</p>	<p>The Forward Plan will continue to be used as a tool to select items for pre-scrutiny.</p> <p>Scrutiny Members or any 4 other members will be able to put an item on the agenda of a Scrutiny Committee and all Councillor Calls for Action and Call Ins will be considered at a public meeting of the Scrutiny Committee.</p>
<p>Communication</p>	<p>The Scrutiny Chair will report regularly to Council on the work of the Scrutiny Committee and officers will take a regular slot on the member briefing sessions to update members and seek views and comments.</p> <p>The Scrutiny Committee may want to give consideration to varying the venue of Committee meetings.</p>

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FORWARD PLAN FOR THE PERIOD APRIL - JULY 2014

The Forward Plan gives information about all executive decisions (including "key decisions") the City Executive Board is expected to take over the forthcoming four-month period. It also contains information about key decisions, and decisions of significance to be taken by other council committees, and by Council itself, that Council officers are expected to take over the forthcoming four-month period. A "key decision", except in special or urgent circumstances, cannot be taken unless it has appeared in the Forward Plan for 28 days before the key decision is made. The Forward Plan also contains information about matters that are likely to be taken in private.

Key decisions

A key decision as defined in Regulations means an executive decision which is likely:-

- “(a) To result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council’s budget for the service or function to which the decision relates; or
- (b) To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the council’s area.

The guidance figures for significant items in financial terms as far as the City Council is concerned is £500,000.

Private meetings

Part or the whole or some or all of the matters in this Forward Plan may be taken at a meeting not open in part or in whole to the press or public on one of the grounds in the Local Government (Access to Information) (Variation) Order 2006. Where a matter is likely to be taken in whole or in part in private, this is indicated in the details about that matter.

Making representations on matters or objections to taking matters in private

If you wish to make representations about any matter listed in the Forward Plan, or about taking any part of a matter in private then you must contact us at least 7 working days before the decision is due to be made. This can be done:-

- by email to democraticservices@oxford.gov.uk
- in writing to

Democratic Services
St Aldate’s Chamber
St Aldate’s Street
Oxford
OX1 1DS

Inspection of documents

Reports to be submitted to the decision-maker together with background papers to those reports as listed in the reports are available for inspection at the offices of the Council and appear on our website www.oxford.gov.uk 5 working days prior to the date on which the decision is due to be made.

The Council's decision-making process

Further information about the Council's decision making process (including key decisions) can be found in the Council's Constitution, which can be inspected at the Council's offices or online at www.oxford.gov.uk

CITY EXECUTIVE BOARD MEMBERSHIP AND RESPONSIBILITIES

<i>Bob Price (Leader)</i>	<i>Corporate Governance, Strategic Partnerships and Economic Development</i>
<i>Ed Turner (Deputy Leader)</i>	<i>Finance, Efficiency and Strategic Asset Management</i>
<i>Susan Brown</i>	<i>Benefits and Customer Services</i>
<i>Colin Cook</i>	<i>City Development</i>
<i>Steve Curran</i>	<i>Youth and Communities</i>
<i>Pat Kennedy</i>	<i>Education, Crime and Community Safety</i>
<i>Mark Lygo</i>	<i>Parks, Sports and Events</i>
<i>Mike Rowley</i>	<i>Leisure Services</i>
<i>Scott Seamons</i>	<i>Housing</i>
<i>John Tanner</i>	<i>Cleaner Greener Oxford</i>

APRIL

ITEM 1:	FLOOD SUPPORT PACKAGE
This report will consider a range of support schemes for households and businesses affected by flooding during the 2013/14 Winter to enable the Council to provide financial support to affected local residents and businesses.	
Target Date:	23 Apr 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Corporate Governance, Strategic Partnerships and Economic Development
Is this item to be taken in public?	Yes
Report of:	Head of Finance
Contact:	Nigel Kennedy Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 2:	LEASE OF 1930S OFFICE BLOCK OF TOWN HALL FOR SERVICED OFFICE USE
This report will propose terms for the letting of the North Wing of the Town Hall. The report will contain a not for publication appendix.	
As required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, because less than 28 days' notice is being given of the consideration of part of this item in private and less than 28 days' notice is being given of the taking of a key decision, in the first case the agreement of the Chair of the Scrutiny Committee has been obtained and in the second case the Chair of the Scrutiny Committee has been told. The decision is urgent because of the amount of letting income foregone if a decision is delayed. This explanation constitutes the note on the circumstances required by the Regulations.	
Target Date:	23 Apr 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Finance, Efficiency and Strategic Asset Management
Is this item to be taken in public?	Yes
Report of:	Regeneration and Major Projects Service Manager
Contact:	Julia Castle jcastle@oxford.gov.uk

ITEM 3:	HEADINGTON NEIGHBOURHOOD AREA - NEIGHBOURHOOD PLAN
This report will seek Board approval formally to designate a Headington Neighbourhood Area as the first step towards the development of a Headington Neighbourhood Plan.	
Target Date:	23 Apr 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Sarah Harrison sbharrison@oxford.gov.uk

MAY

JUNE

JULY

ITEM 4:	DIGITAL PATHWAYS TO SOCIAL INCLUSION
This report will be an impact study of home internet access and integrated support strategies for workless households	
Target Date:	3 July 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Corporate Governance, Strategic Partnerships and Economic Development
Is this item to be taken in public?	Yes
Report of:	Head of Policy Culture and Communications
Contact:	Val Johnson vjohnson@oxford.gov.uk

ITEM 5:	LAND QUALITY STRATEGY
This report will propose the adoption of a land quality strategy for Oxford.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Cleaner, Greener Oxford
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	John Copley Tel: 01865 252386 jcopley@oxford.gov.uk

ITEM 6:	ANTI-SOCIAL BEHAVIOUR POLICY
This report will present an anti-social behaviour policy for adoption by the Board.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Education, Crime and Community Safety
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	Richard J Adams Tel: 01865 252283 rjadams@oxford.gov.uk

ITEM 7:	FRIDESWIDE SQUARE PROJECT - CAPITAL COST CONTRIBUTION
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Michael Crofton-Briggs mcrofton-briggs@oxford.gov.uk

