

Agenda

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Scrutiny Committee

Date: **Tuesday 5 June 2018**

Time: **6.00 pm**

Place: **St Aldate's Room - Oxford Town Hall**

For any further information please contact:

John Mitchell, Committee Services Officer

Telephone: 01865 252217

Email: democraticservices@oxford.gov.uk

As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

Scrutiny Committee

Membership

Chair Councillor Andrew Gant

Vice Chair Councillor David Henwood

Councillor Mohammed Altaf-Khan

Councillor Lubna Arshad

Councillor Nadine Bely-Summers

Councillor Hosnieh Djafari-Marbini

Councillor Alex Donnelly

Councillor James Fry

Councillor Pat Kennedy

Councillor Craig Simmons

Councillor Christine Simm

Vacancy

(Labour Group place)

The quorum for this Committee is four, substitutes are permitted.

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AGENDA

Pages

1 **APOLOGIES FOR ABSENCE**

2 **DECLARATIONS OF INTEREST**

3 **CHAIR'S ANNOUNCEMENTS**

4 **MINUTES**

7 - 12

Recommendation: That the minutes of the meeting held on 17 May 2018 be APPROVED as a true and accurate record.

5 **ANNUAL WORK PLAN REVIEW AND FORWARD PLAN**

13 - 40

The Scrutiny Committee operates within a work plan which is agreed at the start of the Council year. The Work Plan is reviewed at each meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest [Forward Plan](#) (which outlines decisions to be taken by the City Executive Board or Council). The Committee is asked to review and note its work plan for the 2018/19 council year.

Separately from regular consideration of the Work Plan, the Scrutiny Committee conducts an annual Work Plan review, which will take place at this meeting and is based on a longlist compiled by the Scrutiny Officer in response to suggestions by Members and Senior Officers. The Scrutiny Committee is recommended to:

Agree the indicative Scrutiny Committee Work Plan for 2018/19.

Agree to establish the first scrutiny review group to be scoped for agreement by the Committee on 3 July, and identify any further review groups for later establishment in 2018/19.

Agree the chair(s) of any review groups.

Agree the membership of the Finance, Housing and Companies Panels for 2018/19.

Delegate responsibility to each Standing Panel to form its own Work Plan at their first meeting, with reference to the longlist presented to the Scrutiny Committee.

Contact Officer: Stefan Robinson, Scrutiny Officer –
srobinson@oxford.gov.uk 01865 252191

6 **FUSION LIFESTYLE'S ANNUAL SERVICE PLAN**

41 - 100

The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny. The City Executive Board on 13 June will be asked to endorse Fusion Lifestyles 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Lead member: Councillor Linda Smith, Deputy Leader and Board Member for Leisure and Housing.

Officer Contact: Ian Brooke, Head of Community Services –
lbrooke@oxford.gov.uk 01865 252191

7 SAFEGUARDING ANNUAL REPORT

101 - 160

The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny. The City Executive Board on 13 June will be asked note progress made on Oxford City Council's Safeguarding 2017/18 Action Plan. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Lead member: Cllr Marie Tidball, Board Member Supporting Local Communities

Officer Contact: Daniella Granito, Policy and Partnership Team Manager -
dgranito@oxford.gov.uk 07483 010758

8 MODERN SLAVERY ACT - TRANSPARENCY STATEMENT 2017-2018

161 - 170

The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny. The City Executive Board on 13 June will be asked to approve the Modern Slavery Act Transparency Statement 2017-2018. This is an opportunity for the Scrutiny Committee to make recommendations to the Board.

Lead member: Councillor Tom Hayes, Board Member for Safer, Greener, Environment

Officer Contact: Richard Adams, Community Safety Service Manager -
radams@oxford.gov.uk 01865 252283

9 REPORT BACK ON RECOMMENDATIONS

171 - 174

This item is for the Committee to note and comment on recent executive responses to Scrutiny recommendations. Since the last meeting of the Committee the Board has responded to recommendations in relation to the Discretionary Housing Payments (DHP) Policy and Oxford Town Hall.

The Scrutiny Committee is asked to note a point of clarification concerning the accuracy of the DHP Scrutiny report submitted to the City Executive Board (CEB) on 22 May, concerning how DHP criteria is applied. A full statement of clarification is outlined in CEB's response to the DHP recommendations.

Contact Officer: Stefan Robinson, Scrutiny Officer, srobinson@oxford.gov.uk
01865 252191

10 DATES OF FUTURE MEETINGS

Meetings for 2018 are scheduled as followed:

Scrutiny Committee

- 03 July
- 30 July (provisional)
- 06 September
- 08 October
- 06 November
- 04 December

Standing Panels

Housing Standing Panel: 05 July, 11 October, 12 November

Finance Standing Panel: 04 July, 10 September, 06 December

Companies Panel (*Provisional dates*) 07 June, 31 July, 11 September,
29 October, 12 December, 03 January 2019

All meetings start at 6.00 pm

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.

*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.

Minutes of a meeting of the SCRUTINY COMMITTEE on Thursday 17 May 2018

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Committee members:

Councillor Gant (Chair)	Councillor Arshad
Councillor Altaf-Khan	Councillor Fry
Councillor Henwood	Councillor Djafari-Marbini
Councillor Bely-Summers	Councillor Kennedy
Councillor Simm	Councillor Simmons

Officers:

Stefan Robinson, Scrutiny Officer
James Pickering, Welfare Reform Manager
David Hunt, Commercial Manager
John Mitchell, Committee and Member Services Officer

Apologies:

None

1. Election of Chair for 2018/19

The Committee resolved to elect Councillor Gant as Chair for the Council year 2018-19.

2. Election of Vice-Chair for 2018/19

The Committee resolved to elect Councillor Henwood as Deputy Chair for the Council year 2018-19.

3. Declarations of interest

None.

4. Chair's Announcements

The Chair welcomed those present to the first meeting of the newly constituted Scrutiny Committee, extending a particular welcome to those who were newly elected Councillors and whose fresh insights and views would be welcome.

5. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 05 April 2018 as a true and accurate record, subject to some minor typographical corrections.

6. Scrutiny Operating Principles and Panel Arrangements

The Scrutiny Officer had submitted a report setting out a draft set of operating principles for the Scrutiny Committee for the 2018/19 municipal year and to establish Standing Panels and appoint Standing Panel Chairs.

Speaking to the report, he drew particular attention to its 4 recommendations. In relation to the Companies' Standing Panel, it was agreed that further clarification about its role in relation to the companies' shareholder (ie the City Executive Board (CEB)

meeting as the shareholder) would be helpful, with particular reference to the information it would have access to. It was noted that consideration might be given to merging the Companies and Finance Panels at some point in the future.

The Committee elected Chairs to the Standing Panels (see below). Other members of the Panels would be agreed at the next meeting of the Committee. The Scrutiny Officer would contact group secretaries for nominations.

With reference to review groups and items for the work plan, the Scrutiny Officer would welcome suggestions for subjects by 21 May. The suggestions would feed into a long list for further consideration on 05 June.

The Scrutiny Officer reminded members of the Committee of his offer to meet them on a 1:1 basis at a mutually convenient time. This might be particularly helpful for new member of the Committee. He had tabled a copy of a new Scrutiny Guide for Councillors which was also being sent to members of the Committee electronically.

The Committee resolved to :

1. **Agree** the Committee Operating Principles for the 2018/19 municipal year.
2. **Agree** to re-establish the Finance, Housing and Companies Standing Panels for the 2018/19 municipal year.
3. **Appoint** the following Panel Chairs: Finance, Cllr Fry; Housing, Cllr Henwood; Companies Cllr Fry.
4. **Note** the schedule of meetings for the 2018/19 municipal year.

7. Work Plan and Forward Plan

The Scrutiny Officer spoke to the report which set out the proposed work plan for the 2018/19 municipal year.

He reminded members of the Committee that the content of the plan was for it to determine, subject to the resources available to carry it out. He noted that CEB consideration of the Local Plan had been deferred to September and Scrutiny consideration of it had, therefore, slipped too.

Separately from regular consideration of the Work Plan, the Scrutiny Committee conducts an annual Work Plan review, which will take place at the Committee meeting on 5 June. Committee members were reminded to submit items for the Work Plan longlist to the Scrutiny Officer by 21 May.

8. Review of Discretionary Housing Payment Policy

The Scrutiny Committee had been asked for this item to be included on the agenda for pre-decision scrutiny. The City Executive Board on 22 May would be asked to approve amendments to the current Discretionary Housing Payment (DHP) Policy and to note the trends in expenditure detailed in the report.

The Welfare Reform Manager spoke briefly to the report. The principal objective of the DHP policy, (to provide short term financial relief to applicants in order to give them time to find more sustainable solutions) remained unchanged. The Policy had been

reviewed in light of the wider roll out of Universal Credit (UC) and other consequential and related changes.

The fluctuating level of government funding for DHP required a responsive approach to its delivery and an eye to be kept on other welfare changes which might impact upon its use and adjustments to the allocation criteria. Part of the Policy intention was to ensure that its use did not result in liabilities for the Council once funding was either reduced or removed. Unspent allocations for one year could not be carried over to the next.

Issues about the uses of DHPs were inextricably linked with the introduction of UC. It was suggested that the Committee might benefit from a report on the consequences of the latter in due course.

It was noted that the Council did not top up the funds available for DHP, as it was able to do if it wished and as some other authorities did. In this context it was noted that the Homelessness Reserve might be used for such a purpose. The Welfare Reform Manager noted that a separate sum of £25k was available in the current financial year to assist residents, on a case by case basis, who are particularly adversely affected by the introduction of UC. Despite this, it was agreed that representations should be made to the CEB to top up the DHP fund if it was considered that there was further need which could be met by additional funds being made available.

9. Oxford Town Hall

The Scrutiny Committee had asked for a report to enable it to consider how the Council can improve the profile and accessibility of the Town Hall.

David Hunt, Commercial Manager, Community Services introduced the report. There had been recent audit of the building's accessibility, the final report of which was not yet available. The audit had been conducted by a team with experience of addressing the challenges of access in listed and otherwise historically valuable college buildings in the city. The Town Hall, as a Grade 2 listed building, presented some interesting challenges when it came to matters of access and some pragmatic decisions had to be made about the extent of some otherwise desirable changes whether on grounds of cost or the limitations imposed by listed status. There was agreement however on the desirability of treating those rooms available to the public as a priority.

The recently confirmed programme of a £3m refurbishment of the museum would help affirm the Town Hall as a cultural hub for the City. The imperative of accessibility had been "baked into the process" of its development to ensure the highest levels of participation once open. Thought was being given as to how the attraction of the new museum could be used, in turn, to promote other aspects of the Town Hall. Cllr Simm noted that thought was being given to linking the new museum with the City's other museums and so generating the idea of a "Museum Quarter."

The balance to be struck between generating income through lettings; free use by community groups (which have a positive impact on Oxford's residents); and use to meet the Council's meeting and other needs was always a difficult one. It was "difficult

to turn away bookings.” David and his colleagues were in touch with members of the communities team about how best to promote the use by community groups.

In a wide ranging discussion about accessibility concerns were raised about the practice of charging for the Town Hall’s voice enhancers and of levying a £5 per capita charge for groups wishing to bring their own food. There was a strong view that residents in some part of the City did not regard the City centre (and therefore the Town Hall) as ‘their’ town centre, gravitating, rather, to Templars Square for example. It was noted that the new Museum was being developed in a way which deliberately sought to break away from the customary ‘town and gown’ model with a much more inclusive approach which embraced all parts, aspects and communities of the City, past and present. It was hoped that this would encourage more local people to engage with the museum than hitherto.

It was noted that the agreement for letting the Town Hall flat was subject to a break clause which was being exercised to bring it back under Council control with effect from July 2019 to allow the necessary museum work to take place. This break would provide an opportunity to consider a new arrangement that might provide better value.

There was a strong perception in some quarters that the Town Hall was not seen a welcoming, notably by the BAME community. The comparable practice in some other towns and cities (eg Luton and Birmingham) was seen as much more inclusive. It would be useful to see a breakdown of lettings by users. The Commercial Manager said that all groups were welcome; feedback forms reflected a 72% “Excellent” response to the service provided; and that all complaints were followed up.

In conclusion it was agreed that the following recommendations should be put to the City Executive Board:

1. That the charging schedule for rental facilities in the Town Hall be reviewed to ensure that it does not discriminate against any person with a disability or impairment. For example, there should be no charge for the use of voice enhancers;
2. That data should be collected on the number, type and proportion of community groups using the Town Hall, relative to the number of private and council bookings. These data should be used to analyse what barriers might exist to different user groups, and targeted promotional activities should be undertaken to engage more effectively with those underrepresented. These data should include:
 - a) The type of user groups using the Town Hall;
 - b) Where the user groups are geographically based; and
 - c) How often each user group books rooms at the Town Hall
3. That consideration be given to how key public spaces within the Town Hall can be made equally accessible for all visitors.

It was also agreed that the access audit report should come back to the Committee when complete.

10. Report back on recommendations

The Committee noted the response by the City Executive Board to its recommendations in relation to Health Inequalities.

11. Dates of future meetings

Meetings for 2018 are scheduled as followed:

Scrutiny Committee

- 05 June
- 03 July
- 30 July (provisional)
- 06 September
- 08 October
- 06 November
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Standing Panels

Housing Standing Panel: 05 July, 11 October, 12 November
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 Companies Panel (*Provisional dates*) 07 June, 31 July, 11 September,
 29 October, 12 December, 03 January 2019

All meetings start at 6.00 pm

The meeting started at 6.00 pm and ended at 7.35 pm

Chair

Date: Tuesday 5 June 2018

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To: Scrutiny Committee
Date: 5 June 2018
Report of: Scrutiny Officer
Title of Report: Scrutiny Annual Work Plan Review

Summary and recommendations	
Purpose of report:	To form an indicative Scrutiny Work Plan for 2018/19, including the establishment of any review groups.
Key decision:	No
Scrutiny Lead Member:	Councillor Gant, Chair of the Scrutiny Committee
Corporate Priority:	'An Efficient and Effective Council.'
Recommendations: That the Scrutiny Committee resolves to:	
1.	Agree the indicative Scrutiny Committee Work Plan for 2018/19.
2.	Agree to establish the first scrutiny review group to be scoped for agreement by the Committee on 3 July, and identify any further review groups for later establishment in 2018/19.
3.	Agree the chair(s) of any review groups.
4.	Agree the membership of the Finance, Housing and Companies Panels for 2018/19.
5.	Delegate responsibility to each Standing Panel to form its own Work Plan at their first meeting, with reference to the longlist presented to the Scrutiny Committee.

Appendices	
Appendix 1	Methods of conducting scrutiny and support work
Appendix 2	'TOPIC' scoring criteria for Work Plan Items
Appendix 3	Scrutiny Work Plan longlist of Items
Appendix 4	Current Scrutiny Work Plan
Appendix 5	City Executive Board Forward Plan of Decisions
Appendix 6	Membership nominations for standing panels (to follow)

Introduction and background

1. The Scrutiny Work Plan is a live document that sets out what issues will be considered by the Scrutiny Committee and at which meeting. The Work Plan is reviewed on a rolling basis at each meeting, and remains flexible to new priorities throughout the year. The Centre for Public Scrutiny (CfPS) advocates that Committees form an indicative Work Plan at the start of the year, so that items can be scheduled for consideration and reports produced in a timely manner. The Work Plan also provides members of the public with a forward view of the Committee's work, which they may want to contribute to. The CfPS explains:
2. *“Effective work planning is the bedrock of an effective scrutiny function. Done well, it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.”¹*
3. Since coming into post in March 2018, the Scrutiny Officer has been collating a longlist of items that the Scrutiny Committee might want to consider in 2018/19. This report asks the Scrutiny Committee to consider the longlist, and select items for priority consideration. Specifically, the Scrutiny Committee is advised to:
 - Remove any items from the longlist that it does not wish to consider
 - Add any items to the longlist that it wishes to consider
 - Identify any high priority items that require the establishment of a review group
 - Agree who will chair any such review groups.

Forming a Work Plan

4. In previous years, the Scrutiny Committee has established a yearly plan of work in either May or June, which has been supported by a longlist of items collated by the Scrutiny Officer. The Scrutiny Officer contacted all councillors and senior officers in March 2018, and again following the local election on 4 May, to request suggestions for the Work Plan. This allowed a brief window for new members of the Committee to influence the Work Plan from the outset. This year, a [press release](#) was also issued on 10 May inviting members of the public to submit suggestions for the work plan through an [online form](#). Unfortunately, no public submissions were received. The longlist of items presented in **Appendix 3** is based on:
 - New suggestions from councillors and senior officers
 - Outstanding items left over from the previous year's Work Plan
 - Items that the Committee has previously asked to receive annually or quarterly
 - Selected upcoming City Executive Board (CEB) decisions listed in the [Forward Plan](#).
5. Scrutiny best practice recognises that the contents of work plans should be based on sound criteria with a clear rationale for topic selection.² Accordingly, in preparing this report, the Scrutiny Officer has developed the 'TOPIC' scoring criteria as a guide for prioritising scrutiny issues, in line with similar approaches deployed at other authorities. Importantly, the scoring system is nuanced and aspires to be objective,

¹ The Centre for Public Scrutiny. 2011. *A Cunning Plan?: A guide to effective work programming*.

² Auditor General for Wales. 2014. *“Good Scrutiny? Good Question!?: Scrutiny in Local Government Improvement Study*.

but the Committee should use its best judgement in agreeing which items to take forward.

6. The Scrutiny Officer has carried out an initial assessment to score each of the items based on his own judgement and understanding of the issues, and has reviewed the longlist together with the Chair and Vice-Chair. It is recommended that items scoring 9 or higher should be included in the Work Plan. Items scoring less than 9 have been included in a list of reserve items, which the Committee may wish to reconsider should the Committee require further items towards the end of 2018/19, or discard from further consideration. A full explanation of the scoring methodology used can be found in **Appendix 2**. Where possible, the Scrutiny Officer will prioritise bringing items forward to the Committee based on their scoring.
7. The Chair and Vice-Chair have indicated that they are content for each of the standing panels to form their own work plan, having regard to the longlist of items; however, each panel will remain accountable to the main committee for their work. Where time permits, the Standing Panels will report to the Scrutiny Committee before their recommendations are agreed for submission to the Executive Board. This report requests the Committee to formalise that arrangement.
8. An effective work plan will:
 - strictly prioritise key issues
 - clearly outline the purpose and rationale of why items are being considered
 - limit the number of update reports and reports for noting
 - ensure that agendas are realistic and not ‘too busy’
 - deploy appropriate scrutiny methods for the issue under review
 - provide attendees with sufficient notice to prepare for meetings
 - establish “task and finish” review groups and standing panels to undertake detailed work.