ITEM 8:	PARKING ON HRA LAND
This report will present options for the control of resident parking on HRA land.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Housing
Is this item to be taken in public?	Yes
Report of:	Head of Housing and Property
Contact:	Alison Dalton adalton@oxford.gov.uk

ITEM 9:	HORSPATH ROAD SPORTS PAVILION - REMODELLING OPTIONS
This report will review the options for remodelling the Horspath Road sports pavilion and for improving sports provision at Horspath Road.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Leisure Services
Is this item to be taken in public?	Yes
Report of:	Head of Leisure, Parks and Communities
Contact:	Ian Brooke Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 10:	COMMUNITY ENGAGEMENT PLAN 2014-2017 - ADOPTION OF PLAN
Target Date:	3 Jul 2014 14 Jul 2014
Decision Takers	City Executive Board Council
Is this a Key Decision?	Not Key
Executive lead member:	Corporate Governance, Strategic Partnerships and Economic Development
Is this item to be taken in public?	Yes
Report of:	Executive Director Community Services
Contact:	Peter McQuitty Tel: 01865 252780 pmcquitty@oxford.gov.uk

ITEM 11:	OXFUTURES - MOBILISING LOCAL ENERGY INVESTMENT
This report will be for the Board's information and will update the Board on the subject before a report is submitted concerning the drawing down of further grant monies.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Cleaner, Greener Oxford
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	Jo Colwell jcolwell@oxford.gov.uk

ITEM 12:	HOUSING STRATEGY 2012 - 2015 ACTION PLAN
This report will propose updates to the Housing Strategy action plan as a prelude to the new 2015 – 2018 Action Plan.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Housing
Is this item to be taken in public?	Yes
Report of:	Head of Housing and Property
Contact:	Gary Parsons gparsons@oxford.gov.uk

ITEM 13:	FINANCE, PERFORMANCE AND RISK - END OF YEAR REPORT
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Finance, Efficiency and Strategic Asset Management
Is this item to be taken in public?	Yes
Report of:	Executive Director Organisational Development and Corporate Services
Contact:	Nigel Kennedy Tel: 01865 252708 nkennedy@oxford.gov.uk, Jane Lubbock Tel: 01865 252708 jlubbock@oxford.gov.uk

ITEM 14:	BUSINESS IN THE COMMUNITY - WORKING IN PARTNERSHIP
This report will concern the fostering of school business links and supporting jobs for young people.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Corporate Governance, Strategic Partnerships and Economic Development
Is this item to be taken in public?	Yes
Report of:	Executive Director City Regeneration and Housing
Contact:	Simon Howick Tel: 01865 252547 showick@oxford.gov.uk

ITEM 15:	SOCIAL INCLUSION FUND
This report will set out funding recommendations from the social inclusion grants panel to community and voluntary groups.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Youth and Communities
Is this item to be taken in public?	Yes
Report of:	Head of Leisure, Parks and Communities
Contact:	Luke Nipen lnipen@oxford.gov.uk

ITEM 16:	TOWER BLOCKS REFURBISHMENT
This report will seek approval to the grant of delegated authority to the Strategic Director, City Regeneration to appoint the principal contractor to undertake construction works for the tower blocks refurbishment scheme.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Housing
Is this item to be taken in public?	Yes
Report of:	Head of Housing and Property
Contact:	Jack Bradley jbradley@oxford.gov.uk

ITEM 17:	FINANCIAL INCLUSION STRATEGY
In March, CEB adopted the Draft Financial Inclusion Strategy. Following public consultation, the revised Strategy will need to be agreed.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Benefits and Customer Services
Is this item to be taken in public?	Yes
Report of:	Head of Customer Services
Contact:	Paul Wilding Tel: 01865 252461 pwilding@oxford.gov.uk

ITEM 18:	DISCRETIONARY HOUSING PAYMENT POLICY
To make recommendations to revise the existing Discretionary Housing Payment Policy	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Benefits and Customer Services
Is this item to be taken in public?	Yes
Report of:	Head of Housing and Property
Contact:	Paul Wilding Tel: 01865 252461 pwilding@oxford.gov.uk

ITEM 19:	OXFORD CANAL TOWPATH IMPROVEMENTS PHASE 2
Agreement on funding contribution	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	City Development
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	Mai Nielson Tel: 01865 252403 mnielsen@oxford.gov.uk

ITEM 20:	APPOINTMENT TO OUTSIDE BODIES 2014
To appoint Council representatives to outside bodies for the forthcoming year	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Corporate Governance, Strategic Partnerships and Economic Development
Is this item to be taken in public?	Yes
Report of:	Head of Law and Governance
Contact:	Sarah Claridge sclaridge@oxford.gov.uk

ITEM 21:	SALE OF SUB STATION SITES
Proposal recommending disposal of freehold interest in 84 sub-station sites across the city to Scottish and Southern Electric.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Finance, Efficiency and Strategic Asset Management
Is this item to be taken in public?	Yes
Report of:	Regeneration and Major Projects Service Manager
Contact:	Mike Scott mwscott@oxford.gov.uk

BEYOND THE LIFE OF THIS PLAN

To: Scrutiny Committee

Date: 6th May 2014

Report of: Head of Customer Services

Title of Report: A report on the monitoring of Discretionary Housing Payments

Summary and Recommendations

Purpose of report: To provide an update on the monitoring and expenditure of the Discretionary Housing Payments budget.

Report Approved by:

Finance:

Legal:

Policy Framework: Efficient, Effective Council

Recommendation(s): To note the year end spend on Discretionary Housing Payments for 2013/14

APPENDICES:

Appendix 1 – Legislative background and process

INTRODUCTION

1. On 12 June 2013 The City's Executive Board agreed a new Discretionary Housing Payment (DHP) policy. This policy was reviewed by the Scrutiny Committee at its meeting of 4 June 2013. One of the recommendations of the Committee was that they be involved in the on-going monitoring arrangements regarding the implementation of the DHP policy, and that reports be brought back to the Committee on a quarterly basis. This report provides the outturn position for the end of the year.
2. The aim of the new DHP policy was to support people to find long term solutions to the reduction in their benefits. By managing the budget prudently we have ensured that everyone who applied for a DHP received one, providing they were able to show that they couldn't afford to pay the additional amount of rent required, and were willing to work to find a sustainable solution to their situation.