Review Groups

9. In some instances, the Scrutiny Committee may consider it more effective to establish a small group to carry out a review, where it would be impractical for the whole committee to be involved. Review Groups are informal task and finish groups established by the Scrutiny Committee to gather evidence and produce a report and recommendations on a specific issue. These are different to the Standing Panels agreed by the Committee on 17 May 2018. The work of a review group should be focussed, time limited, and involve in depth research and scrutiny in the interest of developing recommendations for service improvement. The recommendations emerging from review groups are supported by a comprehensive report produced by the Scrutiny Officer, in consultation with the review group chair.
10. Often, review groups seek the help of external experts to inform their work, and involve the public where possible. Members of these groups should have the interest and time to commit to undertake in-depth scrutiny and policy development work. For the time and commitment they require, review groups are widely considered to be the most effective form of scrutiny, so long as they remain well targeted, well supported, councillor led reviews.³

³ Stoker, G., John, P., Gains, F. Greasley, S and Rao, N. 2007. *The New Council Constitutions: The Outcomes and Impact of the Local Government Act: Evaluation of Local Governance Research Project*. Department of Communities and Local Government.

11. In accordance with the Committee Operating Principles, the chairs of any review groups should be members of the Scrutiny Committee, but the remaining members can be any non-executive members of the Council. It is recommended that review groups are chaired by those members of the Committee who champion a specific issue for review. The membership of any review groups should align with the membership arrangements specified in the Committee Operating Principles adopted at the Scrutiny Committee meeting on 17 May 2018.
12. The Scrutiny Officer will work with the Chair of each review group and officers to provide a comprehensive scope of the review that will be undertaken, and present the scope for agreement at the next available committee meeting.
13. To date, the issues that have been suggested as a review group topic, or would be suited to a review group, are as follows:
 - The Council’s 2019/20 Budget (undertaken annually in January by the Finance Panel)
 - Air Quality
 - Rough Sleeping and/or Homelessness
 - Tourism management
 - The prevention and removal of graffiti
 - Isolation among older people
 - Youth inequalities
 - Dockless bicycles
 - The Council’s democratic and decision making structures

Stages of Review Group Work
<p>Scoping: The scoping of a scrutiny review is fundamental to the effectiveness of the review process. This starts with identifying outputs and objectives, and clarifying what councillors aim to achieve. The scope also considers what evidence is needed, the timeframe for the review, who should be involved and any publicity required.</p>
<p>Evidence gathering: A number of evidence gathering sessions are then held in accordance with the scope of the review. This principally involves speaking with experts and council officers, but it could also involve site visits, consultation exercises, examining performance, desktop research and holding public workshops.</p>
<p>Reviewing evidence: Once all of the evidence has been gathered, a period of reflection and review will take place. This is where councillors take stock and assess the evidence, and decide if enough information is available to draw reasonable conclusions and recommendations.</p>
<p>Reporting and recommendations: The Scrutiny Officer, in consultation with the Chair and other members of the Review Group, will produce a detailed report on the Review Group’s work, outlining the rationale for its conclusions and recommendations. Following endorsement from the Scrutiny Committee, the Review Group’s report and recommendations will go to the Executive Board for a response.</p>
<p>Monitoring and evaluation: Although responsibility for the implementation of any accepted recommendations rests with the City Executive Board and officers, it is essential that the Scrutiny Committee monitors progress usually at 6 or 12 month intervals.</p>

Resource Implications

14. An effective work plan will make best use of the resources available. The Council has one dedicated Scrutiny Officer available to support the work of the Scrutiny Committee, its standing panels and review groups. Where the Committee requests to consider a City Executive Board report, the resource implications will be minimal because the report will already have been produced. Where the Committee commissions its own report from officers on a new issue, the resource implications are more significant. The resource requirements are most significant for review groups, where there is potential to increase the workload for several council officers and councillors. It is recommended that the Committee establishes and finishes its first review group inquiry, before proceeding with any further reviews.
15. Some service areas will also come under greater scrutiny than others, which will place a greater draw on officer time in that department. The Committee is therefore advised to be mindful of the resource implications that each of their requests will have. However, national best practice recognises that authorities should strive for a parity of esteem between Executive and Scrutiny functions, and it is suggested that Scrutiny should have the same access to officer expertise and time as their Executive counterparts.⁴
16. The Scrutiny Officer advises that the principle of considering fewer issues in detail is more effective than considering many issues in brevity. As the CfPS highlights: *“To help ensure that scrutiny has an impact, scrutiny committees may have to balance a desire to examine a large number of topics with the likelihood of securing greater impact through focusing on a small number of items in more detail.”* The current longlist of items outlined in **Appendix 3** represents a relatively busy Work Plan, based on the work of the Committee in previous years.
17. The list below provides a guide as to the level of resource available to support the Committee. This data has been collated based on the Committee Work Plan from 2017/18:
 - Between the Scrutiny Committee, its standing panels and review groups, a total of 35 formal meetings were held.
 - A total of 74 items were considered. 26 of these items were Executive Board decisions, with the remaining 48 reports being commissioned by the Committee.
 - 16 Scrutiny Committee reports containing 86 recommendations were presented to the Executive Board. This included major reports from the Oxford Living Wage Review Group and the Budget Review Group.

Other Ways of Working

18. The Scrutiny Committee has creative freedom to work in a variety of ways according to the subject and nature of the issue it is considering. Whilst formal committee meetings, pre-decision scrutiny, review groups and standing panels are a well-established means of undertaking scrutiny at Oxford City Council, there are other ways that scrutiny can be undertaken. **Appendix 1** provides an overview of

⁴ Communities and Local Government Select Committee. 2017. *The effectiveness of local authority overview and scrutiny committees.*

different approaches to scrutiny, and the Committee may want to explore these options when considering certain issues in future.

Next Steps

19. Before the next committee on 3 July, the Scrutiny Officer will request nominations from group secretaries to any review groups that are established, and the membership will be agreed on 3 July. The Scrutiny Officer will also work with the Chair of any review group(s) to draft a scope for the Committee to agree at its next meeting. Finally, an indicative Work Plan will be drafted and presented to the Committee at its next meeting, and reviewed at each subsequent meeting.

Report author	Stefan Robinson
Job title	Scrutiny Officer
Service area or department	Law and Governance
Telephone	01865 252191
e-mail	srobinson@oxford.gov.uk

Background Papers: None

Appendix 1: Methods of conducting scrutiny and support work

Advantages	Disadvantages
<p>Review Groups - Informal, usually small, and time-limited bodies comprised of members of the Committee who investigate a specific area in detail. This often involves meeting with external experts and organisations, as well as council officers, and conducting independent research.</p>	
<ul style="list-style-type: none"> • Allows for in depth research and evidence gathering to take place • The most thorough approach to scrutiny • Informal 	<ul style="list-style-type: none"> • Often requires extensive time and resource commitments • Tendency to overrun, tail off or change scope
<p>Workshops and public meetings - Invite the public and relevant experts to provide the Committee with independent views and expert information on a specific area of interest. Usually conducted as an informal session or drop-in event.</p>	
<ul style="list-style-type: none"> • Allows anyone to contribute • Informal 	<ul style="list-style-type: none"> • A risk that no one will attend • People may misunderstand the role of the Committee
<p>Site visits - Visit service users, the launch of a new scheme, or a 'best practice' organisation to assess the impact of services.</p>	
<ul style="list-style-type: none"> • Interacting with service users and understanding their needs • The ability to learn from other authorities • Builds working relationships 	<ul style="list-style-type: none"> • May have logistical challenges; • Evidence is only collected from one source.
<p>Member Champions - Using an expert within the Committee's membership to investigate, together with the support of the scrutiny officer, and report back to the Committee.</p>	
<ul style="list-style-type: none"> • Harnesses the enthusiasm and expertise of one member • Allows time for the Committee to investigate other areas. 	<ul style="list-style-type: none"> • The potential to provide a narrow view • Intensive and time consuming for the individual
<p>Joint scrutiny - Working with other organisations to recommend improved ways of working.</p>	
<ul style="list-style-type: none"> • Builds working relationships • Minimises any duplication of work 	<ul style="list-style-type: none"> • Logistically challenging • The objectives and purpose of work may not align between organisations
<p>Desktop research - Officers or Councillors may conduct research on behalf of the Committee and report back with their findings. This can be used as the basis for further enquiry.</p>	
<ul style="list-style-type: none"> • Often the quickest and most efficient way of collecting data and evidence. 	<ul style="list-style-type: none"> • Does not engage with service users • Requires reading potentially long reports

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Appendix 2 - 'TOPIC' Scoring Criteria

In preparing this report, the Scrutiny Officer has developed the 'TOPIC' scoring criteria as a guide for prioritising scrutiny issues. This broadly reflects the approach advocated for by the Centre for Public Scrutiny, and other leading scrutiny authorities. The scoring system is nuanced and aspires to be objective, but the Committee should use its best judgement in agreeing which items to take forward. The Scrutiny Officer has carried out an initial assessment to score each of the items, and has reviewed the scoring together with the Chair and Vice-Chair before publication. It is recommended that items scoring 9 or higher should be included in the Work Plan. Items scoring lower than 9 would be placed on a reserve list.

T for Timely - Priorities should take account of work in other areas. Is another review happening? Is the service due for inspection? Are legislative changes afoot? Members are advised to wait for the outcome of similar work before conducting their own work. Poorly performing and 'red' rated services should also be prioritised for review.

Score	Measure
0	Work is underway elsewhere
1	No other work identified
2	Priority need to review / poor council performance

O for Oxford Priority – The Committee should take account of the Council's overall vision for the area. Where possible, the Committee should ensure that its work relates to the corporate plan and council priorities.

Score	Measure
0	Not in the Corporate Plan
1	Links to the Corporate Plan
2	In the Corporate Plan
3	Corporate priority

P for Public Interest: Members' representative roles are an essential feature of Scrutiny. They are the eyes and ears of the public, ensuring that services are meeting local needs. The interests of local people should therefore influence the issues chosen for scrutiny.

Score	Measure
0	Minimal public interest
1	Low public interest
2	Medium public interest
3	High public interest

I for Influence: The Committee will have varying levels of influence, depending on the issue it is reviewing. The Committee is better placed to influence council services than external agencies, and should be looking to add value. Consideration should be given to the prospect and likelihood of having influence over a particular issue.

Score	Measure
0	low influence
1	Medium influence
2	High influence

C for Cost: Services or decisions which incur a high level of income, expenditure or savings should be considered a priority.

Score	Measure
0	Low financial impact
1	Medium financial impact
2	High financial impact

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Appendix 3 - Scrutiny Work Plan longlist of Items

To guide the Committee in its decision making, the Scrutiny Officer has rated the items against the TOPIC criteria (Appendix 2). The results are not intended to represent the views or priorities of the Committee.

Outstanding items from 2017/18, annual and returning Items	CEB item	Description & reason outstanding	Lead Officer	T	O	P	I	C	Sum	Suggested approach
1. The local impacts of the Westgate Shopping Centre	No	To consider the impact of the new Westgate Centre on the city centre economy including parking and city centre management.	Laurie-Jane Taylor, City Centre Manager	2	3	3	2	2	12	Commission report and invite external guests
2. East Oxford Community Centre Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Vicky Trietline, Development Project Management Surveyor	2	3	3	2	2	12	CEB report to Committee
3. Oxford Draft Local Plan	Yes	To consider the Draft Local Plan (Housing Policies to be referred to the Housing Panel)	Patsy Dell, Head of Planning and Regulatory Services	2	3	3	2	2	12	CEB report to Committee
4. Council performance (4 items)	No	To track Council performance on a quarterly basis against a selection of corporate and service measures.	Jan Heath, Business Development & Support Manager	2	3	3	2	2	12	Commission report
5. Update on the Corporate Plan 2016-2020	Yes	To consider any updates on the Corporate Plan before they are presented to CEB.	Caroline Green, Assistant Chief Executive	2	3	3	2	2	12	CEB report to Committee
6. Grants to Community and Voluntary Organisations 18/19 and Monitoring Report for 2017/18	Yes	To consider the proposal for next year's grant allocations before it is presented to CEB for decision, and a monitoring report on the achievements resulting from previous grant allocations to community/voluntary groups.	Julia Tomkins, Grants and External Funding Officer	2	3	3	2	2	12	Commission report and CEB report to Committee
7. Fusion Lifestyle Annual Report and Service Plan	No	To consider the Fusion Lifestyle annual report., and a quarterly performance dashboard for leisure services.	Lucy Cherry, Leisure & Performance Manager	2	3	3	1	2	11	Commission report
8. Single use plastics	Yes	To consider what the Council could do to reduce the use of single use plastics in Oxford, in favour of recyclable alternatives.	Tim Sadler, Director of Sustainable City	2	2	3	1	1	9	CEB report to Committee
9. Planning and Regulatory Services Improvement Plan and Annual Monitoring Report	Yes	To review progress against the services improvement plan and consider the Planning AMR for 2017/18 before it is presented to CEB.	Patsy Dell, Head of Planning and Regulatory Services	2	1	2	2	2	9	Commission report and CEB report to Committee

New suggestions	CEB item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
10. Air Quality	In part	To consider the Oxford Annual Air Quality Status Report for 2017, and wider progress and options for addressing poor air quality.	Jo Colwell, Environmental Sustainability Manager	2	3	3	2	2	12	Review group / Annual Status Report
11. Rough sleeping / Homelessness	No	Suggested by several councillors, and could be considered by Housing Panel. Varying descriptions have been provided, including: a) Progress made with the City Conversation and the Homelessness Charter. b) The effectiveness of interventions for reducing homelessness, and alternative service options. c) Housing rough sleepers without a local connection. d) The role of local charities in preventing homelessness, and how the Council engages with these groups. e) Involving people with homelessness experience in the designing of services. f) Reviewing homelessness approaches at other authorities.	Dave Scholes, Housing Strategy & Needs Manager	1	3	3	2	2	11	Review group / Commission report. It is recommended that the scope of any review / report is refined and focussed. Please note, homelessness would ordinarily fall within the remit of the Housing Panel.
12. Oxfordshire Growth Board	No	To consider an update report on the governance / scrutiny arrangements for the Growth Board.	Anita Bradley, Head of Law and Governance	2	3	3	1	2	11	Commission report
13. Recycling	No	To review the Council's recycling rates. <i>Recycling services are a function now under Oxford Direct Services.</i>	Stephen Clarke, Client Manager	2	3	3	1	2	11	Site visit and presentation
14. Highways Maintenance Service	No	To consider the outcome of the Council taking on responsibility for highways maintenance on the classified road network in March 2018.	Stephen Clarke, Client Manager	2	2	3	2	2	11	Commission 2019 report
15. Zero Emission Zone Planning	No	To consider what work is underway to prepare for the introduction of the 2020 Zero Emission Zone in the City Centre.	Jo Colwell, Environmental Sustainability Manager	2	2	3	2	2	11	Commission report / invite centre traders
16. Services for Children and Young People	No	To consider what impact a reduction in services for young people is having in the City.	Tim Sadler, Director of Sustainable City	2	2	3	1	2	10	Consider Children's Trust report
17. Outcome of the Go Ultra Low Oxford Pilot	No	To consider the outcome of the electric vehicle charging pilot and next steps.	Tim Sadler, Executive Director for Sustainable City	2	3	2	2	1	10	Commission report
18. Oxford Rent Guarantee Scheme Pilot Review	No	To review the two year pilot and the possibility of its continuance.	David Rundle, Private Rented Team Leader	2	3	2	2	1	10	CEB report to Committee

19. Town Hall Accessibility	Yes	To consider the outcome of the Town Hall Accessibility Audit, and any progress on previous recommendations made in May 2018.	David Hunt, Commercial Manager	2	1	3	2	2	10	Commission Report
20. Council engagement with Oxford's diverse communities	No	To consider the Council's effectiveness in engaging with diverse community groups.	Mish Tullar Corporate Policy, Partnerships and Communications Manager.	1	3	3	2	1	10	Commission Report
21. Tourism management	No	To review options for the management of overcrowding in the City Centre.	Laurie-Jane Taylor, City Centre Manager	2	1	3	1	2	9	Review Group / Commission report
22. Graffiti	No	To consider the work being undertaken to remove unwanted graffiti and prevention projects.	Liz Jones, ASBIT Manager	2	1	3	1	2	9	Review group / Commission report
23. Dockless Bicycles	No	To consider the public benefit and use of bicycle share schemes which started operating in the City in 2017.	Laurie-Jane Taylor, City Centre Manager	2	3	3	1	0	9	Review group / Commission report
24. Cycling	No	The Committee could consider what funding arrangements are available for infrastructure improvements and cycle safety, for example.	Jo Colwell, Environmental Sustainability Manager	1	3	3	1	1	9	Requires further scoping
25. Oxford Living Wage	No	To consider a 12 month update on progress made against recommendations of the review group.	Matt Peachey, Economic Development Manager	2	2	2	1	2	9	Commission report in 2019
26. Workplace equalities	No	To consider an update on the diversity of the Council's workforce.	Chris Harvey, OD, Learning & HR Support Manager	2	2	2	2	1	9	Commission report
27. Short term private property lettings	No	To consider how, and to what extent, short term private property lettings are being used in the city. This issue includes regulation and business rates.	Ian Wright, Environmental Health Services Manager	2	2	3	1	1	9	Member briefing on 27 June 2018
28. Community Centre Offering	No	To consider the breadth and variety of activities and events offered at community centres, and identify any gaps in the offering.	Ian Brooke, Head of Community Services	1	2	3	1	2	9	Commission Report
29. Council Democracy	No	To audit and improve the City Council's democratic structures, public access/confidence, and make suggestions for improvements/ alternative models.	Andrew Brown, Committee and Member Services Manager	1	1	3	2	2	9	Review group / Do not include
30. Customer Contact / Digital Strategy	Yes	To review the new proposals for a customer contact and digital strategy.	Mish Tullar Corporate Policy, Partnerships and Comms Manager.	2	1	2	2	2	9	CEB report to committee
31. Breaches of building regulations		To consider rates of enforcement action against breaches of building regulations, following the Hackitt report which showed rates of enforcement action has fallen 75% in the last decade.	Stephen Clarke, Head of Housing	2	2	3	1	1	9	Commission report