3. Appendix 1 details the internal process for dealing with DHP's as well as outlining the legislative background.

SUMMARY OF EXPENDITURE

4. The policy was significantly altered in June 2013 to help manage the increased need for support. This demand was as a result of the introduction of the Benefit Cap and the Social Sector Size Criteria (known as the Bedroom Tax). Demand for DHP's had already increased as a result of the reduction in Local Housing Allowance (LHA) rates from 2011 (LHA is the name for Housing Benefit paid to private sector tenants). By the end of the year we had spent £431,244.10 on 802 awards which was 82% of our grant. In 2012/13 we spent £196,371.81 on 373 awards, which was 85% of our grant.
5. The following tables show the details of DHP awards and expenditure related to each of the benefit changes referenced above. Please note that the category of "Other" relates to circumstances where an applicant is not entitled to full Housing Benefit. This will usually be as a result of having greater income than the minimum level which attracts full Housing Benefit, or due to deductions made in respect of non-dependant adults living at the property.

A	Gross DHP Expenditure	£449,563.20
B	Total DHP Overpayments*	£37,099.31
C	Unrecovered DHP overpayments	<u>£18,780.21</u>
	DHP Final Claim (A-B)+C)	<u>£431,244.10</u>
	DHP Grant	<u>£525,369.00</u>
	Underspend	<u>£94,124.90</u>

*DHP Overpayments occur when Housing Benefit claims are ended or when the amount of award changes due to a change in circumstances. Where Housing Benefit continues in payment the DHP overpayment is netted off by the new amount of DHP awarded. If the benefit award has ended the DHP overpayment remains, and such amounts can be claimed as legitimate DHP expenditure.

Reason for Claim	Applications	Awards	Amount of awards
Benefit Cap	226	215	£213,064.96
Social Sector Size Criteria (Bedroom tax)	474	379	£124,386.18
Local Housing Allowance	232	180	£93,005.42
Combination	7	3	£1,681.36
Other	67	25	£12,549.96
Totals	1006	802	£444,687.88

6. The total expenditure in the above two tables does not match as the data in the first table is taken from the Benefits system. The data in the second table is manually recorded as the Benefits system is not able to record all the data we wish to collect in respect of DHP expenditure.
7. In 204 cases we have turned applications down. In almost all instances the reason for rejection was that we determined that the customer could afford the shortfall. In a small number of circumstances applications were turned down because the customer was not willing to undertake activities to help them find a more sustainable solution.
8. The 802 awards have been made in respect of 498 individual customers. 168 customers received multiple awards during the year (ranging from two to seven repeat awards). Customers receiving a larger number of repeat awards tend to have complex needs. Earlier in the year giving such customers awards of three months with multiple items of conditionality led to them failing to undertake the actions. Providing short awards (of a month) along with one action to undertake has led to more successful outcomes.
9. The most significant change in the DHP policy last year was the introduction of conditionality. Recipients of DHP's had to undertake some action to find a sustainable solution to the reduction in their benefits. The table below shows the type of conditionality that was applied.

Take up of Conditionality

Take up work related support	232
Look for smaller accommodation	160
Apply for another benefit	77
Debt Advice	77
Reduce spending	59
Look for a lodger	8

CHANGES IN 2014/15

10. The DHP Policy is to be reviewed this year. It is on the Forward Plan to go to July's CEB. In revising the policy consideration will be given to how we could promote uptake of support, how expenditure will be monitored throughout the year and whether any process changes are required.
11. All DHP's are now dealt with by the Welfare Reform Team. Last year they were split between the Welfare Reform Team and the Benefit Team, so a greater degree of consistency in decision making should be achieved in 2014/15.

12. The Department of Work & Pensions has advised the Council that our DHP grant for 2014/15 will be £514,496, just over £10,000 less than 2013/14. The scope for increased support required from people affected by the Benefit Cap and private sector tenants means it will be important to manage the DHP budget as prudently in 2014/15 as it has been in 2013/14.

Name and contact details of author:

Paul Wilding
Revenues & Benefits Programme Manager
01865 252461
pwilding@oxford.gov.uk

Background papers:

Version number: 1.0

Appendix One

Legislative framework and Internal process

Legislative background

1. Discretionary Housing Payments (DHP's) are monies allocated by local authorities under legislation set out in the Child Support, Pensions and Social Security Act 2000 and The Discretionary Financial Assistance Regulations 2001 (SI2001/1167). In summary, the funds can be used to meet eligible rent for people already in receipt of Housing Benefit. The customer must make an application for the payment, and the Council must consider the applicants financial need if an award is to be made. In effect, the fund allows some local discretion to meet the needs that are not covered by the national Housing Benefit Scheme.
2. DHP is not a sustainable solution for people who have a shortfall between their Housing Benefit and rent costs. To this end the policy provides for awards to be: a) limited to three months in duration in most cases and b) for conditionality to be applied to the majority of awards.
3. The policy also makes provision for awards to be withdrawn if conditionality is not met. It is intended that any conditionality is designed to promote effective financial management, help support people into work, and or assist with reducing rent liability. Examples provided in the policy include attending work related coaching and seeking assistance to manage debts.

DHP Process

4. The key determination in making a DHP award is whether someone is able to afford their HB shortfall, and this is done with reference to a detailed income and expenditure form which the customer fills in. The officer assessing the application will go back to the customer with any queries about the income and expenditure before making a decision.
5. When making an award, one or more conditions will usually be applied requiring the customer to take some specific actions in order to find a sustainable solution to their problem. The conditionality will relate to finding work, finding affordable accommodation and/or reducing expenditure.
6. Conditionality related to finding work usually requires engaging with one of our partners to deal with the barriers to work, provide access to training or ultimately find work. Our main partners are Prospect (formerly known as Skills (Training) UK), Jobcentre Plus, Aspire, Crisis Skylight and the CAB. They are helping customers overcome barriers of debt, security of tenure, lack of skills, perceived lack of employability and access to affordable childcare.
7. Conditionality relating to finding affordable accommodation involves registering on the housing list and bidding for properties, or actively participating in the mutual exchange scheme. Conditionality relating to reducing expenditure will

involve obtaining debt advice, or taking action to reduce specific items of excessive expenditure identified on the Income & Expenditure form.