Reserve Items	CEB item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
32. Youth Inequalities	No	To consider the contributing factors and solutions to the educational attainment gap for Black and Minority Ethnic children.	Matt Peachey, Economic Development Manager	1	2	2	1	2	8	Review Group / Request County report
33. Partnership working	No	To consider how the Council could improve its partnership arrangements with the County Council in the interest of mutual benefits.	Caroline Green, Assistant Chief Executive	1	2	1	2	2	8	Do not include / requires further scoping
34. Isolation among older people	No	To consider the issue of social isolation among older people in Oxford and how the Council could provide support and increase its work in this area.	Ian Brooke, Head of Community Services	1	2	3	1	1	8	Review Group / Do not include
35. Apprentice pay	No	To consider the impact that long term apprentice pay is having on local residents.	Matt Peachey, Economic Development Manager	2	2	2	1	1	8	Do not include
36. Socio-economic inequality	No	Oxford is the 2nd most unequal city; to investigate how the Council can maximise its powers with other partners to reduce inequality. <i>Review undertaken in 2015</i>	Matt Peachey, Economic Development Manager	0	2	3	1	2	8	Do not include
37. Prison discharge pathways	No	To consider how local prison discharges are affecting the demand placed on local housing and health services.	Dave Scholes, Housing Strategy & Needs Manager	2	1	2	1	2	8	Do not include / reconsider in 2019
38. Anti-social behaviour on Oxford's waterways	No	To consider the action being taken to address issues at four identified hotspots.	Richard Adams, Community Safety & Resilience Manager	2	2	2	1	1	8	Do not include
39. Inclusive cities	No	To consider what the Council has learnt from best practice in other cities about welcoming refugees and promoting inclusivity.	Caroline Green, Assistant Chief Executive	2	1	2	2	1	8	Do not include
40. Leaseholder relationships	No	To consider relationships with leaseholders including the views of individual leaseholders.	Bill Graves, Landlord Services Manager	0	1	3	1	2	7	Review timeliness in 2019
41. Promoting use of the Waterways	No	To review the work being undertaken to improve use of the waterways within the city.	Jo Colwell, Environmental Sustainability Manager	1	1	2	2	1	7	Do not include
42. The Prevent Duty	No	To establish how the prevent duty operates in Oxford, and the Council's duties, which is causing concern among some communities.	Richard Adams, Community Safety & Resilience Manager	1	1	2	2	1	7	Do not include
43. Abandoned shopping trolleys	No	To consider how to reduce the number of abandoned shopping trolleys in the City.	Stephen Clarke, Client Manager	1	1	1	1	1	5	Do not include
44. Restorative justice	No	To consider the use of restorative justice to resolve low level cases of antisocial behaviour, and training and coordinating volunteers in RJ.	Richard Adams, Community Safety & Resilience Manager	1	1	2	1	0	5	Refer to Police and Crime Panel

Items for Housing Panel meetings

Outstanding items from 2017/18, annual and returning Items	CEB item	Description & reason outstanding	Lead Officer	T	O	P	I	C	Sum	Suggested approach
45. Local Plan Housing Policies	Yes	To consider the Local Plan Housing Policies. Scrutiny Committee to review other contents.	Patsy Dell, Head of Planning and Regulatory Services	2	3	3	2	2	12	CEB report to Panel
46. Housing Performance (4 items)	No	To consider quarterly reports on performance against a set of selected housing measures.	Stephen Clarke, Head of Housing	2	3	3	2	2	12	Commission report
47. Allocation of Homelessness Prevention Funds in 2019/20	Yes	To recommend the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy.	Dave Scholes, Housing Strategy & Needs Manager	2	3	3	2	2	12	CEB report to Panel
48. Great Estates update	No	To receive an update on progress made in developing masterplans for estates and working up and delivering a rolling programme of priority improvement schemes.	Martin Shaw, Property Services Manager	2	2	3	2	2	11	Commission report
49. Private sector regulation and oversight	No	To consider the effectiveness of arrangements to monitor standards in the private rented sector. For example, Houses of Multiple Occupation (HMOs).	Ian Wright, Environmental Health Services Manager	2	3	3	1	2	11	Commission report
50. Rents performance	No	To monitor Council rents performance including current and former tenant arrears.	Tanya Bandekar, Revenue & Benefits Service Manager	2	3	3	1	2	11	Commission report
51. Tenant satisfaction		To consider the outcome of the tenant satisfaction survey.	Bill Graves, Landlord Services Manager	1	3	2	2	2	10	Commission report
52. Empty garages	No	To consider plans to make best use of Council owned garage sites.	Dave Scholes, Housing Strategy & Needs Manager	2	2	1	2	2	9	Commission report
New suggestions	CEB item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
53. Evaluation of temp accommodation purchases.	No	To consider the benefits realised from the purchasing of temporary accommodation.	Dave Scholes, Housing Strategy & Needs Manager	2	3	3	2	2	12	Commission report
54. Affordable Housing	No	To consider mechanisms for delivering affordable housing, and the Council's performance in delivering affordable housing.	Stephen Clarke, Head of Housing	2	3	3	1	2	11	Commission report
55. Impact of the Homelessness Reduction Act 2017	Yes	To consider the impact of introducing mandatory flexible fixed term tenancies. This duty will not be enacted until HM Government issues guidance.	Dave Scholes, Housing Strategy & Needs Manager	2	3	3	1	1	10	Await HM Government Guidance

56. Impacts of absent owners on housing availability	No	To consider the impact of absent owners and on Oxford's housing availability.	Dave Scholes, Housing Strategy & Needs Manager	2	3	2	1	1	9	Commission report
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Items for Finance Panel meetings

Outstanding items from 2017/18, annual and returning Items	CEB item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
57. Budget 2018/19	Yes	To review the Council's annual budget, medium term financial plan, HRA business plan, capital programme and fees and charges.	Nigel Kennedy, Head of Financial Services	2	3	3	2	2	12	Review group
58. Budget monitoring (4 items)	Yes	To monitor spend against budgets and projected outturn on a quarterly basis.	Nigel Kennedy, Head of Financial Services	2	3	3	2	2	12	CEB report to Panel
59. Capital Strategy 2019/20	Yes	To consider the Council's Capital Strategy for 2019-20 and the capital gateway controls.	Nigel Kennedy, Head of Financial Services	2	3	2	2	2	11	CEB report to Panel
60. Treasury Management: Annual report	Yes	The report is submitted twice a year:	Anna Winship, Management Accountancy Manager	2	3	2	2	2	11	CEB report to Panel
60. Council Tax Support Scheme	Yes	To consider the annual review of the Council Tax Support Scheme.	Paul Wilding, Revenue & Benefits Programme Manager.	2	3	2	2	2	11	CEB report to Panel
62. Treasury Management Strategy 2019/20	Yes	To present the Council's Treasury Management Strategy for 2019/20 together with the Prudential Indicators.	Bill Lewis, Financial Accounting Manager	2	3	2	2	2	11	CEB report to Panel
63. Budget Review 2018/19 recommendations	No	To consider an update report on the implementation of the Panel's Budget Review 2018/19 recommendations.	Nigel Kennedy, Head of Financial Services	2	3	2	2	2	11	Commission update report
64. The Local implications of Brexit	No	To monitor and consider the impacts of Brexit on the Council and the local economy (2 items).	Nigel Kennedy, Head of Financial Services	2	1	3	1	2	9	Commission update report
New suggestions	CEB item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
65. Business rates retention	No	To review possible changes to the national scheme for local authority business rate retention.	Nigel Kennedy, Head of Financial Services	2	2	2	2	2	10	Commission report
66. Monitoring social value	No	To consider the case for integrated financial, social and environmental accounting.	Nigel Kennedy, Head of Financial Services	1	2	2	2	2	9	Commission report

67. Council Tax Exemption Monitoring	No	To consider where council tax exemptions may be subject to abuse, and strategies for tackling this.	Nigel Kennedy, Head of Financial Services	1	1	3	2	2	9	Commission report
68. Crowd-funding to invest in social bonds	No	To consider how the Council might operate as a vehicle to facilitate crowdfunding schemes and projects of community benefit.	Nigel Kennedy, Head of Financial Services	2	1	2	2	2	9	Commission report

Items for Companies Panel meetings

Item	Shareholder item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
69. Review of Housing Company business plan.	Yes	To consider the OCHL business plan and modelling of different tenure mix options	Anita Bradley, Head of Law and Governance	2	3	3	1	2	11	Shareholder Group reports to Panel
70. Oxford Direct Services quarterly performance	Yes	To consider the quarterly performance of services provided by Oxford Direct Services and its financial management.	Anita Bradley, Head of Law and Governance	2	3	3	1	2	11	Shareholder Group reports to Panel
71. Key shareholder / CEB decisions relating to Oxford City Housing Ltd	Yes	To scrutinise decisions of the Shareholder Group for OCHL, which will meet at least annually to consider company performance and make shareholder decisions.	Anita Bradley, Head of Law and Governance	2	3	3	1	2	11	Shareholder Group reports to Panel
72. Key Shareholder / CEB decisions relating to Oxford Direct Services	Yes	To scrutinise decisions of the Shareholder Group for Oxford Direct Services, which will meet at least annually to consider company performance and make shareholder decisions.	Anita Bradley, Head of Law and Governance	2	3	3	1	2	11	Shareholder Group reports to Panel
73. Shareholder / CEB decisions relating to OxWED	Yes	To scrutinise decisions of the Shareholder Group for OxWED in respect of the Council's 50% holdings in the joint venture company that will redevelop the west end of the city centre.	Anita Bradley, Head of Law and Governance	2	3	3	1	2	11	Shareholder Group reports to Panel

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Appendix 4

SCRUTINY WORK PLAN June 2018 - September 2018

Published on: 25/05/18

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its people. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the start of the 2018-19 council year and will be reviewed at each meeting of the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- Is consideration of the issue timely?
- Is it a corporate priority?
- Is the issue of significant public interest?
- Can Scrutiny influence and add value?
- Is it an area of high expenditure, income or savings?

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council's scrutiny function.	Councillors; Andrew Gant (Chair), David Henwood (Vice-Chair), Councillor Mohammed Altaf-Khan, Lubna Arshad, Nadine Bely-Summers, Hosnieh Djafari-Marbini, Alex Donnelly, James Fry, Pat Kennedy, Craig Simmons, Christine Simm.
Finance Panel	Finance and budgetary issues and decisions	To be confirmed at the Scrutiny Committee meeting on 5 June 2018
Housing Panel	Strategic housing and landlord issues and decisions	To be confirmed at the Scrutiny Committee meeting on 5 June 2018
Companies Panel	To scrutinise shareholder decisions relating to wholly Council-owned companies.	To be confirmed at the Scrutiny Committee meeting on 5 June 2018

5 JUNE 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Safeguarding Annual Report	Yes	To consider progress made on the Safeguarding Action Plan, key findings from the external safeguarding Audit, and a revised Safeguarding Policy.	Supporting Local Communities	Daniella Granito, Policy and Partnership Team Manager
Annual Scrutiny Work Plan Review	No	To formulate a plan of work for the Scrutiny Committee for the 2018/19 municipal year.	Customer and Corporate Services	Stefan Robinson, Scrutiny Officer
Modern Slavery	Yes	To approve the Modern Slavery Act – Transparency Statement for 2017 – 2018.	Safer, Greener, Environment	Linda Ludlow, Human Exploitation Coordinator
Fusion Lifestyle Service Plan and Performance Dashboard	Yes	To consider Fusion Lifestyle's Annual Service Plan and the performance dashboard.	Leisure and Housing	Lucy Cherry, Leisure and Performance Manager

3 JULY 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Workplace Equalities	No	To consider the diversity of the council's workforce, and strategies in place to promote workplace equalities.	Supporting Local Communities	Paul Adams, Community Safety Service Manager
2017/18 End of Year Council Performance Report	No	To consider the Council's performance for 2017/18.	Various	Jan Heath, Programme and Partnerships Manager

30 JULY 2018 - PROVISIONAL REPORTS NONE

6 SEPTEMBER 2018 - PROVISIONAL REPORTS

33

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Planning and Regulatory Services Improvement Plan	No	To consider progress made against the Planning and Regulatory Services Improvement Plan	Planning and Transport	Patsy Dell, Head of Planning and Regulatory
Air Quality Annual Status Report	Yes	To consider the Air Quality Annual Status Report.	Safer, Greener, Environment	Jo Colwell, Environmental Sustainability Manager
East Oxford Community Centre - Improvement Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Supporting Local Communities	Vicky Trietline, Development Project Management Surveyor

8 OCTOBER 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Draft Local Plan	Yes	To present the draft Local Plan following public consultation on the preferred option.	Planning and Transport	Sarah Harrison, Senior Planner
Monitoring grants to Community/Voluntary	Yes	To monitor the reported achievements resulting from Community and Voluntary Grant allocations	Supporting Local Communities	Julia Tomkins, Grants & External Funding

Organisations 2017/18		for 2017/18		Officer
Sustainability Strategy 2017	Yes	To consider the revised Sustainability Strategy, which will go to CEB for approval for public consultation.	Safer, Greener, Environment	Mai Jarvis, Environmental Quality Team Manager

FINANCE PANEL

4 JULY 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
The Local implications of Brexit	No	To monitor and consider the impacts of Brexit on the Council and the local economy.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Quarterly Integrated Report, Finance & Performance Q4	Yes	Quarterly Integrated Report, including Finance, Performance Management and Risk	Finance, Asset Management	Anna Winship, Management Accountancy Manager

10 SEPTEMBER 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Monitoring social value	No	To consider the case and opportunities for monitoring social value through integrated financial, social and environmental accounting.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Legal Services Income Generation	No	To consider the Council's income generation through Legal Services	Finance, Asset Management	Anita Bradley, Head of Law and Governance
Council Tax Reduction Scheme for 2019/20	Yes	To review the Council Tax Reduction Scheme	Finance, Asset Management	Paul Wilding, Programme Manager Revenue & Benefits
Treasury Management Annual Report	Yes	To consider the Treasury Management Performance Report	Finance, Asset Management	Bill Lewis, Financial Accounting Manager
Quarterly Integrated Report, Finance & Performance Q1	Yes	Quarterly Integrated Report, including, Finance, Performance Management and Risk	Finance, Asset Management	Anna Winship, Management Accountancy Manager

6 DECEMBER 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Quarterly Integrated Report, Finance & Performance Q2	Yes	Quarterly Integrated Report for Finance, Performance and Risk	Finance, Asset Management	Anna Winship, Management Accountancy Manager

HOUSING PANEL

5 JULY - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Empty garages and former garage sites	No	To receive an update on how the Council is dealing with empty garages and former garage sites.	Housing	Martin Shaw, Property Services Manager
Quarterly Housing Performance Report	No	To review the quarterly performance report for Housing Services.	Housing	Stephen Clarke, Head of Housing

11 OCTOBER 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Oxford Rent Guarantee Scheme Pilot Review	Yes	Review of the two year pilot to know if this pilot is to continue	Housing	David Rundle, Private Rented Team Leader
Draft Local Plan (Housing Policies)	Yes	To review the policies contained within the draft Local Plan.	Housing	Sarah Harrison, Senior Planner

12 NOVEMBER 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Tenant satisfaction TBC	No	To monitor tenant satisfaction survey results.	Housing	Bill Graves, Landlord Services Manager

COMPANIES PANEL

The Companies Panel will meet prior to meetings of the Shareholder Groups. Provisional dates for the Companies Panel are outlined below.

7 JUNE 2018

31 JULY 2018

11 SEPTEMBER 2018

29 OCTOBER 2018

12 DECEMBER 2018

3 JANUARY 2019

Appendix 5

FORWARD PLAN June 2018 – April 2019

REPORTS TO CEB AND COUNCIL

CEB: 13 JUNE 2018

ITEM 1: ID: I018791	EXTENSION OF HOME CHOICE PILOT Report Status: Confirmed for this meeting
A report seeking to extend the existing Home Choice Pilot for an additional six months.	
ITEM 2: ID: I016991	FUSION LIFESTYLE - ANNUAL SERVICE PLAN 2018/19 Report Status: Confirmed
To endorse Fusion Lifestyle's 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford	
ITEM 3: ID: I018595	MODERN SLAVERY ACT – TRANSPARENCY STATEMENT 2017-2018 Report Status:
To approve the Modern Slavery Act – Transparency Statement for 2017 – 2018.	
ITEM 4: ID: I019171	OXFORD CITY COUNCIL SAFEGUARDING REPORT 2017/18 Report Status: Confirmed for this meeting
To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2017/18. To present on key findings from our external safeguarding Audit Dec 18. To present the draft safeguarding action plan in response to these findings for 18/19. To table a revised safeguarding policy for Oxford City Council for approval	
ITEM 5: ID: I017365	APPOINTMENT TO OUTSIDE BODIES 2018/19 Report Status: Provisional: Decision reliant on another action or process
To review and appoint council representatives to Outside bodies for 2018/19	
ITEM 6: ID: I019144	Q4 2017/18 INTEGRATED REPORT Report Status: Confirmed for this meeting
Report of Financial Outturn, Risk Management and Performance results for 2017/18	
ITEM 7: ID: I019143	TENANCY STRATEGY AND TENANCY POLICY 2018-2023 Report Status: Provisional: Decision reliant on another action or process
To request the City Executive Board to recommend to Council, approval of the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) following a period of consultation.	

ITEM 8: ID: I018675	LOCAL DEVELOPMENT SCHEME 2018-2021 Report Status: Provisional: Awaiting further information, advice or input.
The Local Development Scheme sets out the programme for development of planning policy documents, including consultation periods and other key milestones.	