8. Customers are made aware that awards are for a short, defined period and may be cancelled if the agreed actions are not undertaken and that repeat awards will not be made if conditionality has not been met. Awards are normally made for three months but each case is determined on its own merits.

9. Repeat applications may be made but will only be awarded if the conditions attached to the first award have been met. Customers requesting a repeat award must also have an interview with the person assessing their application. More repeat awards have been made in the second half of the year as initial awards have expired. Many customers have multiple support needs, and for such people short awards of 4-6 weeks are typically made. This is to allow them to deal with one issue at a time. Earlier in the year, providing such people with multiple actions to undertake in one go, led to a failure in many of the actions being achieved.

To: The Scrutiny Committee

Date: 6th May 2014

Report of: Head of HR & Facilities

Title of Report: Talent Management Framework

Summary and Recommendations

Purpose of report: To provide a headline summary on the Talent Management Framework and how it's principles are currently being implemented as a day-to-day business thread

Scrutiny Lead Member:

Executive Lead Member:

Recommendation(s) or major points for consideration:

To note the actions already implemented and those to be explored further to ensure that the Council promotes opportunities for staff development within the scope of the Talent Management Framework.

To note the actions already in place and proposed activity to support the accessibility of BME and other under-represented groups to development within the scope of the Talent Management Framework

Name and contact details of author:-

Name: Simon Howick
 Job title: Head of HR & Facilities
 Service Area: HR & Facilities
 Tel: 01865 252547

List of background papers: *Talent Management Strategy (Appendix 1)*
Version number: V1

1. Introduction:

The Scrutiny Committee have previously indicated a general interest in the Talent Management Framework (TMF) and in particular the opportunities for positive action linked to employees from BME groups. This summary report highlights how the four key themes within the TMF are now being applied both operationally (day-to-day) and through specifically targeted interventions.

The complexities around Talent Management, with wide ranging interventions possible, need to be set within an organisational context which, for the Council, means that TM needs to focus on addressing/ rebalancing the issues highlighted below and in order that the future needs of the Council (in terms of skills and abilities) will reflect an increasing demand for commercial and customer focussed acumen:

- Over 40% of staff over 50
- Only 8% of staff from a BME background
- Under-representation of women in senior management roles (25%)
1.5% in roles at grade 10 or above
- Over-representation of over 50's in management

2. Talent Management Framework at Service Level:

The Talent Management Framework is delivered at service level through a variety of management led activity. For example:

- Bi-monthly appraisal process, Personal Development Plans (behavioural / professional / career)
- Regular one-to-ones
- On the job and more formal training
- Secondments and project work
- Championing (e.g. IIP, P2P, new intranet, carbon)
- Coaching & mentoring (succession planning & knowledge handover as well as interview coaching)
- Shadowing/buddying
- Action Learning Sets
- Peer challenges
- Real experiences e.g. attending strategic meetings including Management Practice Group, presenting at large events etc.

3. Talent Management Framework at an Organisational Level:

The TM framework identifies four key areas where the Council will manage the development of talent:

- **Investing in Youth:** The apprenticeship programme is targeting areas in Oxford with BME communities and has the potential to open up different higher technical/ trainee routes in areas like IT, Finance or Building Surveying going forwards. We will take positive action through recruitment and subsequently with people who express interest. We have already delivered workshops in schools and contacted County wide youth engagement networks to promote the scheme. We are developing a tighter structure for work placements which will focus on City schools, specifically through the Business in the Community partnership with Cherwell and other cluster schools. This partnership will open mentoring opportunities for young BME groups and encourage younger staff to be role models for the organisation.
- **Growing our own:**
As part of the BME focus group work we have encouraged managers to identify under-represented groups to attend our management development programmes (the DNA of a Great Manager) and to be developed as part of dedicated and diverse specialist interview recruitment pools in each service area (a Corporate Equality Scheme action plan objective). HR Business Partners work with the OD&L team to actively assist BME staff with interview coaching and on-going management mentoring. The main focus of 'Growing our own' is to place the emphasis on managers to develop talented people and ensure they identify gaps in representation
- **Future leaders & managers:**
A significant budget has been allocated for Leadership & Management Development and within this we will take positive action to promote and support under-represented groups to provide them with the best possible chance of success. It is also proposed within this budget to deliver a form of capability assessment where skill gaps can be identified and developed. Again positive action will be taken within this to promote BME staff development in a management capacity
- **High Potential:** The delivery of this is yet to be formally designed and will take considerable work, with anticipated timescales of mid-to-late 2014. Within this we will focus on identifying the most talented Women and BME staff and take positive action to support applications for development. We have actively supported staff to apply for national talent programmes and have just been successful in getting one woman on the national District Council Network Staff Development programme (designed for 60 aspiring officers aged under 35 and not currently in management roles)

Summary:

4. Members are asked to note the active initiatives currently in place

Talent Management Framework

Introduction

- 1 The Council has agreed an Organisational Development (OD) Strategy with an overall aim to help the Council achieve its vision of building a world class city for everyone, with an ambition of taking the Council from Good to Great
- 2 How the Council manages its talent will be a key contributor in determining the success of the OD Strategy. The OD Strategy comments on how much has been achieved in the last few years but the context in which local government operates is changing radically. We need to develop services to deliver new and increased income streams and adopt a more commercial approach both corporately and from employees.
- 3 As a consequence, the skills and capabilities we require from our employees, as well as the means by which we continue to drive service improvement and best value needs to change. Strategic talent management will help us achieve this

Organisational context -Why Talent Management (TM) is vital

Oxford City is unique in many ways and doesn't reflect national trends in some aspects of employment. There are difficulties in recruiting in some specialist areas, there is competition from other businesses for high end skills and talent and there is significant social/economic disparity. Another complexity is the current staff profile of the Council:

- Over 40% of staff over 50
- Only 8% of staff from a BME background
- Under-representation of women in senior management roles
- Over –representation of over 50's in management

An in-depth breakdown of these issues can be seen at appendix 2.

TM can be a complex and wide ranging series of processes and interventions and to be effective should always be set within an organisational context which, for the Council, means that TM needs to focus on the issues highlighted above and:

1. Enable achievement of organisational priorities
2. Support change
3. Address skills gaps
4. Develop high potential individuals and future leaders
5. Attract, retain and develop high performing staff

TM for Oxford City Council

TM happens in two ways at the Council:

- 1) At operational level - every day, through staff and managers, and there are opportunities for every employee. A key aspect in the role of managers is to help develop their staff. This happens in a number of ways, including
 - Bi-monthly appraisal process
 - PDP (behavioural / professional / career)
 - Regular one to ones
 - On the job training
 - More formal training (e.g. short courses, vocational training)
 - Team meetings
 - Secondments
 - Project work
 - Championing (e.g. IIP, P2P, new intranet, carbon)

Talent Management Framework

- Coaching & mentoring
 - Shadowing/buddying
 - Action Learning Sets
 - Peer challenges
 - Real experiences e.g. attending strategic meetings, presenting at large events etc.
 - Sabbaticals
- 2) At corporate level – as set out in this document, whereby the Council has adopted a systematic approach to identifying, managing, recruiting, developing and engaging with individuals to develop their talent

The systematic processes will be delivered through the following four themes which are also presented as a matrix showing proposed activities and potential benefits in appendix 1. This also provides a potential action plan for delivering the strategy

Themes

1. Investing in youth
2. Growing our own
3. Future leaders and managers
- 4a. High Potential Development Scheme, OR
- 4b. Corporate Graduate Placement Scheme

Theme 1 – Investing in Youth

Talent Management begins at career entry level through a variety of different interventions and can in the longer term significantly impact on the reputation, profile and skills of the Council. A brief summary of the various terms associated with this theme is provided;

- Work placements – provide opportunities for young people (15 to 18) to spend a period of time carrying out tasks or duties similar to regular employees. It is unpaid with an emphasis on learning and it is an important part of the transition from school to work and provides students with the chance to explore career options.
- Traineeships – aimed at people who are not currently employed, but who are focused on work or the prospect of it, are qualified below level 3 (AS level) and are believed to have a reasonable chance of being ready for employment or an apprenticeship within six months of engaging in a traineeship. Traineeships are part of the same family as apprenticeships and will be funded by the education funding agency
- Apprenticeships – are opportunities for people, generally 16 – 19 (although not exclusively) to gain a qualification whilst gaining valuable paid work experience. The training is funded and the employment normally is for a period between 1 to 2 years, but this can be extended to suit various service needs
- Graduate training linked to a specific profession – are paid fixed term contracts. They generally consist of a number of placements across an organisation and cover a wide range of professional areas, providing a broad base of experience and expertise as part of a formal qualification.
- Internships – this type of initiative is used for roles requiring a higher level of qualification than the other forms of work experience mentioned so far and is associated with gaining experience for a professional career. Internships are an essential part of the career ladder in many professions. They are a great way for undergraduates and recent graduates to develop their knowledge, skills and experience in the real world of work through paid contractual work. (not to be confused with unscrupulous arrangements adopted by some organisations as a method to get free/cheap labour).

Theme 2 - Growing our own

Within the workforce there are talented people at all levels who have the motivation and capability to progress their careers and deliver high performance for the Council. Generally these people are identified within their service area through good day to day management and the

Talent Management Framework

appraisal process. At various levels opportunities are provided to build careers through support for specialist career training and continuing CPD. Development opportunities can also be provided to the right people through several initiatives such as ownership or contribution toward specific projects, secondments (both internal & external) and cross service working. An effective workforce plan should recognise and create the development pathways for talented staff

Theme 3 – Future Leaders and Managers

The Council will need to continue to develop new and innovative approaches to service delivery, creating new income streams and adopting a more commercial and customer focused approach. This means having leadership and management capabilities which create the right environment and space for high performance, innovation and learning, whilst at the same time motivating and empowering employees to deliver the Council's Vision and objectives. Additionally we need to attract and retain people who have excellent people management skills as well as sharing our values and behaviours. This theme focuses on recognising talented people and those with potential and developing them through the Leadership & Management Development framework, appendix 3. Identification of people in this theme will mainly rely on the effective and consistent use of the appraisal process and the behavioural framework.

Theme 4a – High Potential Development Scheme

Within the workforce there are 'great' people who are consistent high performers and exhibit great behaviours. Through an annual process of assessment a number of people (subject to financial resource) will be selected to take part in a 'High Potential' development scheme which will result in a bespoke development plan providing them with enhanced capability to progress their careers. This does not guarantee a career path with the Council, although this would be the ideal end result both in terms of organisational commitment and succession planning

Identifying talent

The identification of talented people needs to be subject to clear and open processes and in generic terms the activities below should be used. These identification activities can be used both at a corporate level and through line management, or often through a combination of the two:

- Investing in youth
 - Clear and definitive job descriptions
 - Effective and efficient recruitment processes which can be targeted where appropriate, using a variety of assessments and the Values & Behavioural framework
- Growing our Own & Leadership & Management
 - Using the Council's values & behavioural framework
 - Appraisal process
 - 360 appraisal (where relevant)
- High Potential Development Scheme
 - Annual assessment centre programme
 - Continuing assessment through the annual appraisal process
- Corporate Graduate Placement Scheme
 - Appropriate recruitment and selection campaign