ITEM 9: ID: I019236	CLARIFICATION OF COUNCIL TAX REDUCTION SCHEME Report Status: Confirmed for this meeting
A report to clarify the operation of the new Council tax Reduction Scheme	

CEB: 11 JULY 2018

ITEM 10: ID: I015077	SUSTAINABILITY STRATEGY 2017 Report Status: CEB: Provisional: Decision needs further consideration or information Council: Provisional: Decision needs further consideration or information
The report will provide the revised Oxford Sustainability Strategy, which will set out the vision for Oxford's sustainable future and steps we are required to take to deliver it. The report will recommend approval of the draft strategy for public consultation.	

ITEM 11: ID: I019172	CHILDREN AND YOUNG PEOPLE'S STRATEGY Report Status: Confirmed for this meeting
The children and young people's strategy has been consulted on and adjustments have been made. This is the final version that needs to be approved by the City Executive Board.	

ITEM 12: ID: I019235	COURT PLACE FARM CAR PARK Report Status: Provisional: Decision reliant on another action or process
To implement parking controls at Court Place Farm car park.	

COUNCIL 23 JULY **CEB: 14 AUGUST 2018**

ITEM 13: ID: I019158	CITY WARD BOUNDARY REVIEW - BOUNDARY COMMISSION'S INITIAL PROPOSALS FOR COMMENT Report Status: Provisional: Decision reliant on another action or process
The Boundary Commission will publish its draft proposals on a new ward scheme for Oxford. The Council is invited to comment.	

ITEM 14: ID: I019076	QUARTERLY INTEGRATED REPORT, FINANCE & PERFORMANCE Q1 Report Status: Confirmed for this meeting
Quarterly Integrated Report, including, Finance, Performance Management and Risk	

CEB: 18 SEPTEMBER 2018

ITEM 15: ID: I019103	CONSULTATION ON THE WOLVERCOTE AND CUTTESLOWE NEIGHBOURHOOD PLAN Report Status: Provisional: Decision needs further consideration or information
This item to be submitted to CEB for approval that the correct documents have been submitted to meet the legal tests for the formal submission of the Wolvercote and Cutteslowe Neighbourhood Plan to go out or public consultation and then Examination.	

ITEM 16: ID: I014947	DRAFT LOCAL PLAN Report Status: Provisional: Awaiting further information, advice or input.
To present the draft Local Plan following public consultation on the preferred option.	

ITEM 17: ID: I015275	EAST OXFORD COMMUNITY CENTRE - IMPROVEMENT SCHEME Report Status: Provisional : Decision needs further consideration or information
To present an improvement scheme for the East Oxford Community Centre following public consultation.	

ITEM 18: ID: I017364	COUNCIL TAX REDUCTION SCHEME FOR 2019/20 Report Status:
To review the Council Tax Reduction Scheme	

ITEM 19: ID: I015525	TREASURY MANAGEMENT PERFORMANCE: ANNUAL REPORT AND PERFORMANCE 2017/18 Report Status: Confirmed
The Treasury Management Performance Report 2017/18 is submitted twice a year: · December 2017 – the position at the 30 September 2017 (Half Year) · September 2018 – the position at 31 March 2018 (Full Year)	

COUNCIL 01 OCTOBER CEB: 16 OCTOBER 2018

ITEM 20: ID: I014681	MONITORING GRANTS ALLOCATED TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2017/18 Report Status: Provisional
To monitor the reported achievements resulting from Community and Voluntary Grant allocations for 2017/18	

ITEM 21: ID: I017048	OXFORD RENT GUARANTEE SCHEME PILOT REVIEW Report Status: Provisional: Awaiting further information, advice or input.
Review of the two year pilot to know if this pilot is to continue	

CEB: 14 NOVEMBER 2018

ITEM 22: ID: I019077	QUARTERLY INTEGRATED REPORT, FINANCE & PERFORMANCE Q2 Report Status: Confirmed for this meeting
Quarterly Integrated Report for Finance, Performance and Risk	

ITEM 23: ID: I019075	REVIEW OF FINANCIAL INCLUSION STRATEGY Report Status: Confirmed for this meeting
A report reviewing the first year of the three year Strategy agreed in 2017.	

ITEM 24: ID: I019200	UPDATE ON COMMUNITY FACILITIES WHICH HAVE CONCESSIONARY RATES Report Status: Provisional: Awaiting further information, advice or input.
The Community Leases Report to CEB in June 2017 proposed that each autumn officers and members should meet with groups that have a community lease to discuss the progress and challenges they have had over the past year and the plans for the year ahead, including opportunities for external funding. This report summarises those meetings so elected members are fully updated on how these subsidies are being used.	

COUNCIL 26 NOVEMBER

CEB: 18 DECEMBER 2018

ITEM 25: ID: I019079	DRAFT CONSULTATION BUDGET 2019/20 Report Status: Confirmed for this meeting
Draft budget for consultation for 2019/20	

CEB: 22 JANUARY 2019

COUNCIL 28 JANUARY

CEB: 12 FEBRUARY 2019

ITEM 26: ID: I019081	CAPITAL STRATEGY Report Status: Confirmed for this meeting
Capital strategy update	

ITEM 27: ID: I019080	BUDGET 2019/20 Report Status: Confirmed for this meeting
Budget 2019/20	

ITEM 28: ID: I019078	QUARTERLY INTEGRATED REPORT, FINANCE & PERFORMANCE Q3 Report Status: Confirmed for this meeting
Quarterly Integrated Report: Finance, Performance and risk	

CEB: 13 MARCH 2019

CEB: 10 APRIL 2019

To: City Executive Board

Date: 13 June 2018

Report of: Head of Community Services

Title of Report: Overarching performance report for the City's contract with Fusion Lifestyle (2017/18) and recommendation to endorse Fusion Lifestyle's Annual Service Plan (2018/19)

Summary and recommendations	
Purpose of report:	To provide an overarching performance report for the City's contract with Fusion Lifestyle (2017/18). To recommend that the City Executive Board endorse Fusion Lifestyles 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford
Key decision:	Yes
Executive Board Member:	Councillor Linda Smith, Deputy Leader (Statutory) - Leisure and Housing
Corporate Priority:	Strong, Active Communities; Vibrant, Sustainable Economy; Cleaner, Greener Oxford City Council.
Policy Framework:	Leisure and Wellbeing Strategy, 2015 to 2020.
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Note the national and local context of the leisure market; 2. Note the overarching performance dashboard for 2017/18; and 3. Endorse the Fusion Lifestyle Annual Service Plan as recommend by the Leisure Partnership Board. 	

Appendices	
Appendix 1	Overarching performance dashboard, 2017/18
Appendix 2	SWOT Matrix
Appendix 3	Fusion Lifestyle's Annual Service Plan, 2018/2019
Appendix 4	Risk Implications
Appendix 5	Initial Equality Impact Assessment

Introduction and background

1. In March 2009 the Council entered into a contract with Fusion Lifestyle (Fusion) for the continuous development, management and operation of leisure services in Oxford. Fusion are a social enterprise with charitable status whose sole focus and extensive expertise is operating leisure facilities.
2. Prior to starting the contract with Fusion in 2009, the leisure centres were costing the Council over £2million per year.
3. The cost to the Council is fixed according to a payment schedule for the contract period. This figure has reduced to just under £100,000 per year, alongside absorbing increases in living wage, utility costs and adding in additional free swimming sessions for young people.
4. In February 2014 the City Executive Board agreed to extend the contract for a five year period to April 2024; following a contract review that led to an improved financial and service offer.
5. The savings made over the contract period have contributed towards a range of improvements to the leisure centres, with around circa £15 million of capital investment funded by the Council.

State of the leisure industry

6. The UK health and fitness industry is continuing to grow, however the last few years has seen significant changes in the market. This growth is being primarily driven from the private sector, which has more clubs, more members and a greater market value than ever before. The low cost (budget) market has continued to be the main driving force behind the private sector growth over the last 12 months¹ with many more clubs planned for the coming year. The outdoor and small group and self-organised offer has also shown growth.
7. With the continuing pressures on value for money leisure providers are expecting increased financial challenges. A recent Association of Public Service Excellence (APSE) state of the market survey showed that some providers are also exploring shorter opening times, closing sites to focus on a smaller number of large sites, and a greater focus on increasing revenue generating opportunities².
8. Areas of decline identified in the survey include sports development and sports halls. Others also suggest financial pressures on users, with people having less disposable income may see a reduction in longer term membership in favour of pay-as-you-go and shorter term options. Local Authority areas that are not well connected with health agendas are more likely to be cut or less subsidised by

¹ 2017 State of the UK Fitness Industry Report: The Leisure Database Company Ltd

² APSE State of the Market Survey 2017: Sport and leisure Briefing 17-43

health partnerships as they are not identifying the broader value that the centres offer³.

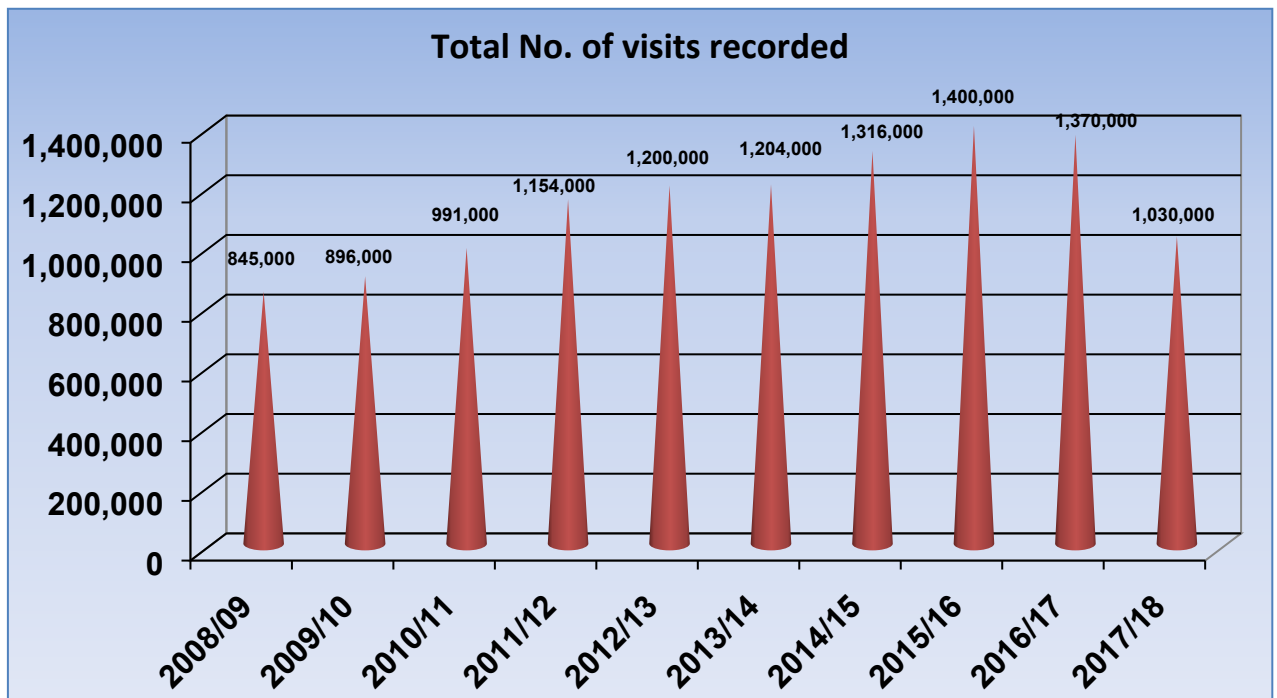
9. Industry resilience and future sustainability will need to include stronger and remodelled delivery options, intelligent commissioning, and increasing levels of participation using targeted approaches, alongside the considerations of cost and social value. The sector needs to become better at utilising off peak times to deliver social benefits.
10. The ability to be flexible and respond to market changes is intrinsic to future delivery. Sport England is now encouraging a collaborative approach with development of hubs and facilities that deliver physical activity and provide other services rather than traditional 'sport' model. Alongside the 'commercialisation' of facilities that deliver on social agendas too.

Oxford context

11. Much of our progress in recent years has been achieved through effective partnership working, taking a place leadership approach to increasing physical activity levels and delivering an offer broader than only focusing on Local Authority leisure centres.
12. The Council has continued to deliver a strategic approach to increasing participation in sport and physical activity and made a number of investments:
 - Community facilities (i.e. new gym and multipurpose activity areas in Community Centres).
 - A new gym at Oxford Spires Sport & Fitness Centre (Oxford Spires Academy).
 - Commitment to broader delivery through sport and physical activity programmes, community outreach and youth ambition.
 - Investment in our green spaces (i.e. play areas, fitness trails, tennis courts and sports pavilions).
13. Our Leisure & Wellbeing Strategy (2015 to 2020) recognised these changing trends with people wanting more variety and easily accessible opportunities to be active and we invested in opportunities to enable people to be active in our parks. The new Sports Park in Horspath will further improve our activity offer and is very much in line with national trends for activity.
14. These trends have seen more people doing a broader range of activities such as mass participation events such as Park Runs, Race for Life and Tough Mudders. Alongside this we now have three budget gyms in Oxford. The quality and experience provided by these gyms has improved significantly in recent years and they are a lower price than council leisure facilities.

³ APSE State of the Market Survey 2017: Sport and leisure Briefing 17-43

15. The Council's strategy has been successful and it has helped Oxford move from having one of the lowest levels of activity in country in 2007 (Sport England⁴), to being the fittest city in 2016⁵. In 2017 our in-house sport and leisure team also won another award as the best performing Active Communities team in the country under the Quest quality assurance framework.
16. Leisure centres are increasingly focusing on getting the inactive active, rather than trying to compete with budget gyms. These trend and market conditions are making it increasingly challenging to achieve our ambitious participation targets.
17. We have also overachieved participation targets by so much in previous years that careful consideration has to be taken for adjusting targets in future years.
18. From contract commencement we have seen a continuous rise in visits however; there has been a marked decrease in visits in the past year.⁶



Graph 1

19. We do not have any investments planned for our leisure centres in 2018/19 so it is highly unlikely that the current trend of reducing visits will change.

⁴ Active Lives Adult Survey November 16/17 Report published March 2018.

⁵ Adapt Nutrition.

⁶ Fusion completed a data cleansing exercise in May 2018. Debtor participation for the last two months of the reporting period may further alter the actual visits.

20. Our leisure provider Fusion Lifestyle is also feeling the squeeze that has resulted in a more competitive market place and they are working hard to try to tighten up their costs, some of this is being seen by customers.

Steps to continuously improve

21. Implement, monitor and report progress of the 2018/19 Fusion Plan for the continuous development, management and operation of leisure services in Oxford.
22. Maintain a positive client and contractor relationship to deliver growth whilst continuing with the depth and governance of service delivery.
23. Continue an approach of co-ordinated objectives and visions from the Council, Fusion, other health and wellbeing stakeholders and engagement with service users.
24. Work with Fusion to understand the constraints of the existing contract specification and financial delivery model for continuous development, management and operation of leisure services in Oxford. Utilising guiding principles:
- Understanding and responding positively and productively to changes in the market
 - Invest or develop, if for public good
 - Understanding impact of the wider local leisure offer
 - Increasing levels of participation by those less active (i.e. targeted groups)
 - Consideration of and ability for agile working for responding to the changing market.

Overarching performance 2017/18

(Appendix One performance dashboard, 2017/18)

25. Accessible and affordable leisure opportunities through pricing structures at appropriate and inclusive levels.

- Fees and charges are based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes.
- The Bonus concessionary membership scheme for those in receipt of one of 15 eligible benefits, and their dependents, continues to give reduced rates on activities at all our leisure facilities and continues to offer affordable access to Oxford facilities.
- A Three Months Summer Family membership offer was promoted online, on social media, emails and via outreach activities.
- The Great Outdoors campaign continued being promoted across all facilities. Alongside a free outdoor class pass campaign being rolled out and promoted.
- Swim only and individual facility membership offers were enhanced across facilities.

26. Improving health and well-being by positively promoting and delivering the benefits of healthy living and active lifestyles.

- Continued provision of reduced cost facilities to local groups such as Oxford Swans disability swimming group and KEEN (Kids Enjoy Exercise Now).
- Hosting of the Parability Day at Leys Pools and Leisure Centre.
- Delivery of the exercise on referral scheme in partnership with local Health Practitioners.
- Attendance at the Headington World Sports Day delivering activities to groups of 20 children at a time. The event is for Headington Primary schools and there are a range of sports and activities on offer throughout the day.
- Summer community outreach events to promote all Oxford leisure facilities, especially swim school and skate school.
- Facebook boosts to promote Hinksey heated Outdoor Pool and successful implementation of a new on-line session booking system.
- Launching a new website across all leisure facilities.

27. Supporting the Council's Youth Ambition Programme.

- Continued to deliver Council funded free swimming sessions and lessons for those under 17 years of age and living in the city.
- Junior Gym sessions in facilities.
- Affordable leisure memberships offer for those less able to afford to participate.
- Venue provision for Youth Ambition projects
- A School's Out programme for Summer school holidays was promoted by Fusion via, website, app, social media, email and centre dress and the Fusion Mobile app continues to be promoted.

28. Tackling climate change and promote sustainable environmental resource management providing quality through continuous improvement.

- OCC has been working in collaboration with Fusion on a range of Carbon reduction projects, such as:
 - Replacement pool covers
 - LED lighting at Ferry Leisure Centre
 - Solar car port provision at Leys Pools and Leisure Centre
- Fusion continues to commit to engage fully with the Council's priority to tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of reduction in carbon emissions year-on-year.

29. Driving value for money by ensuring that the leisure offering is of a high standard and innovative.

- Increases in the Oxford Living Wage and energy costs continue to be absorbed (OCC pay living wage increases above Consumer Price Index).
- Quest (the sport and leisure industry quality and customer assurance scheme) has been achieved and maintained at all the centres.

- Fusion continues to maintain International Standards 14001, 14002 and 9001 following external assessments.
- An internal audit (completed by BDO) concluded that the control design and effectiveness of arrangements in place for management, operation and development of our leisure facilities in Oxford are more advanced and developed, when compared to other audited authorities or leisure contracts.
- QUEST is the UK quality scheme for Sport and Leisure; all five Oxford facilities are QUEST accredited

30. Delivering Service Excellence by striving to achieve an excellent customer satisfaction rating.

- Currently high customer satisfaction levels at 87 per cent satisfied and 76 per cent of customers rate the centres as good or excellent.