Talent Management Framework

Appendix 1

Theme	Investing in Youth	Growing our Own	Future Leaders and Managers	High Potential OR Graduate
Proposal	<p>Maintain the current commitment to Apprentices</p> <p>Maintain the current Graduates schemes but monitor centrally</p> <p>Develop a structured approach to work placement and traineeships (and recruit the latter)</p>	<p>Maintain current service level career training.</p> <p>Include a section within the appraisal which considers career progression, CPD and other development opportunities to make it something that is thought about and documented.</p> <p>Adopt effective succession plan process</p> <p>Provide tool kit for managers to assist them develop talent</p>	<p>Focus on using the Leadership & Management Development Framework to provide clear pathways for development</p> <p>Consider funding for formal qualifications in 2014-15 such as ILM</p> <p>Develop coaching skills for suitable managers identified through an assessment process</p>	<p>Identify a high potential scheme and cost out. Agree financial resources</p> <p>Identify candidates for an assessment centre and implement scheme</p> <p>OR</p> <p>Design and fund a suitable 3 year programme</p>
Benefit 'What do we gain?'	<ul style="list-style-type: none"> • Lower age profile • Recruit talent • Increase diversity • New ideas • Tackle unemployment • Reputation 	<ul style="list-style-type: none"> • Increase capabilities • Succession plan people to call on next • Encourage high performance • Build careers 	<ul style="list-style-type: none"> • Lower age profile • Create our own future leaders • Build management capability • Build careers 	<ul style="list-style-type: none"> • Future leaders • Attract & retain talent • Provide reward and motivation

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Talent Management Framework

Appendix 2 Statistical support for introducing TM

- Employment in Oxford City

In general terms there are 110,900 jobs in Oxford*, equivalent to 72.2 jobs per 100 residents. This is a very high job density in comparison to both the county as a whole (51 jobs per 100 residents), the regional average (46.5) and the national average (46.1). It is also relatively high in comparison with comparable cities such as Milton Keynes (60.6) and Reading (61.2), though it is similar to the jobs density of Cambridge (71.6). Taking into account the fact that a large proportion of Oxford's population is economically inactive students, and then we can see that Oxford's jobs density is particularly high. This high jobs density reflects Oxford's importance as a regional centre of employment and implies a significant amount of in-commuting into the city, particularly from other parts of the county. Oxford has a very high number of jobs relative to the number of residents in the city and average wage levels are relatively high. Extremely high average skills levels play an important role in attracting an array of globally significant companies to the city. *ONS 2011

- Age profile

The age profile of the Council shows that 54.6% of our staff are in the 35-55 age band with nearly 40% being 50 or over. This sets a trend of increasing loss of skills, experience and knowledge which when set against an increasingly competitive jobs market highlights a need to put measures into place to offset the potential impact. Additionally the future needs of the Council in terms of skills and abilities will reflect an increasing demand for commercial and customer focussed acumen

- Diversity

The Council is under-representative of the communities it serves which has a 25% BME community and only an 8% representative workforce. Although some service areas have profiles well above and below this figure. Additionally there is a senior management BME and gender imbalance. A diverse workforce is essential to the Council's capability to meet the challenges of the future, not least because we need the innovation in thinking that diversity brings. Failure to invest in this area means we could lose people, the wrong people or fail to recruit the right people and therefore the richness and diversity of our future talent

Given these facts and the historic difficulty the Council has had in recruiting to some specialist posts it is obvious that we need to do something to alleviate the growing pressure on the demand for skills and a talent strategy will help the Council to understand the skills, experience and capabilities the organisation already has, what we will need to buy in and what we need to develop in order to deliver its strategic priorities

Talent Management Framework

Appendix 3

Leadership & Management Development Framework

Operating Level	Personal Development Needs Analysis	Management & Leadership Pathways (delivery activity)				
		Performance Management	Employee Engagement	Behavioural Development	Wellbeing	Strategic Leadership
-1- New Managers	<ul style="list-style-type: none"> • Probation • Appraisal 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 1 • Mentoring • ALS
-2- New managers to Oxford	<ul style="list-style-type: none"> • Probation • Appraisal 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS 	<ul style="list-style-type: none"> • Great manager programme 2 • Mentoring • ALS
-3- Developing Managers	<ul style="list-style-type: none"> • Appraisal • 360 feedback • Assessment centres • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching 	<ul style="list-style-type: none"> • LMD modular programme • Coaching
-4- Senior Managers	<ul style="list-style-type: none"> • Appraisal • 360 feedback • Assessment centres • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching 	<ul style="list-style-type: none"> • LMD modular programme (L3) • Strategic leadership events • Coaching

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Professional Management Qualifications	<p>Managers at all operating levels who evidence a talent for people management may have access to compete an appropriate ILM management programme, the content of which will reflect the above pathways. The qualifications that could attract funding would be:</p> <ul style="list-style-type: none"> Level 3 Team leading Level 5 Management Level 5 coaching Level 7 Strategic Leadership & Executive Management Level 7 coaching
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SCRUTINY COMMITTEE

Tuesday 1 April 2014

COUNCILLORS PRESENT: Councillors Sanders (Vice-Chair), Mills (Chair), Abbasi, Altaf-Khan, Campbell, Coulter, Darke, Fry, Lloyd-Shogbesan, Simmons, Smith and Upton.

OFFICERS PRESENT: Lois Stock (Democratic and Electoral Services Officer), Pat Jones (Principal Scrutiny Officer), Jarlath Brine (OD & Learning Advisor, Equalities & Apprenticeships), Ian Brooke (Head of Leisure, Parks and Communities) and Lucy Cherry (City Leisure)

82. APOLOGIES FOR ABSENCE

None given.

83. DECLARATIONS OF INTEREST

None made

84. EDUCATIONAL ATTAINMENT - EVALUATION OF THE LEADERSHIP PROGRAMME

The Educational Attainment panel submitted a report (previously circulated, now appended) concerning the first year of the "Leadership for Learning" programme.

The Committee welcomed Professor Ian Menter (Department of Education, University of Oxford, and Programme Director) and Linda Rowe (Programme Co-ordinator); who were in attendance to answer questions and support the debate.

Councillor Pat Kennedy, Board Member for Education, Crime and Community Safety, introduced the report and outlined the three elements of the Educational Attainment programme:-

- Leadership for Learning – which was under discussion at this meeting;
- KRM programme – which would be the subject of a report in June;
- Digital Inclusion – aimed at secondary schools in the City and the subject of a future report.

Introduction from Professor Menter and Linda Rowe

Professor Menter provided the following information and updates:-

- He was very pleased with the partnership working – Oxford University, Oxford Brookes and local schools via the Oxford Teaching Schools Alliance;
- The report that the Committee had before it provided information on the first year's progress, and is based upon material taken from the participants;

- This is a distinctive programme – Professor Menter is now aware of anything similar anywhere else - and it covers a wide range of activities;
- The focus is about leadership for the sake of improved learning;
- It is very important that Headteachers are behind the programme and that they support their staff growing through it;
- It has proved difficult to engage Governors in the process; although many are very supportive in the background;
- An additional advantage is that it has given schools an opportunity to work together, and it has opened up a dialogue between them.

Questions and Comments from the Committee

- The Committee wished to thank Professor Menter, Linda Rowe and Councillor Kennedy for all their hard work on this programme;
- The Committee noted that this was a long term project, and would welcome a further update at the end of the second year;
- It would be helpful if the Scrutiny Panel could continue to be involved;
- It is important that Governors are involved (and helped to become involved) given their increasingly important role within schools. The Committee was disappointed to hear that they were not more engaged, and would welcome suggestions on how this process can begin;
- There is concern about the turnover of staff within schools – no matter how good a leader someone is, staff turnover will be a problem. Leadership is about relationships, not simply capabilities. Good leadership is when you can take people with you, and staffing turnover impacts this. Management can be delegated, relationships need to be built;
- Part of the problem with staff turnover is that Oxford is an expensive place to live. How can the Council make it easier for teachers to stay here? Is it possible to do as Runnymede Council did, and invest in affordable housing for teachers?
- It is important to have representatives from different communities involved, both as Governors and as parents. This should include people who run after-school activities;
- Additional data, to help with the interpretation of the programme and the lessons learned so far, the benefits of the programme and how it has helped, would be useful;
- It is important to deal with the issue of bullying in schools, especially that of children from BME communities;
- The Committee was mindful of the fact that, with the evolution of Academies, the educational landscape had changed. Academies can run their own attainment programmes far more easily, and Governors become advisory boards;
- Some teachers can benefit from “cultural learning” sets.

Responses from Professor Menter, Linda Rowe and Councillor Kennedy

- A housing scheme to assist people coming to live in Oxford is being looked at;
- Some staff move between schools in the City – not all who contribute to staff turnover move away completely. Inter-school collaboration helps with this process, and teachers need professional development opportunities in order to become leaders;
- Parent involvement is a definite advantage;

- At least 3 schools have sent Governors regularly to leadership for Learning events;
- The point about performance indicators is recognised and there will be more information around these in the final report. It is important that we do not read too much into statistics too early in the process;
- Bullying has not been identified as an issue but it will be taken back to the programme team;
- The primary focus has been on the development of staff as leaders in schools – the programme has not targeted external groups (such as after-school club leaders);
- The issue of staff turnover could be the subject of its own programme, as this is a complex issue with a complex pattern;
- Accommodation remains a matter of concern, but it is not the only matter that affects the programme. An accommodation scheme might help;
- It is recognised that some schools provide a challenging teaching environment, and the programme tries to support teachers in facing and dealing with these challenges.
- Anna Wright and Councillor Pat Kennedy have been visiting KRM schools from January to May 2014 to prepare a report that will be written in June. The first real test of the KRM scheme will be the National SAT results in December 2014.

Summary

The Committee had raised the following substantive issues:-

- (1) Affordability of accommodation for teaching staff;
- (2) Key performance indicators – the usefulness of these to make judgements on what is happening in schools;
- (3) The role of Governors – how can they be encouraged to engage with the programme?
- (4) Cultural learning sets – should these be included in the programme?

Resolved to:-

- (1) Ask Pat Jones to write to Councillor Pat Kennedy to ask that any lessons learned (including consideration of the usefulness of a scheme to assist with affordable accommodation for teaching staff) be included in the second year of the Leadership for Learning Programme;
- (2) Note that Councillor Pat Kennedy will be writing a report concerning the KRM scheme in June 2014;
- (3) Thank Councillor Kennedy, Professor Menter and Linda Rowe for their hard work, and for their attendance and useful input to the Committee meeting

85. WORK PROGRAMME AND FORWARD PLAN

Pat Jones (Democratic and Member Services Manager) presented the Work Programme and Forward Plan to the Committee, and highlighted the following issues:-

- The Anti-Social Behaviour Strategy has slipped back, and is not expected until later in the year;
- Most Scrutiny Committee meetings in the new Council Year will be held on a Monday – a full list of meetings dates will be circulated to members shortly;
- The end of year report will be presented at the last meeting of the Committee in May;
- The two standing panels are still very active, and Lead Members were invited to provide a short update.
- There will be a special meeting of CEB on 23rd April at 5.30pm, at which three items will be considered:-
 - Flood Support package;
 - Town Hall – North Wing letting;
 - Headington Neighbourhood Plan.The Committee did not wish to pre-scrutinise any of these items.

Housing Panel – update from Councillor Val Smith

The Panel has two more meetings left in the current Council year. It is carrying out some important work for the Council around the Decent Homes Standard, and it hopes to emerge with a viable plan that tenants want.

There is also a Tenant Scrutiny Panel, and there will be a joint steering group that involves members of the Housing Panel and members of the Tenant's Scrutiny Panel.

Finance Panel – update from Councillor Craig Simmons

The Finance Panel carried out some very valuable work on the Budget, and it is now looking at the Capital Programme. The Finance Panel noticed that the Council does not have an Ethical Investment policy, and so it is proposing one – this is currently with the Board Member (Councillor Ed Turner) for consideration.

Pat Jones reminded the Committee that the its last meeting for the 2013/14 year will be held on 6th May.

86. REPORT BACK ON RECOMMENDATIONS

Pat Jones (Democratic and Member Services Manager) presented the report back on recommendations to the Executive Board from the Committee. The latest items on the list were:-

- Quarter 3 spending (from the Finance Panel);
- Oxfordshire Strategic Economic Plan.

Resolved to note the report and the outcome of the latest recommendations.

87. FUSION LIFESTYLE SERVICE PLAN - PRE SCRUTINY

The Head of Leisure and Parks submitted a report (previously circulated, now appended). Ian Brooke (Head of Leisure and Parks), Lucy Cherry (Leisure and Performance Manager) and Councillor Mike Rowley (Board Member for Leisure) resented the report to the Committee and provided some background to it.