Comment on Areas of Concern

31. A decline in overall customer satisfaction, including:

- Ease of gaining information, lack of timely response to general enquiries and customer feedback.
- Cleanliness at peak activity time.
- Lack of timely rectification for day to day repairs and maintenance.

32. National indication of decline in recruitment and retention of lifeguards, swimming teachers and exercise instructors. Fusion is similarly experiencing this despite significantly paying employees above the average industry wage (+£1.15 for lifeguards).

There is a wide range of employment opportunities across the city. Fusion has an attractive employment offer – including the Oxford Living Wage element. Training and development of existing and new employees takes place in an organised and methodical manner. However, on occasions during recruitment and induction periods there has been noticeable impact on quality.

33. Appendix Two provides additional details in the format of Strengths, Weaknesses, Opportunities and Threats matrix.

Fusions 2018/19 Plan
(Appendix 3)

34. Fusion's 2018/19 Plan builds on the Council's approach to delivering world class leisure provision to Oxford's residents, recognising the changing market.

35. The 2018/19 Plan was developed and agreed by the Leisure Partnership Board. The Board consists of representatives from the following groups:

- Leisure centre customers
- Older people
- Young people

- Executive member (labour) with the responsibility for leisure
- Liberal democrat with the responsibility for leisure
- Senior Council and Fusion Officers
- Public Health.

36. The function of the Board is to oversee the delivery of the city's corporate objectives through the leisure contract. An effort has been made to broaden input into the Board and over the last year there has been more attendance and contribution from Young People and Users.

37. Preparation of the 2018/19 Plan has incorporated:

- Review of performance from contract commencement.
- Review of achievements in respect of national and industry relevant benchmarks.
- Commitments and intentions set out in Fusion Lifestyles tender submission
- Liaison with stakeholders.
- Understanding the part we have in working to adapt our delivery model in light of the changing world.
- Linkage to the Council's Corporate Plan.

38. A summary document will clearly set out the Plan headlines and be available to customers, staff and other key stakeholders. The document will be printed in a format consistent to previous contract years.

Performance Management

39. There will be an on-going review and monitoring process for the Plan. This will incorporate management scrutiny, monthly client performance reports, monthly meetings between key representatives of the Council and Fusion, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2019/20 planning process.

Environmental

40. The Plan has targets and actions that will have a positive environmental impact. These contribute to the Council's commitment for tackling climate change, promoting sustainable environmental resources, and to the reduction of carbon and water. The partnership between the Council and Fusion will continue to stretch this and where additional investment is required it may be possible to build sound business case.

Financial implications

41. Savings from the contract with Fusion are already reflected in the council's budget.

Legal implications

42. The Council has a contractual relationship under which the council's leisure facilities are managed by Fusion. The Leisure Management Agreement sets out the range of contractual requirements with which Fusion must comply. Fusion's delivery of the Service Plan is a contractual commitment.

Level of risk

43. The changing leisure market is a risk to service provision. The contract has a good track record, strong contract management and member scrutiny. Descriptions and mitigation for this level of risk are demonstrated in the Risk Implications, (Appendix Four).

Equalities impact

44. Targets and actions within the Plan ensure equitable access to improved facilities and encourage increased usage for underrepresented and concessionary groups, in accordance with the equalities impact assessments and action plan, (Appendix Five).

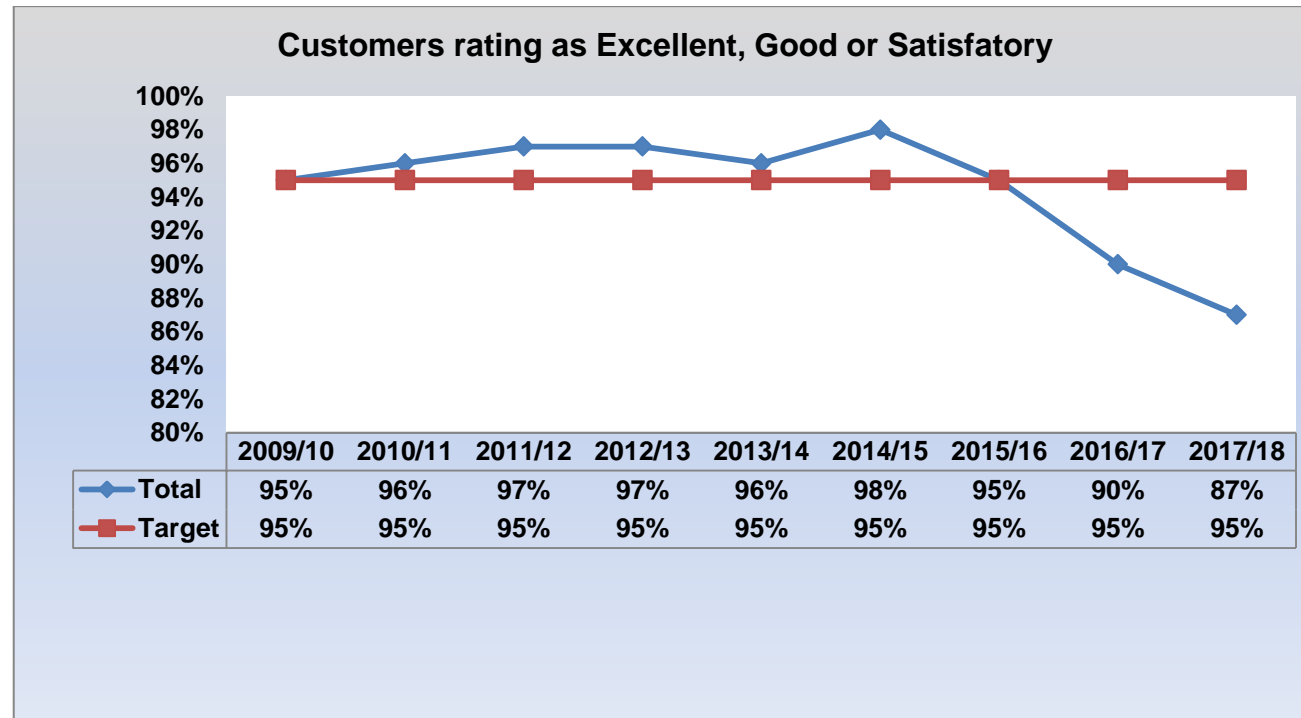
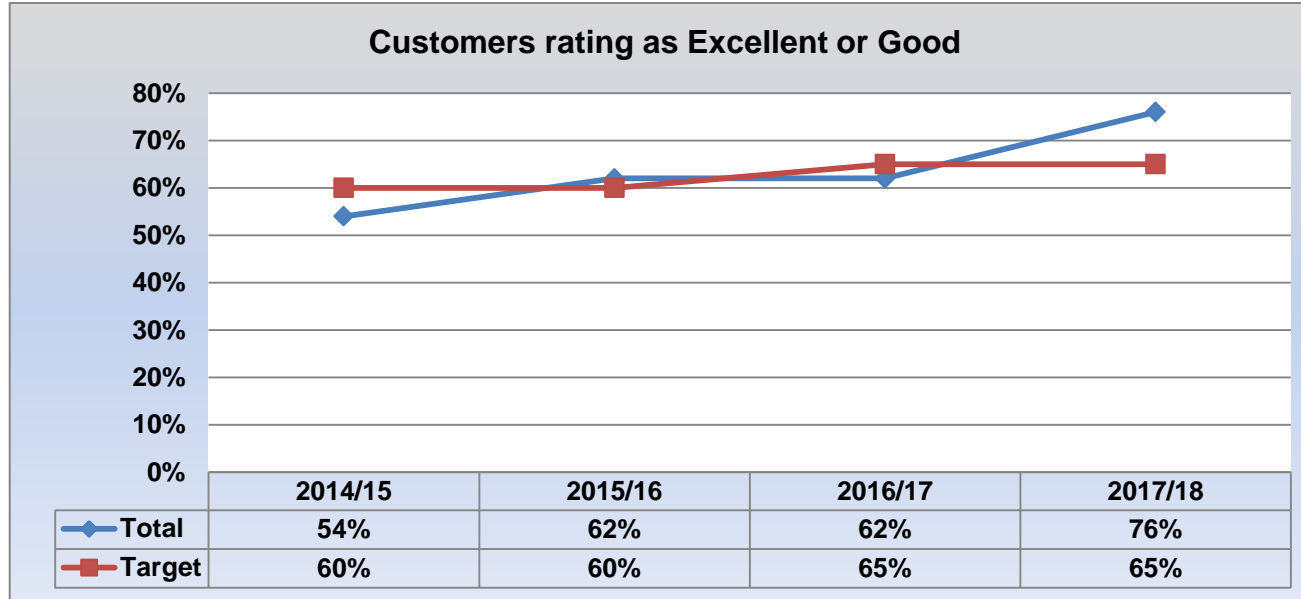
Report author	Lucy Cherry
Job title	Leisure and Performance Manager
Service area or department	Community Services
Telephone	01865 252707
e-mail	lcherry@oxford.gov.uk

Background Papers:

1	Fusion Lifestyle Annual Service Plan summary 2016/17 (proposed design of finished document)
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Appendix One: Overarching performance dashboard, 2017/2018.



Energy and CO2 figures for Oxford City Council Leisure Centres, 2017/2018

Actual CO2 reduction is circa 5% CO2 (but only by virtue of the reduced carbon intensity of grid electricity). The gas and electricity consumption has increased again this year

CMP3 2017/18	Electricity consumption	Gas consumption	Total CO₂	Change +/- %
	kWh	kWh	tCO ₂	
Barton Leisure Centre	324,884	1,014,792	310	-4.9%
Leys Pools and Leisure Centre	820,813	2,410,829	756	-6.4%
Ferry Leisure Centre	556,332	1,867,467	555	-16.7%
Hinksey Outdoor Swimming Pool	199,976	2,529,499	541	29.0%
Oxford Ice Rink	1,200,610	600,600	568	-12.9%
			0	
Totals	3,102,615	8,423,187	2732	-4.9%
change	1.9%	2.2%		

52 CMP3 = Carbon Management Programme 2017-2022

Facility Management

Objective	Actual 2014/15	Actual 2015/16	Actual 2016/17	Actual 2017/18
Fusion 360 facility inspections completed (Target 99%)	98%	96%	97%	86%
Average inspection score (Target 95%)	77%	98%	94%	96%
Percentage of rectified tasks completed (Target 95%)	64%	91%	94%	64%
Percentage completion of the Planned, Preventative Maintenance schedule (Target 100%)	99%	95%	98%	100%

Appendix Two SWOT matrix

STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> • Five industry accredited leisure facilities • Satisfaction levels at least in-line with the national average • Knowledgeable and friendly staff teams • Commitment to an Oxford Living Wage above industry average. • Good quality and mix of affordable and accessible facilities • Council funded free swimming offers continue to be provided • Strong contract governance in place • An experienced and knowledgeable internal Officer group • Positive client and contractor relationship • Fees and charges e based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes. 	<ul style="list-style-type: none"> • Response time to repairs and maintenance • Cleanliness of facilities at peak programme times • Increased pattern of staff turnover across facilities • Customer perception of drop in quality • Ease of customers gaining information about and booking services • No investments planned for our leisure centres in 2018/19 • Ability to be flexible to respond to market changes for future delivery and trends • Synergy and funding ability through the wider health, social and wellbeing markets.
OPPORTUNITIES (+)	THREATS (-)
<p>53</p> <ul style="list-style-type: none"> • Resilience and future sustainability could include stronger and remodelled delivery options • Intelligent commissioning, and increasing levels of participation using targeted approaches • Become better at utilising off peak times to deliver social benefits • For more collaborative approach with the development of hubs and facilities that deliver physical activity rather than traditional 'sport' and the 'commercialisation' of facilities which deliver on social agendas • Improving engagement with facility users and non-users. • Shift from traditional physical activities to more "modern" forms of exercise • Adopting a sustained approach that draws on the strengths of every local service and organisation to fundamentally change the way people engage in physical activity. • State of the market research indicates that providers would see an increase in income from fees and charges • Clinical practitioner commissioning funding is expected to grow further • Cross subsidy and joint ventures with organisations aspiring to shared priorities. 	<ul style="list-style-type: none"> • National shortage of lifeguards, qualified swimming instructors and exercise instructors • The low cost (budget) market has continued to be the main driving force behind the private sector growth with many more planned • Expected increased financial challenges • People having less disposable income • Stakeholder dissatisfaction, leading to loss of income, reputation damage and loss of future opportunity • A state of the market indication that traditional swimming provision is 'doomed'. Swimming nationally has dramatically decreased in popularity • Changing social trends and a broader range of leisure opportunities • Adventure sports has enjoyed a boost in popularity, with more people taking part in activities such as hill and mountain walking, rock climbing, abseiling, orienteering, or high ropes • Range of other employment opportunities in the city reduces ability of Fusion to attract staff. • Reduction in funding streams, including council budgets • Significantly above the industry average for car parking charges (Oxford Ice Rink and Ferry Leisure Centre).

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2018**

To **March 2019**

SUBMITTED BY:

Graham Ashby

Contract Manager



SERVICE PLANNING EXECUTIVE SUMMARY

INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2018 to March 2019.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The Annual Service Plan incorporates an executive summary, a review of previous years performance, a description of the planning context, details of the strategic objectives for 2018 to 2019, specific action plans in respect of those strategic objectives and a risk analysis;

The contents of the Annual Service Plan, once agreed with the Leisure Partnership Board, will be submitted to the City Council's Executive Board and then communicated to staff, customers and other stakeholders;

We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate on-going management scrutiny, monthly update reports, monthly meetings between key representatives of Fusion and the Council, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2019/20 service planning process.

FINANCIAL:

Two strategic objectives have been identified in respect of "financial" themes:

* F1 To ensure each centre is financially self sustainable and generating a surplus

Individual business plans for each centre with target of surplus

* F2 To ensure that pricing structures and levels across the leisure facilities are appropriate

Key actions include implementation of 2018 /19 pricing proposals, including general RPI increases across core prices and planning for 2019 /20 pricing.

PARTICIPATION:

Nine strategic objectives have been identified in respect of "participation" themes:

* P1 To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City

Key actions include: review of target wards, direct mail campaigning, work with relevant local stakeholder groups and development of specific programmes and activities; Engage with those who are inactive;

* P2 To deliver a 3% year-on-year increase in participation by users aged over 50

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams, and PCT in the further development of the healthy living initiatives; Engage with those who are inactive;

* P3 To deliver a 3% year-on-year increase in participation by users aged under 16

Key actions include: development of children's party, aquatics and holiday programme products, work with relevant local stakeholder groups and the Councils Communities, Sports and Physical Activity and Youth Ambition Teams; improved work with schools and support of the Active Youth Ambition Program; Engage with those who are inactive;

* P4 To deliver a 3% year-on-year increase in participation by users from BME groups

Key actions include: mail campaigning, work with relevant local stakeholder groups and the Councils Communities, Sports and Physical Activity and Youth Ambition Teams; development of community ambassadors and development of specific programmes and activities; Engage with those who are inactive;

* P5 To deliver a 3% year-on-year increase in participation by disabled users

Key actions include: development of specific access awareness, work with relevant local stakeholder groups and the Councils Sports and Physical Activity Team IFI accreditation such as the Swans and development of specific programmes and activities; Engage with those who are inactive;

* P6 To deliver a 3% year-on-year increase in participation on junior swimming

Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, review and improved promotion of the free swimming hours; Engage with those who are inactive;

* P7 To deliver a 3% year-on-year increase in participation in 60+ swimming

Key actions include: implementation of revised aquatics product and development of a programme of relevant add-ons and the creation of a specific marketing plan; Engage with those who are inactive;

* P8 To deliver a 3% increase in participation by female Women and Girl users

Key actions will be to work within the 'Active Women Project' supported by key partners and funded by Sport England; Engage with those who are inactive;

* P9 To deliver a 3% increase in participation target

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams; Engage with those who are inactive;

CUSTOMER RELATIONS:

Four strategic objectives have been identified in respect of customer themes:

* CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory and Excellent
Key actions include full compliance with all Fusion customer care procedures, consistent application of processes in respect of User Groups, customer forums, management surgeries and planned actions following completion of National Benchmarking Surveys and the more regular Marketforce customer surveys;

* CR 2 Striving for Good/Excellence 60%
Aiming for increasing satisfaction scores through Please tell Us What You Think - aiming for Good/Excellence

* CR 3 Response time for customer feedback - responded to within 48hrs and closed off in no more than 7 days
Key action is delivery of action plans based on a specific reviews and results of customer relations programmes and regular feedback/management of key personnel at site level; Further develop User Groups and representation at the Leisure Partnership Board;

* CR 4 To deliver a reduction of 6% in annual attrition levels for memberships
Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys. Ensuring that facilities are run and maintained to excellent standards with correct pricing, programing and with the right staff in the right positions; Adding value to loyal members and enhancing membership offers;

HEALTH AND SAFETY:

One strategic objective has been identified in respect of "health and safety" themes:

* HS1 To ensure 100% compliance with Fusion H&S policies and procedures
Key actions include continued review of compliance, regular audits and on-going improvement plans.

FACILITY MANAGEMENT:

Six strategic objectives have been identified in respect of "facility management" themes :

* FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities
Key actions include 100% compliance with procedures, regular review of failure trends, implementation of remedial plans and further development of the F360 inspections; getting the basics right (i.e. systems & procedures; Repairs & Maintenance)

* FM2 To engage fully with the Council's priority " To tackle climate change and promote sustainable environmental resource management" and to contribute the Council's delivery of a 5% minimum reduction in carbon emissions year-on-year
Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward lifecycle and development works; development of wider staff engagement in identifying and tackling excess or unnecessary energy, water consumption; seek to ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within Oxford facilities.

* FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres
Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans and liaising with the refuse team at OCC

* FM4 To ensure that high standards of cleaning are achieved at all times
Key actions include establishment and delivery of regular, deep and specialist cleaning programmes, regular review of effectiveness of cleaning and clear communication of cleaning standards;

* FM5 To ensure that high standards of repair and maintenance are achieved at all times
Key actions include review of performance of Facility Management in house team and subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;

* FM6 To maintain Quest accreditation at a minimum 'Excellent' (under the old score system, which is now Good) at Ferry Leisure Centre, Good at Leys Pools & Leisure Centre, Hinksey heated Outdoor Pool, Oxford Ice Rink and Barton Leisure Centre.
Key actions include: Information Management System audit and implementation of relevant continuous improvement plans.

STAFFING:

Three strategic objectives have been identified in respect of "staffing" themes :

* S1 To ensure that the Right People are in the Right Place at the Right Time
Key actions include implementation of standard management and staffing structures, full compliance with HR policies and procedures, delivery of training and personal development plans and implementation of succession plan;

* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall
Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes;

* S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community
Key actions include formal analysis of current workforce, development of specific action plans, delivery of relevant training and thoughtful & thorough recruitment procedures followed; provide Work Experience opportunities and offer Apprenticeships for local residents across facilities.

MARKETING:

Six strategic objectives have been identified in respect of "marketing" themes:

* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated

Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and on-going liaison with representatives from Council comms department; Increase targeted campaign work;

* M2 To deliver a 5% increase in the total membership

Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards and regeneration areas, BME groups, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature; Engage with those who are inactive;

* M3 To establish and maintain the highest standards of facility presentation

Key actions include delivery of specific action plan to include notice board presentation, and customer journey

M4 To establish and maintain the highest standards of web and social media promotion

Key actions to include: Websites and social media are kept up to date and are innovative; Engage with those who are inactive;

M5 To develop connections and outreach with local school, youth clubs and Under18's

To improve relationships with schools and youth groups and so promote health and fitness

M6 To launch new collateral designs and reduce print wastage

Launch new concept marketing designs and literature and reduce waste

SPORTS AND COMMUNITY DEVELOPMENT:

Six strategic objectives have been identified in respect of "sports and community development" themes:

* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities

Key actions include the updating of the specific list of relevant stakeholders, development of planned consultation/liaison, work with the Council's Community Centre, Sports and Physical Activity; Youth Ambition and Communities teams and delivery of joint initiatives;

* SCD2 To develop and maintain positive and proactive relationships with local sports clubs

Key actions include the review of the club register, delivery of calendar of liaison and on-going club support and exploration of potential new clubs;

* SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users

Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements; Ensure that our review methodology reflects and weights the health and social value alongside income and participation numbers.

* SCD4 To proactively explore opportunities for external funding

Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to GMs;

* SCD5 To positively promote the benefits of healthy living and active lifestyles

Key actions include use of Sports and Community Development notice board and development of joint initiatives with key partners including to include the Council's Communities, Youth Ambition and Sports and Physical Activity teams, public health and clinical practitioners and the Barton Healthy New Town project; production of case studies to demonstrate impact, outcomes and social value of delivery.

SCD6 Develop & maintain relationships with schools and educational groups

Key actions include: consultation and liaison with schools, colleges and educational groups; facilitating work experience and delivering taster sessions

FACILITY DEVELOPMENTS:

One strategic objective has been identified in respect of "facility development" themes:

* FD1 To develop a programme of other facility development proposals in the leisure facilities

Key actions include development of relevant business cases and progression of any agreed plans.

PARTNERSHIP DEVELOPMENT:

Three strategic objectives have been identified in respect of "partnership development" themes:

* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements

Key actions include establishment and implementation of meeting schedules, full compliance with all client liaison procedures, full compliance with all reporting and positive contribution to the Partnership Board;

* PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford

Key actions include to work with the Council to successfully deliver (on-time) the Horspath Sports Park and potential crèche facilities at Ferry Leisure Centre;

Key actions include delivery of agreed plans;

* PD3 To optimise the development of the partnership between Fusion and Oxford City Council

Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.

SERVICE PLANNING CONTEXT

INTRODUCTION:

The purpose of this section of the Annual Service Plan is to establish the context in which the planning activity will take place. This context incorporates a range of national, local and organisational factors, as follows:

- * the objectives as set out by the Leisure Partnership Board;
- * Fusion's corporate objectives as reflected in the company's Business Plan
- * the analysis of contract performance to date;
- * the commitments and intentions set out in Fusion's Best And Final Offer tender submission; Supplementary agreements and the Contract Extension agreement, 2014;
- * the findings of the Sport England National Benchmarking Surveys undertaken in respect of 5 of the facilities;
- * the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.

In the notes that follow, we have set out the key principles within each of these factors. These principles are then summarised in the form of a SWOT analysis for the current service.

PARTNERSHIP BOARD OBJECTIVES:

The over-riding objective of the Partnership Board is to ensure that the leisure facilities deliver a service that is "World Class for Everyone".

The specific themes identified for service performance in 2018/19 are as follows:

- * Fusion to get the basics right (i.e. systems & procedures; Repairs & Maintenance; Data gaps & analysis focus; Data for visits and demographics of those from priority areas).
- * Horspath Sports park
- * Review Options for childcare provision at Ferry Leisure centre
- * Pop Up Taster sessions in communities to further reduce barriers to participation
- * Improve liaison and communication to local communities and residents
- * Adding value to loyal members and enhancing membership offers
- * Further develop User Groups and representation at the Leisure Partnership Board
- * Engage with those who are inactive
- * Increase targeted campaign work
- * continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions (PB1)
- * continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 3% across all groups
- * maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB3)
- * improving access to the facilities (e.g. car parking) (PB4)
- * to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB5)
- * to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines) (PB6)
- * to improve the offering of the 11-15 year old programming including term time and school holiday's (PB7)

OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2016-2020 and those objectives with specific relevance to the leisure facilities are as summarised below:

- * **Vibrant, sustainable economy:** ... "Make the case for greater local control" ... "Promote growth" ... "Improve infrastructure" ... "Deliver effective Support" ... "Improve workforce skills" ... "Promote and shape development" ... (OCC1)
- * **Meeting Housing Needs:** ... "Tackle the city's housing crisis" ... "Build more affordable homes" ... "Improve conditions for private tenants" ... "Improve homes for our existing tenants" ... "Tackle homelessness and rough sleeping" ... (OCC2)
- * **Strong, Active Communities:** ... "Tackle inequality" ... "Provide high quality community and leisure facilities" ... "Improve opportunities for young people" ... "Celebrate diversity" ... "Promote safe neighbourhoods" ... "Safeguard and support vulnerable people" ... (OCC3)
- * **A Clean and Green Oxford:** ... "Save energy and reduce carbon emissions" ... "Tackle congestion and pollution" ... "Improve cleanliness of our streets" ... "Reduce the total amount of waste" ... "Protect the city from extreme weather events" ... (OCC4)
- * **An Efficient and Effective Council:** ... "Continue to deliver high-quality services" ... "Continue to invest in technology" ... "Manage our property and assets" ... "Manage our contracts and procurement processes" ... "Recruit, develop and value" ... (OCC5)

Further, in the Leisure and Wellbeing Strategy 2015-2020, the City Council is reviewing its leisure programmes which seeks to achieve the following 3 objectives:

- * **1 A world class leisure offer:** to be achieved via investment, leisure centres, outdoor sports, the broader leisure offer and improving the ways to promote the offer.
- * **2 Our focus sports:** to remain focussed on creating innovative and inclusive sporting pathways that drives up participation in our Focus sports through a joined up leisure offer. The Focus sports include; swimming, cycling, rugby union, dance, cricket, athletics, tennis, table tennis, football and youth ambition.
- * **3 Partnership working:** to achieve progress in effective partnership working towards increasing physical activity levels.

FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the UK's first choice leisure organisation, delivering a new standard in healthy active leisure", and this vision is reflected in the company's three core values of "We put the Customer First", "We make it happen" and "We only want the best".

Fusion's five-year and annual corporate business plans reflect this vision and these core values and incorporate five strategic strands as follows: "Sustainable Growth and profitability", "Customer First", "Efficiency, Effectiveness and the Highest Quality Service", "Fusion People" and "New Business Development", as well as financial targets.

The specific targets specifically established for 2016 are as follows:

2017/18 PERFORMANCE:

Please see 17/ 18 ASP Review.

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

Key commitments agreed within the business planning process are:

As per Partnership Board objectives

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the last part of 2014, Sport England National Benchmarking Surveys were published for Barton Leisure Centre and Oxford Ice Rink. Ferry Leisure Centre and Leys Pools and Leisure Centre were published in early 2015 although the survey of Leys Pools and Leisure Centre did not include the new wet side facilities. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2013/14) and sample surveys of customer satisfaction undertaken in the summer 2014.

* "Strong" financial performance at; Ferry and Barton Leisure Centres and Oxford Ice Rink. "Weak" performance at Leys Pools and Leisure Centre mainly because of low income generation. Subsidy per user in the top quartile at Ferry Leisure Centre and Oxford Ice Rink.

* "Improved" access performance at Ferry Leisure Centre and Oxford Ice Rink and Leys Pools and Leisure Centre, particularly 11 - 19 year olds and 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users but weaker performance in disabled and 60+ groups.

* Areas of good satisfaction across all sites for; helpfulness of staff, standards of coaching, general cleanliness and activity range. Areas of poor satisfaction include quality and value for money of food and drink.

* "Above industry average" customer satisfaction performance at Barton and Ferry Leisure Centres. Oxford Ice Rink was perceived to be below industry standards due mainly to poor food and beverage provision, poor equipment and activity charge/fee and Leys Pools and Leisure Centre near to average scoring.

MARKET ANALYSIS:

National Context:

General Consumer trends:

- * less money in their pockets may put consumers off joining a health and fitness club or steer them towards less expensive options;
- * the key 25-34 age band is set to increase most significantly, along with the 45-54 age group, which could also prove to be a lucrative market if targeted correctly;
- * consumers view keeping fit as more important than many other leisure activities and are less willing to cut back spending on this area than many others;

Users from BME groups:

- * with the exception of Hinksey Outdoor Pool participation levels are generally higher than that of the wider population (NBS)
- * the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black Other");
- * typical sport preferences amongst BME groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred;

Disabled Users:

- * approximately 10.6million disabled people in the country;
- * Sport England market segmentation research shows that disabled users are spread across all segments, such that targeted marketing is difficult;

Disadvantage users

- * Disadvantage usage is significantly above NBS benchmark average, though there is less use from those unemployed;

Oxford-specific Context:

General Population:

- * Population growth of 12% (2004-2014); the eleventh fastest growing English city
- * 24% (30,000) of the city's adult population are full time students
- * 25% population turnover each year
- * 32% of the population are aged between 18 and 29 years
- * 22% of residents from a black or ethnic group and 14% are from white non-British ethnic background
- * Oxford is reporting an aging population for the first time in recent history
- * Unemployment is 5.4% compared to England average of 7.1%

Deprived Wards:

- * a review has been undertaken of the key deprived wards within Oxford and how those wards might be better served by Oxford's leisure facilities. The key wards for focus are as follows: Barton and Sandhills, Headington Hill and Northway, and Quarry and Risinghurst (all directly served by Barton Leisure Centre), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Leys Pool & Leisure Centre) and Carfax (served to some extent by Ferry Leisure Centre).

Users over 50:

- * recognised that this remains a significant potential market, with up to 121,000 potential users aged over 50 in the wider catchment for the leisure facilities;
- * current penetration/participation rates have improved (based on NBS reports) but more can be done to encourage this user-group

Users under 16:

- * penetration/participation rates are very good particularly the 11 - 19 year olds (based on NBS reports) ;

Users from BME groups:

- * relatively large BME population (22%)
- * increased diversity in recent years, through influx of people from new EU countries;
- * people of Black and Bangladeshi ethnic origin are at particular risk of unemployment;

Findings from non-user survey:

Non-user surveys are undertaken on a bi-annual basis. A street survey was undertaken in October 2011. A total sample of 300 people were surveyed in the Summertown, Headington and Templars Square areas. The research was designed to investigate attitudes and behaviour around exercise and to find out what the residents of the area think about the leisure facilities. The key findings were as follows:

- * The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).
- * 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.
- * 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%). 12% said they had done no sessions, (national benchmark 15%).
- * Of those that did exercise regularly, 18% used a leisure centre/health club and/or College University facilities. The most popular form of independent activity was walking/jogging in the street/parks at 74%.
- * 62% of respondents are wanting to do more activity, slightly lower than the national benchmark of 67%, the main reason for this being "wanting to improve their health" at 62%. Slightly under half (47%) thought that not enough time due to work was the major factor in preventing them doing more, (national average 50%), followed by not enough time due to home at 11%.
- * Of those who do not want to do more the main reason is "no need" at 56% (higher than the national average at 44%), followed by not enough time due to work at 13%.
- * The key factors to be addressed according to non-users are lack of time, which has the highest importance factor at 49% stating very important. Direct costs (17%); lack of personal motivation (11%); indirect costs (9%).
- * 52% of the sample would consider using Oxford Fusion Lifestyle facilities slightly higher than our national average of 60%.
- * The main reasons they don't currently use were 'No time' (31%), 'Cost' (17%), and 'No need' (12%).
- * The main thing, according to our respondents, that the facility could do to encourage usage amongst these non-users, would be to 'Lower costs' at 28% (lower than the national benchmark at 44%), followed by 'more information' (8%).

SWOT ANALYSIS:

Strengths:

- * variety and geographical spread of facilities within portfolio;
- * improved facilities through developments and substantial investment and maintenance programme
- * higher than industry average performance in respect of customer satisfaction (cf. NBS surveys and regular NPS surveys);
- * maintained improvements in cleaning standards;
- * consistent meeting, reporting and monitoring regimes with the Council;
- * staffing establishment ensuring right people right place right time
- * strong financial performance, particularly subsidy per user
- * Maintained high customer satisfaction and Mystery Visit results
- * New facility opened in 2015

Opportunities:

- * impact of a major wet/dry facility at Leys Pools and Leisure;
- * continued delivery of cultural change within management and staffing teams;
- * continued partnership working between Fusion and the Council;
- * high population turnover within the city
- * programming opportunities in relation to family activities and Group Fitness Product
- * programming opportunities in relation to 60+ target group

Weaknesses:

- * building up a base membership level at Leys Pool & Leisure Centre (and to a lesser extent other facilities) due to the high take-up of Bonus card pay as you go visits
- * car parking arrangements at Ice Rink & Ferry Leisure Centre
- * high and variable staff costs (as a percentage of income);
- * loss making contract in 2015-16

Threats:

- * facilities offered by the colleges and universities at a lower rate
- * challenge of delivering significant increases in income and participation;
- * increased car park charges at Ferry Leisure Centre and Oxford Ice Rink
- * the emergence of the budget gym market in Oxford
- * oversubscribed classes with bonus only membership

Supporting Documentation:

Leisure Net Solutions "street Focus" non-user research 2011
Index of Multiple Deprivation Map (Department of Communities and Local Government, 2007)
Active England Survey Results 2013
Oxford City Council Corporate Plan, 2016-2020
Target Market Report - Deprived Wards (Hatrick Marketing, November 2009)
Target Market Report - Users over 50 (Hatrick Marketing, November 2009)
Target Market Report - Users under 16 (Hatrick Marketing, November 2009)
Target Market Report - Users from BME Groups (Hatrick Marketing, November 2009)
Oxford Profile 2013 (Oxford City Council)
Target Market Report - Disabled Users (Hatrick Marketing, November 2009)
NBS surveys 2014 &15

INTRODUCTION

INTRODUCTION TO THE ANNUAL SERVICE PLAN:

Fusion commenced management of the City Council's then seven leisure facilities on March 30th 2009.

The management contract now incorporates the delivery of services of the City Council's main five leisure facilities: Barton Leisure Centre, Leys Pool & Leisure Centre, Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey heated Outdoor Pool.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. Throughout the duration of the contract both parties intend to deliver significant improvements in service levels, value for money and customer satisfaction with the City's leisure facilities. The emphasis in the early stages of the contract was on the delivery of significant investment in customer-facing areas throughout the leisure facility portfolio. Following the developments the emphasis will be to further increase usage of facilities.

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2018 to March 2019.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The intention is to carefully monitor the delivery and impact of the Annual Service Plan such that successes and areas for improvement are identified and acted upon.

PREPARATION OF THE ANNUAL SERVICE PLAN:

The Annual Service planning process has incorporated the following elements:

- * review of performance from contract commencement to date;
- * review of achievements in respect of Sport England National Benchmarking Service and other relevant benchmarks;
- * liaison with the City Council and the Leisure Partnership Board in order to understand any specific service requirements pertaining to the year ahead;
- * assimilation of any specific and relevant elements of Fusion's corporate business plan;
- * liaison with appropriate stakeholders in order to understand key issues and potential development opportunities;
- * assimilation of staff and customer feedback in respect of current service levels and opportunities for improvements;
- * analysis of the local market, potential key targets and relevant competition;
- * establishment of primary service objectives for the next twelve months;
- * creation of specific action plans, with defined accountabilities and timescales, to deliver these service objectives;
- * establishment of clear and measurable ("SMART") targets in respect of all elements of the Plan;
- * confirmation of monitoring and review systems and procedures for the Plan.

CONTENTS OF THE ANNUAL SERVICE PLAN:

The key contents of this Annual Service Plan are as follows:

- * an executive summary of the annual service plan;
- * a review of performance from previous year;
- * description of the context for the annual service planning process;
- * details of the strategic objectives and detailed actions plans for a series of service elements as follows:
 - financial, participation, customer, health and safety, Facility Management, staffing, marketing, sports and community development, facility developments, partnership development;
- * detailed calendars of activities in respect of specific strategic objectives;
- * a description of how the contents of the annual service plan will be agreed and subsequently communicated to key stakeholders;
- * a description of how the delivery of the annual service plan will be monitored, reported and, where relevant, updated through the course of the year;
- * an analysis of the key risks associated with the delivery of the annual service plan.

COMMUNICATION OF THE ANNUAL SERVICE PLAN:

The process for the initial agreement of the Annual Service Plan is as follows:

- * October '17: Partnership Board initial discussion regarding primary service objectives;
- * November '17: Presentation of draft Annual Service Plan to Client Performance meeting for review;
- * January '18: Presentation of the final Annual Service Plan to the Leisure Partnership Board;
- * April 18: Endorsement of the Annual Service Plan by the OCC Executive Board.