It was explained that the report would be presented to the City Executive Board on 9th April, with a recommendation for its adoption.

Ian Brooke observed that, in 2008, the Council had a leisure service that was failing, that did not provide a high quality service and that did not attract as many users as the Council would have liked. But since the start of the contract with Fusion, there had been significant improvements and uplift in usage. The challenge now was to continue to increase usage year on year. It was intended that the service would be provided at zero cost to the Council by 2018.

Councillor Rowley added that there a commitment to continuous improvement remained, however a great deal of work identified in the Leisure Strategy had been undertaken already. Even so, the Council wanted to maintain the quality of the leisure service and to ensure that leisure centres could cope with increased usage.

Questions and comments from the Committee

- Is it fair to say that the service is in transition, from a heavily subsidised service originally, to a less subsidised one, to eventually a service that can stand alone?
- A leisure service must still be affordable for all, whilst maintaining an god quality;
- The Council should make sure that activities aimed at certain groups – such as women only swimming sessions – are maintained;
- There is a dividing line between investments made buy the Council and those made by Fusion. It seems that the incentives for Fusion to invest are not strong. Fusion should have its own capital and maintenance budget;
- How is feedback from user groups and mystery shoppers monitored?
- Some leisure centres are heavily used, some under used; is there a way to target users in order to increase usage at some centres and thus achieve a better balance of use?
- Greater transparency over finance is desirable;
- More “social return” on investment is wanted. How can the Council see the health benefits of greater activity?
- Some environmental targets are a cause of concern;
- Why is the contract being extended now, since the Council did not have to do so until 2019?
- Please make sure that Cutteslowe is added to the list of wards in the City that face problems;
- Attendance at the Leisure Partnership Board was beneficial in that much more information was imparted. Could some officers from Fusion attend future scrutiny meetings, perhaps to present a half yearly report?
- Could the adult/child ration be adjusted on some activities to take account of those people who have three (or more) children?

- Can we be told when the new Blackbird Leys Swimming Pool will open please?

Responses from Ian Brooke, Lucy Cherry, and Councillor Rowley

- There is confidence that the Council will have zero cost leisure facilities by 2017;
- The contract has specific user targets in it, and target user groups have increased since 2009. In addition, concessionary costs have been held since 2009;
- The social inclusion target was 50/50 with finance – it is important that the leisure service is for everyone.
- There is robust performance measuring in place and the Council can check Fusion’s “base camp” performance measures twice a day in order to see how things are going and how any maintenance will be done. Fusion reports monthly to the City Council as well;
- One suggestion is to have an investment review of leisure centres yearly – to see what new ideas there are, to explore what else might be done;
- Fusion is not shy of making investments, however the Council is often better placed to borrow money at a favourable rate;
- There are regular inspections of mechanical, electrical and other systems in all buildings, and these are carried out by Zurich;
- It would be wonderful to even out usage between leisure sites, and the leisure team would welcome any ideas on how this could be done. At present sites show what is available elsewhere so that people might be tempted to venture further afield to try different things;
- Currently, scoping of the Leisure and Well Being Strategy is underway, and this will go to CEB in autumn;
- Fusion is very committed to the contract, and it is now desirable to extend it for a further 5 years. If that is done, there is a saving made of £1.5 million over the lifetime of the contract;
- NNDR and VAT savings are built into the baseline figures;
- Ian Brooke is happy to feedback to Fusion comments about financial transparency so that this area could be explored to see how this might be achieved;
- Fusion is looking at the “social return” on investment over a period of time; and Ian Brooke will take away the Committee’s comments on the environmental assessments, transparency of accounts, and the inclusion of Cutteslowe, so that these can be examined;
- The Leisure Partnership Board is useful, and there is no issue with a representative from Fusion attending the Scrutiny Committee if desired;
- The observation about parent/child ratios was noted. It isn’t easy to change this, but the concern is understood.

Resolved to:-

- (1) Thank Ian Brooke, Lucy Cherry and Councillor Rowley for their attendance and useful participation at the meeting;
- (2) Note that a report concerning the engagement in leisure of hard to reach groups will be considered in the next scrutiny work programme;

- (3) Note that Ian Brooke would take away comments made by the Committee (such as financial transparency) for further consideration;
- (4) Consider the issue of the inclusion of a Scrutiny Councillor on the Leisure Partnership Board as part of the next scrutiny work programme

88. REVIEW OF ESSENTIAL CRITERIA FOR ENTRY LEVEL JOBS WITH EMPHASIS ON YOUNG PEOPLE WHO ARE NEET

The Head of HR and Facilities submitted a report (previously circulated, now appended) concerning criteria for entry level jobs, with particular emphasis on young people who are NEET. Jarlath Brine (Organisational Development and Learning Advisor, Equalities and Apprenticeships) presented the report to the Committee and provided some background and context.

Jarlath Brine provided some additional information:-

- Environmental Development had now formed an “inclusion group”;
- A community engagement event had been held at the Asian Cultural Centre, from which some good ideas had emerged; one being the display of job adverts in key community shopping venues;
- It was slightly disappointing that all of the 17 attendees at the above event were from the same community – Polish – but it was still a worthwhile venture. The Somali community has now indicated that its members would like a similar event to be arranged for them.
- There is a need to look at the Council’s website and see how jobs are being profiled;
- Another idea put forwards is to use existing staff to disseminate information about job vacancies by talking to people they know;
- Current apprentices have visited schools to demonstrate what opportunities are available. It has been noted that not all communities in Oxford are aware of the availability of apprenticeships.

Resolved to note:-

- (1) The contents of the report;
- (2) That information about the Talent Management Strategy will be presented to a later Scrutiny Committee meeting – possibly in May.

89. MINUTES

Resolved to confirm as a correct record the minutes of the meeting held on 4th March 2014.

90. DATES OF FUTURE MEETINGS

Resolved to note that the last meeting in the current timetable would be held on 6th May 2014.

The meeting started at 6.00 pm and ended at 8.05 pm

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