The planned process for the communication of the key principles of the Annual Service Plan is as follows:

- * February 2018: communication to Fusion management team and staff;
- * April 2018: Presentation of the Annual Service Plan to the Council City Executive Board for endorsement
- * April 2018: Communication to customers and key stakeholders.

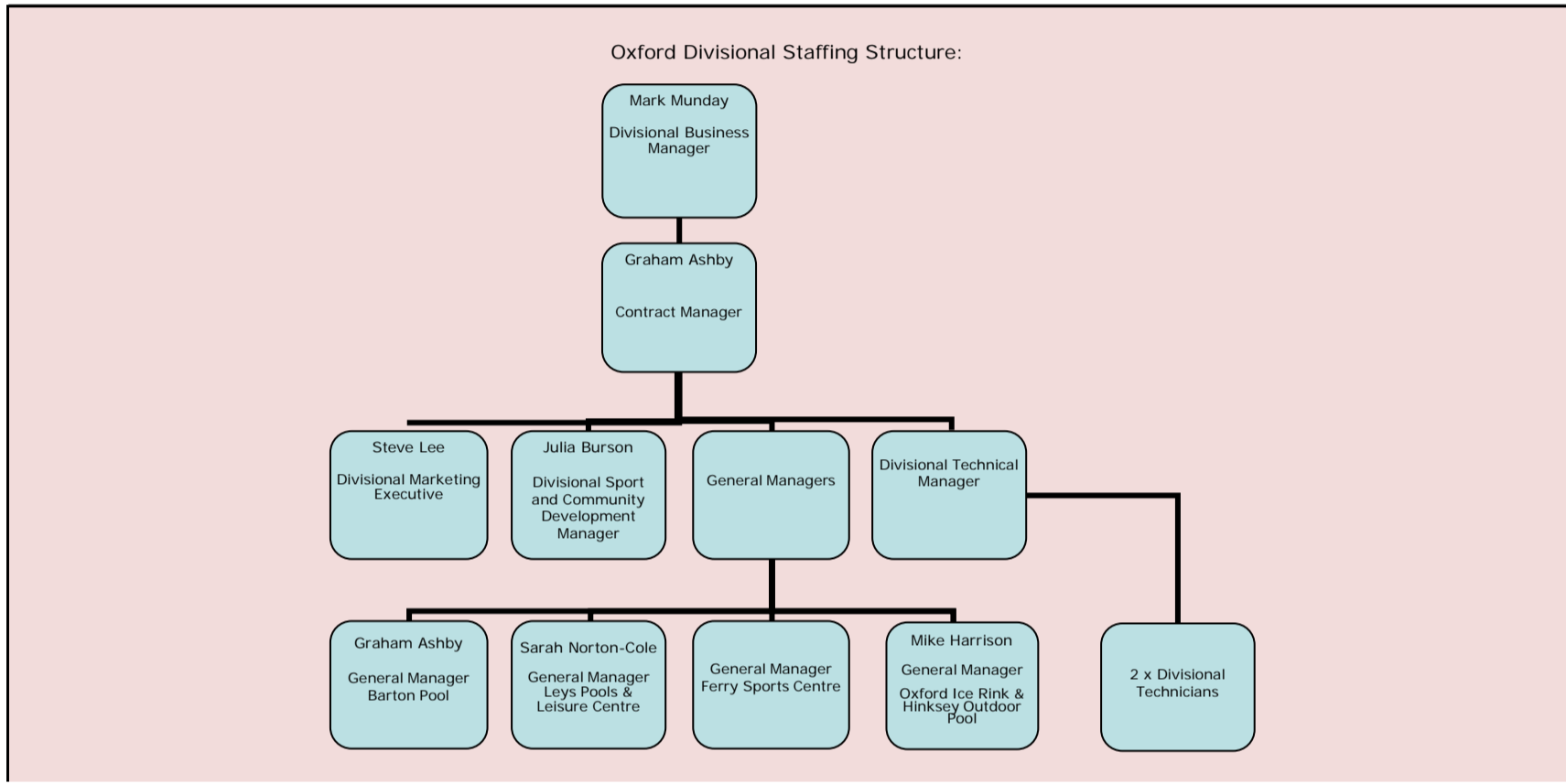
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate the following elements:

- * on-going management scrutiny at site, divisional, Senior Management Team and Executive Management Team levels;
- * monthly update reports delivered by Fusion to the Council;
- * monthly meetings between key representatives of Fusion and the Council;
- * quarterly meetings of the Leisure Partnership Board;
- * an annual Senior Council and Fusion Stakeholder meeting

KEY FUSION PERSONNEL INVOLVED IN THE DELIVERY OF THE ANNUAL SERVICE PLAN:



FINANCIAL

F1 To ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plans to include Like for Like income growth on all income lines - target 3% uplift	April 2018 - March 2019	Business Plan Created	CMgr (with GMs)
2	To consider the introduction of a different concessionary scheme in line with the introduction of universal credits.	April 2018 onwards	Monthly Reviews conducted	CMgr (with GMs)
3	Implement the Council endorsed fees and charges for 2018/19	April 2018 onwards	Action plan implemented.	CMgr (with GMs)
4	To undertake weekly trading reviews with centre managers.	weekly	Weekly trading meetings instigated at each site.	CMgr (with GMs)
	Conference Call to review weekly forecast			
5	If loss making programmes, promote to reduce losses	Monthly	Business plan projections prepared.	CMgr (with team)
6	To increase the use of the new 3G Football Pitches/Pavilion at Leys Pool and Leisure and to achieve all financial targets	April 2017 - March 2018	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
7	To finalise detailed business plan projections for 2019/20	December 2018	Business plan projections finalised.	CMgr (with team)
8	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2018	Business Plan targets and budgets communicated to all relevant staff.	CMgr (with team)

F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive -				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Apr-18	Increases applied and customer communication undertaken.	CMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2019/20 annual service plan.	September - December 2018	Pricing structures and levels formally reviewed and proposals developed for 2019/20	CMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships.			
4	To conduct a bench marking exercise using other Fusion Contracts and competition within Oxfordshire in preparation for the formal price review of all prices	July - August 2018	Formal review conducted	CMgr
5	To agree pricing proposals for 2019/20 to include the change of bonus pay and play and increase bonus Direct Debit sales.	December 2018	Pricing proposals agreed.	
6	To agree process of consultation and communication in respect of 2019/20 pricing	December 2018 - January 2019	Process agreed.	CMgr
7	To implement agreed process of consultation and communication in respect of 2019/20 pricing	January - March 2018	Process implemented.	CMgr (with GMs)
8	To add further value to loyal membership holders.	April 2018 to March 2019	Offers implemented.	CMgr (with GMs)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

PARTICIPATION

P1 To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission	Apr-18	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr
4	To continue to implement targeted campaigns, promoting existing benefits of the bonus choice membership and specific activities through data supplied by Oxford City Council to reached those on low incomes and engage with those who are inactive. Bonus class promotion with view to upgrading to Bonus choice membership.	Apr 17 to Mar	3% increase achieved by Oct 2018	CMgr
5	To maintain links with appropriate community groups within each of the target wards and Engage with those who are inactive.	On-going	Attend at least three community events in the year; partnership working with OCC Community Locality Officers	DSCDMgr (with GMs)
6	To deliver, engage with those who are inactive and promote the Free Swimming scheme across the city and to review effectiveness of pool programming at each Centre in order to maximise participation	On-going	2% increase achieved by Oct 2018; Pool timetables promoted and delivered.	DSCDMgr (with CMgr & GMs)

P2 To deliver a 3% year-on-year increase in participation by users aged over 50				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2018	Up-to-date partners identified and reviewed.	DSCDMgr (with CMgr & GMs)
	Review the older peoples Needs Analysis			
3	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case; Engage with those who are inactive.	April 2018	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote 50+ gym usage and class activities and Engage with those who are inactive.	April 2018 - Dec 2018	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote GP referrals and aim to deliver >200 per year	Mar-19	Target / KPI achieved	DSCDMgr (with CMgr & GMs)

P3 To deliver a 3% year-on-year increase in participation by users aged under 16				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	DSCDMgr (with CMgr)
2	Increase Learn 2 Swim Programme	April 2018 onwards	90% capacity in all three Centres and 3000 swim participants per week	DHT (with GMs)
3	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-18	Stakeholder partners reviewed.	DSCDMgr (with GMs)
4	To increase Skate school participation by 10%	April 2017 onwards	Increase skate school - from 370 to 470 + (430 by October 2018, 470 by February 2019)	
5	Promote safety of swimming to Oxford Primary schools - Swimming Week	Jul-18	Programme created.	DSCDMgr (with CMgr & GMs)
6	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P4 To deliver a 3% year-on-year increase in participation by users from BME groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by people from BME groups.	April - June 2018	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	On-going	Ambassadors identified.	DSCDMgr (with GMs)
4	To review and implement a revised programme of work with the community ambassadors.	October 2018 - March 2019	Programme reviewed and implemented.	DSCDMgr (with GMs)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2018	Campaign undertaken.	CMgr (with DSCDMgr & GMs)
6	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P5 To deliver a 3% year-on-year increase in participation by disabled users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
	To review inclusiveness and accessibility at Hinksey and remedy any shortcomings before the 2018 season starts	Apr-18	Disabled access and facilities up to required standard	DFM, GM ands CMgr
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2018	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2018 - March 19	Promotion of IFI facilities	DSCDMgr
4	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P6 To deliver a 3% year-on-year increase in participation on junior swimming				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	on-going	HR Policy, recruitment process - over 3000 children per week on the scheme .	CMgr
2	To review the allocated hours for free swimming	April 2018	Review undertaken and revised programme agreed with the Council Representative and produced	DSCDMgr (with CMgr & GMs)
3	In partnership with OCC deliver funded free swimming lessons targeted at children in high areas of deprivation having low rates of physical activity	on-going	Swimming lessons undertaken	DSCDMgr (with CMgr & GMs)
4	Continue to work with Oxford City Swim club in our joint CDF programme,	April 2018- March 2019	Programme developed and implemented	DHT (with GMs)
5	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P7 To deliver a 3% year-on-year increase in participation in 60+ swimming				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2018- March 2019	Marketing plan implemented.	CMgr (with DSCDMgr & GMs)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. Engage with those who are inactive	April 2018 - March 2019	Programme developed and implemented	CMgr (with DSCDMgr & GMs)
5	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with Swim England .	April 2018 - March 2019	Programme developed and implemented	CMgr (with DSCDMgr & GMs)

P8 To deliver a 3% year-on-year increase in participation in Women and Girls Activities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2018	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2018	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative re increasing female use.	July - December 2018	Joint initiatives implemented.	DSCDMgr
5	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P9 To deliver a 3% increase in overall participation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To achieve a total of 3% growth vs 2017/18	April 2018 to March 19	To achieve a total of 3% growth vs 2017/18	All Fusion Staff
3	Rewards card sign up targets to be established for each Centre and monitored weekly. Reward card usage also monitored for effectiveness of service delivery in each Centre	April 2018 to March 19	Reward card sign-ups and usage targets established	CMgr (with DSCDMgr)

4	Engage with those who are inactive Key actions to include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams	April 2018 to March 19	3% increase in overall participation	CMgr (with DSCDMgr)
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Abbreviations

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager
- DHT Divisional Head Teacher

CUSTOMER RELATIONS

CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory, Excellent				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and meet the manager sessions.	April 2018 and on-going.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board.	On-going	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies, Please Tell Us What You Think and Net Promoter Score statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.			
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case which is published on customer notice boards for the year ahead.	April 2018	User Group composition and roles reaffirmed and calendar of meetings established.	GM
4	To hold regular 'Meet the Manager' surgeries or user group meeting at each leisure facility.	April 2018 to March 2019	Management surgeries held.	GM

CR 2 Customer Service KPI improvement year on year in each Centre				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Establish 2018/19 targets for Good / Satisfactory figures for each Centre based on 2017/18 actuals	Apr-18	Marketforce PTUWYT and NPS	GM
2	Aim on achieving customers rating their satisfaction levels Good or Excellent (GE) greater than 2017/18	Monthly	PTUWYT	GM
3	Achieve 90% satisfactory/good/ rating for staff score	Monthly	PTUWYT - Staff Score	GM
4	Aim to improve the Net Promter Score year on year in each facility	Mar-18	Marketforce NPS	GM
5	Achieve at least 95% satisfactory rating for ease of gaining booking and information and Website score	Monthly	PTUWYT - Ease of gaining booking and information and Website score	GM

CR 3 Response time for customer feedback - responded within 48 hours and closed within 7 days				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	First response time to comments to be 48 hours or less	On-going	Marketforce	GM
2	Resolution time to be within 7 days	On-going	Marketforce	GM
3	To ensure all staff receive Delivering Service Excellence training	On-going	Inductions complete	GM

CR 4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and are well attended				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	All centres to provide User group or "Meet the Manager" meeting dates for the 2018/19 year	Apr-18	Calendar developed and communicated via customer notice board	CMgr (with GMs)
2	Each Centre to aim to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings	April 18, July 18, October 18, Jan 18	Attendance recorded	CMgr, DMMGR (with GMs)
3	Offer incentives to service users who regularly attend the quarterly leisure Partnership Board	April 18, July 18, October 18, Jan 18	Incentives offered and delivered	CMgr, DMMGR (with GMs)
4	To ensure all meetings are minuted and displayed to all customers within 7 days of the meeting and to the Fusion standard; Minutes of meetings to be submitted to the Client prior to displayed on public noticeboards.	April 18, July 18, October 18, Jan 19	Customer notice board complies to Fusion standard and updated within the allotted time frames	CMgr, DMMGR (with GMs)

CR 5 To deliver a reduction of at least 3% attrition levels for membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	On-going	Mechanisms are maintained	CMgr (with GMs)
2	To implement Fusion's Customer Relations Policies and procedures.	On-going	Policies and procedures implemented.	CMgr, DMMGR (with GMs)
3	To develop a calendar of retention activity for members.	April - May 2018	Calendar developed.	CMgr, DMMGR (with GMs)
4	To implement agreed calendar of retention activity.	June 2018 - March 2019	Calendar implemented.	CMgr (with GMs)
5	To add further value to loyal members and enhance membership offers	April 2018 - March 2019	Prosposals identified and implemented	CMgr (with ME & GMs)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

HEALTH AND SAFETY

HS1	To ensure 100% compliance with Fusion H&S policies and procedures			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan.	Monthly	Audit undertaken and action plan established.	CMgr, DBM (with GMs)
	Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.			
2	To implement the action plan re H&S compliance.	On-going	Action plan implemented.	DFMgr, (with GMs)
3	To maintain a health and safety notice board at all leisure facilities	On-going	Notice boards up to date.	CMgr (with GMs)
4	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan (SDIP).	monthly	Reviews undertaken and action plan established.	CMgr (with GMs)
5	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	CMgr (with GMs)
6	To facilitate a formal audit at each site.	each site twice yearly	Audit undertaken	CMgr (with GMs)
7	Update each SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	CMgr (with GMs)
8	To facilitate formal external (ISO18001 & ISO90001) audit of health and safety management policies and procedures.	April 2018 - March 2019	BSI audit undertaken and accreditation awarded	CMgr (with GMs)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager
- DFMgr Divisional Facilities Manager

FACILITY MANAGEMENT

FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 95% compliance with Fusion 360 inspection regime, with two checks carried out daily and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	On-going.	95% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review the nature of Fusion 360 failures quarterly/annually and develop relevant remedial action plans.	April: July: Oct & Jan 2018 - 2019	Review undertaken and action plan created.	CMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April: July: Oct & Jan 2018 - 19	Action plan implemented.	CMgr (with GMs)
3	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	CMgr (with GMs)
4	Ensure that Technicians are scheduled to visit Centres rather than lone reactive working and ensure that each Centre is visited at least every 2- working days	April 2018 - March 2019	GM feedback to DFM weekly	DFM (with GMs)
5	Ensure that the basics are right (i.e. systems and procedures: Responsive & timely Repairs & Maintenance, etc.)	April 2018 - March 2019	Monthly reporting	DFM (with CMgr & GMs)

FM2 To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a minimum 5% reduction in carbon emissions year-on-year				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	On-going	Systems and procedures implemented.	CMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	May 2018	Plan reviewed.	CMgr (with GMs)
	To specifically engage with and assist the Council in delivering its "Carbon Management Plan 3: Continual Improvement in Carbon and cost Reduction 2017-2022" carbon management programme including utilities monitoring, (and acting on excess energy/water consumption findings alerted by the OCC energy team), submitting monthly utilities reads and providing biomass delivery records for Leys pools biomass to the energy team at the council, developing green travel plans for customers and staff, reducing energy and water impacts in supplier and contractor management, developing a carbon champion network in Leisure centres and educating/raising awareness of customers and staff about energy and water consumption reduction approaches being implemented or that they can influence.			CMgr (with GMs)
3	To implement formal energy and water reduction action plans leading to annual reductions in energy and water consumption at OCC leisure centres. Share the plans with OCC energy team members for regular review/joint input and in developing awareness and understanding of what is driving consumption at the leisure centres and how to more effectively control and reduce it (e.g. working towards applying ISO 50001 energy management systems principles in leisure centres and responding to issues of excess consumption identified in significant energy use areas).	on-going	Plan implemented.	CMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2018 and on-going	Accreditation maintained	CMgr (with GMs)
5	Promote Cycle to Work Scheme	on-going	to have 10+ on scheme	CMgr (with GMs)
8	To incorporate appropriate works into a programme of lifecycle works.	Apr-18	Relevant works incorporated into programme.	CMgr
9	To ensure all environmental management notice boards are maintained displaying relevant information including A3 colour laminated Display Energy Certificates as mandatory under the relevant regulations.	on-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
10	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2018	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
11	To proactively work with OCC energy team members to identify, develop the business case for and deliver Salix funded energy efficiency projects in the leisure centres such as LED lighting and controls upgrades, boiler upgrades and controls, Insulation, implementation of additional renewable energy installations (including solar car ports, battery storage) etc. and to return Salix energy efficiency project loan payments in a timely manner each year.	on-going	Further embedding of energy and carbon reduction into core operations and responsibilities; strong top-down commitment to energy management; Active energy management – monitoring and targeting; liaison meetings with Council environmental colleagues.	CMgr, EM, DFM (with GMs)

FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	CMgr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2018	Action plan created.	CMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2018	baseline assessment completed	GM's
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to attain a 50/50 split	Apr-18	Quantitative method to measure	CMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2018 - March 2019	Action plan implemented.	CMgr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities. Two deep cleans per annum	April 2018	Programme established.	CMgr (with GMs)
2	To implement high level and deep clean schedules.	April 2018- March 2019	Programme implemented.	CMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 inspection scores).	Monthly	Cleaning schedules reviewed and revised.	CMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	CMgr (with GMs)
6	To monitor customer scores through Please Tell Us What You Think - Aim 90% good/satisfactory/excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs

FM5 To ensure that high standards of repair and maintenance are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of Facility Management (FM) subcontractors in Q4 2018/19 and draw up relevant remedial action plan.	April 2018	Performance reviewed and action plan drawn up.	CMgr
2	To implement remedial action plan for FM performance.	April - June 2018	Action plan implemented.	CMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	CMgr (with GMs)

5	To approve programme of lifecycle maintenance works for 2018/19.	April - May 2018	Lifecycle maintenance programme established.	CMgr
9	To implement equipment replacement programme for 2018/19. (CAPEX)	April 2018 - July 2018	Programme implemented.	CMgr (with GMS)
7	To review full equipment inventory for all leisure facilities.	April 2018 and on-going	Equipment inventory reviewed	CMgr (with GMS)

FM6	Rink and Barton Leisure Centre			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	April 2018 and on-going	Plan drawn up and maintained.	CMgr (with GMS)
2	To implement updated service improvement plan.	April 2018 and on-going	Action plan implemented.	CMgr (with GMS)
3	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	CMgr (with GMS)

Abbreviations

CMgr Contract Manager
GM General Manager
ME Marketing Executive
DFM Divisional Facilities Manager
EM Environmental Manager
DSCDMgr Divisional Sports and Community Development Manager

STAFFING

S1 To ensure that the Right People are in the Right Place at the Right Time				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April - October 2018	Staffing structures in place	CMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford that work 16 hours per week or more .	April 2018 - March 2019	Appraisals completed.	CMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning	June - July 2018	Training and development plan drawn up.	CMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2018 - March 2019	Compliance training 100%	CMgr (with GMs)
5	To implement agreed training and development plans.	July 2018 - March 2019	Training and development plan implemented.	CMgr (with GMs)
6	To ensure compliance with Fusion's new automated clocking in/out 'time and attendance' system	April 2018 and on-going	System effectively introduced	CMgr (with GMs)

S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2018 and on-going.	100% compliance achieved.	CMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2018 and increase trust index score by minimum 2 points	April 2018 - May 2019	Minimum of 70% participation achieved.	CMgr (with GMs)
3	Set up Divisional monthly / quarterly awards to take place in April, July, October & December	April 2018 - March 2019	Calendar of Awards	CMgr (with GMs)

S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2018	Programme created.	CMgr (with GMs)
	Plan to include attendance at job fairs and school careers events; proactive recruitment visibility in Oxford communities and at events.			CMgr (with GMs)
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2018	Programme implemented.	CMgr (with GMs)
5	Work with new-recruitment software Springboard for external and internal recruitment	April 2018 and on-going.	Information collected and analysed.	CMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2018 and on-going	Training delivered.	CMgr (with GMs)
7	Commit to hosting at least 2 work experience placements and 2 work apprentices for local residents across facilities.	April 2018 - March 2019	Placements/Apprentices hosted	CMgr (with GMs)

CMgr Contract Manager
 GM General Manager
 ME Marketing Executive
 DSCDMgr Divisional Sports and Community Development Manager
 RGN HR Regional Human Resource Manager

MARKETING

M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated				
Action Ref.	Action	TimeScale	Target / KPI	Lead Manager
1	To implement the agreed approach to PR communications in respect of the leisure contract and partnership overall	April 2018- March 2019	PR approach implemented.	RMM (with CMgr)
2	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 3% on 2017/18 and achieve 6 press releases.	April 2018	measurable KPIs reviewed.	RMM (with CMgr)
3	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) participation 2) things to do 3)schools 4) health & fitness 5) key groups (i.e. older & younger people, Bme and Disability, etc.)	April 2018	Programme established.	RMM (with CMgr ,DSCM, GMs & CRM's)
4	To implement the programme of general PR communications.	April 2018 - March 2019	Programme implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
5	To agreed approach to Healthy Choices promotions and Healthy Vend machines across the Contract, linking in with the sugar smart campaign.	April 2018 - March 2019	Programme implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
6	To implement a programme of marketing to increase the visibility of leisure services to groups such as older people who may be less likely to engage with social media and on-line marketing channels	April 2018	Programme implemented.	RMM (with CMgr, DSCM, GMs & CRM's)
7	To implement an agreed programme of joint working (including targeted campaigns), with OCC Communications and Branding team and other Community Services teams.	June 2018- March 2019	Programme implemented.	RMM (with CMgr)

M2 To deliver a 3% increase in total membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plans for each centre. Maintaining visibility of the Oxford branding.	April 2018	Plan created.	RMM (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2018 - March 2019	Plan implemented.	RMM (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage. Targeted work in respect of deprived wards and areas of regeneration, 50+ age group, Bme and disabled people, work with relevant partners/stakeholders and review of core literature; Engage with those who are less active.	Apr-18	Plan created and implemented.	RMM/SCD (with GM's , CRM's)
4	Develop a communication plan to increase the Bonus concessionary and choice memberships	Apr-18	Plan implemented and at least 3% increase in memberships.	RMM/SCD (with CMgr)

M3 To establish and maintain the highest standards of facility presentation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion Integrated Management System guidance and develop any appropriate action plan for improvement	April 2018	Audit undertaken and plan developed.	RMM (with CMgr & GMs)
2	Implement the customer Journey action plan	April 2018 - March 2019	Action plan implemented.	RMM (with CMgr & GMs)

M4 To establish and maintain the highest standards of web and social media promotion				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date, website to be fully updated	April 2018- March 2019	Website redesigned and live	RMM (with HoM)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and Instagram - each centre has a social media champion who is trained by the groups wider marketing team	April 2018- March 2019	Action plan implemented.	RMM (with CMgr,DSCM, GMs & CRM's)

M5 To develop connections and outreach with local school, youth clubs and Under18's				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Work with Councils Sports and Community Development to develop plan to improve relationships with schools and youth clubs to promote health and fitness - Work with 5 identified schools	April 2018- March 2019	Plan completed and implemented	RMM (with CMgr ,DSCM, GMs & CRM's)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and Instagram	April 2018- March 2019	Action plan implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
3	To create and implement an action plan in respect of promoting Rewards Cards to over 8s	April 2018- March 2019	Action plan implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)

M6 To launch new collateral designs and reduce print wastage				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Design and launch new collateral designs for core literature and sales materials	April 2018	New materials launched and on site	RMM (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, social MEDIA, apps etc. wherever possible.	April 2018 - March 2019	Waste reduced.	RMM (with HoM)

M7 To increase Reward Card usage and registration				
Action Ref.	Action	TimeScale	Target / KPI	Lead Manager
1	To create and impleMent an action plan in respect of promoting Rewards Cards to all users over the age of 8	April 2018 - March 2019	Waste reduced.	RMM (with CMgr ,DSCM, GMs & CRM's)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- RMM Regional Marketing Manager
- DSCDM Divisional Sports and Community DevelopMEnt Manager
- HoM Head of Marketing

SPORTS AND COMMUNITY DEVELOPMENT

SCD 1	To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2018	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2018	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2018	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2018 /19.	April - May 2018	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2018 - March 2019	Plan delivered	DSCDMgr
6	To review work plan for the delivery of 'GO Active Get Healthy' Diabetes project.	April 2018	Plan agreed	DSCDMgr
7	Improve liaison and communication with local communities and residents, prioritising areas of regeneration and engaging with those who are least inactive.	Quarterly updates	Programmes and calendars established and completed.	DSCDMgr (with GMs)

SCD 2	To develop and maintain positive and proactive relationships with local sports clubs			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities.	On-going	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 18	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of on-going support for registered clubs, based on the outputs of consultation/liaison.	On-going	Programme established.	DSCDMgr (with GMs)
4	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2018	Links maintained/created	DSCDMgr
5	To establish a process of consultation/liaison with other key sports clubs.	July - September 2018	Programme established.	DSCDMgr
6	To implement process of consultation/liaison with other key sports clubs.	October 2018 - March 2019	Programme implemented.	DSCDMgr
7	To work in partnership with City of Oxford Swimming Club and develop opportunities to work together to develop swimming pathways	On-going	plan established	DSCDMgr
8	To work in partnership with Oxford United and local football clubs to promote both Fusion and this key stake holder	April 18 to March 19	Links maintained/created and programme implemented	DSCDMgr
9	To work in partnership with Oxford City Stars and develop opportunities to work together	On-going	Links maintained/created	DSCDMgr

SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and revise the Swimming Pool Programmes	April 18	Strategy and Plan Produced	DSCDMgr
2	Implement the Pool Programme	April 18 onwards	Plan implemented.	DSCDMgr (with GMs)
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case; ensuring that our review methodology reflects and weights the health and social value, alongside income and participation numbers.	April 18	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 18	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 18	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours at all leisure facilities and prepare proposals for change.	April 2018	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
5	To formally review bank holiday opening hours at all leisure facilities and prepare proposals for OCC agreement	April 2018	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2018	Agreed proposals implemented.	DSCDMgr (with GMs)
7	Pop Up taster sessions in communities to further reduce barriers to participation.	At least 2 sessions each quarter	Programme implemented.	DSCDMgr (with GMs)
			Case Studies produced	

SCD 4				
To proactively explore opportunities for external funding				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2018	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2018	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2018 - March 2019	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2018	Communications delivered.	DSCDMgr

SCD 5				
To positively promote the benefits of healthy living and active lifestyles				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	On-going	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2018	Partners identified.	DSCDMgr (with GMs)
3	To ensure we are a partner in the Older peoples Day	Oct-18	Plan created	DSCDMgr
4	To support GO Active Get Healthy project, work together on programmes to get people active	On-going	Plan created	DSCDMgr
5	Create and deliver a programme of activities utilising funding opportunities available	Sept 2018	Programme created	DSCDMgr
6	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	April - June 2018	Evaluations and reviews undertaken with meetings attended	DSCDMgr
7	To attend health sub group meetings where beneficial (including the Barton Healthy New Town project)		Attend Meetings	DSCDMgr
8	To actively develop links with GP surgeries to increase Exercise on Referral numbers	April - June 2019	Plan created	DSCDMgr
			Visits made and sign-ups increased	DSCDMgr
9	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools	On-going	Work in partnership	DSCDMgr & GM's
10	To support Healthy eating in line with the sugar free food campaign.	On-going	Work in partnership	DSCDMgr & GM's
11	Develop new initiatives with key partners (i.e. Public Health, Clinical Practitioners and the Barton Healthy New Town group).	April 2018 - March 2019	Work in partnership	DSCDMgr & GM's
12	Further demonstrate impact, outcome and social value of delivery	April 2018-March 2019	A minimum of one case study produced and communicated each month	DSCDMgr & GM's
13	Work in in partnership with the Council and other key stakeholders to develop and promote a Drowning prevention strategy for the city	April 2018-March 2019	Work in partnership	DSCDMgr & GM's

SCD 6				
Develop & maintain relationships with schools, educational groups and community groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 18	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools.	Apr-18	Activity Programme established.	DSCDMgr (with GMs)
3	To maintain a continuous improvement plan in relation to schools and colleges development.	On-going	Programme implemented.	DSCDMgr (with GMs)
4	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
5	Be an active stakeholder in the planning and delivery of the Oxford School Games and the Oxford disabled Games.	April 18 - March 19	Games planned and delivered with Fusion contribution	DSCDMgr
6	To lead and offer Schools Swimming Service	April 18 - March 19	Liaison established and maintained	DSCDMgr
7	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	On-going	Programme implemented	DSCDMgr
8	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 17 - February 18	At least 500 pupils attending Free Day	DSCDMgr
9	To develop a school event calendar to celebrate sporting events for the centres	April 2017 - June 17	Programme implemented	DSCDMgr
SCD 7				
Badminton development				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure the Fusion Badminton Development Plan is developed	April 18	Calendar established.	DSCDMgr (with GMs)
2	To ensure the Fusion Badminton Development Plan is delivered in Oxford leisure facilities	April 19	Calendar established.	DSCDMgr (with GMs)

FACILITY DEVELOPMENTS

FD1	To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2018/19 business planning / annual service planning processes.	April - June 2018	Business cases developed and presented to the Council representative	CMgr
2	To continue to explore opportunities for crèche facilities at Ferry Leisure Centre	April - June 2018	Feasibility study produced and presented	CMgr
3	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2018-March 2019	Partnership & Contractual opportunities	CMgr
4	To work with the Council to successfully deliver (on-time and budget) the Horspath Sports Park	Jul-18	Partnership & Contractual opportunities	HoF

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- HoF Head of Facilities
- DBMO
- DSCDMgr Divisional Sports and Community Development Manager

PARTNERSHIP DEVELOPMENT

PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2018/19	April 2018	All details agreed.	CMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2018 and on-going	100% compliance.	CMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2018 and on-going	100% compliance.	
4	To fully agree the format, content and timing of all reporting arrangements for 2018/19	April 2018	All details agreed.	CMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2018 and on-going	100% compliance.	CMgr
6	To contribute positively and proactively to the Leisure Partnership Board meeting.	April 2018 and on-going	Partnership Board meeting held with demonstrable contribution.	CMgr
7	To submit and present the draft 2019/20 Annual Service Plan to the Leisure Partnership Board.	January 2019	Draft Annual Service Plan submitted.	CMgr
8	To agree a final Annual Service Plan for 2019/20 and prepare for implementation.	January - March 2018	Final Annual Service Plan agreed by the Leisure Partnership Board and implementation preparation underway.	CMgr
9	To review relevant partnership risk registers at Officer Operations & the Leisure partnership Board meetings at least twice a year	April 2018 & September 2019	Risk registered reviewed; mitigating actions and ownership understood; outcomes minuted	CMgr

PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities	April 2018 onwards	List identified and course of action agreed.	CMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2018 onwards	Course of action implemented.	CMgr
3	To continually propose added value and increased facility provision if necessary	2018/19	Business case developed/amended.	CMgr

PD3 To optimise the development of the partnership between Fusion and Oxford City Council				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2018	Processes reviewed.	CMgr
	To review monthly report template			

Abbreviations:

- DBMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

RISK ANALYSIS

INTRODUCTION:

As part of strategic business planning at a corporate and divisional level, potential risks to Fusion's business are identified and assessed. Their impact and likelihood is analysed and informs operational, resource and financial planning. At Fusion's corporate level, these plans are kept under review and monitored on a monthly basis by Board committees and by the Executive Management Team. The plans are also reviewed formerly at each quarterly Board meeting. Specific high-risk areas (e.g. health and safety and financial management) are also subject to specialist management, internal compliance monitoring and external audit on a regular basis.

At a divisional level, the Contract Manager is responsible for creating and maintaining a division-specific risk analysis and for working in conjunction with colleagues to continually monitor the implementation and effectiveness of mitigating actions identified within the risk analysis.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's corporate risk analysis and specific risks as identified directly in respect of Fusion's delivery of services within Oxford.

RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESTDUAL SEVERITY	RESTDUAL LIKELIHOOD	RESTDUAL WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12	Board member with specific responsibility for H&S Specialist H&S Manager in post Comprehensive H&S management policies and procedures in place Regular monitoring and on-going reporting of relevant H&S KPIs Comprehensive H&S training undertaken System of internal audit External accreditation with associated audits and inspections	4	2	8
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8	Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive on-going monitoring of performance in respect of key service criteria Establishment of detailed annual service plans setting out strategic objectives and required actions	4	1	4
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9	Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive on-going monitoring of performance in respect of key service criteria Regular review of relevant competition on a local, regional and national basis	3	3	9
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4	Expert support from key advisors, including legal, HR, H&S etc. Robust operational and quality management systems established On-going external and internal audit and inspection regimes	4	1	4
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Specialist ICT Manager in post, with expert off-site third party organisations providing support Corporate ICT recovery plan established as part of business continuity plan All data backed up daily Corporate ICT systems housed in a secure environment	4	2	8
Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Corporate business continuity plan in place and regularly reviewed Division-specific business continuity plan to be developed All data backed up daily Corporate ICT systems housed in a secure environment Fire and related risk assessments in place on a site-by-site basis and regularly reviewed Emergency Action Plans in place on a site-by-site basis and regularly reviewed	3	2	6

Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	Financial control procedures established and audited regularly Scheme of delegation established with separation of duties, authorisation limits and regular board reporting Insurable risks covered where possible	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets Annual service plans established on a divisional basis, setting our objectives, targets and planned actions Comprehensive monitoring of financial and operational performance Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners	3	2	6
Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams. Clear policies and procedures in respect of internal communication, knowledge management and quality management systems Proactive recruitment policies in order to identify and appoint relevant staff. Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff. Comprehensive succession planning across the business Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement	2	3	6
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors Comprehensive recruitment and staff management procedures Comprehensive training programmes for all line managers, with published training and development plan Staff Partnership and Consultative committee established together with regular dialogue with staff representatives Formal recognition of key unions and regular dialogue with relevant representatives	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules Establishment of Partnership Board to provide guidance and support in relationship Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales Regular performance monitoring, including service standards and compliance with the annual service plan. Multi-faceted relationship between Fusion and Oxford City Council	3	2	9
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	Appropriately resourced central FM team, supported by relevant specialist advisors Relevant and dedicated divisional resource Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance Establishment of an agreed programme of backlog and lifecycle (substantive) works Regular monitoring and inspection of facility condition and maintenance processes	3	2	6

Key:**Severity of impact:**

is the measure of magnitude of harm or loss that Fusion and/or Fusion's partner may suffer, ranging from 1 to 5, where:

5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus which is capable of bankrupting the business;

3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant but containable loss;

1 is "low" impact: i.e. will cause interruption that leads to no material loss.

Likelihood of occurrence:

is the possibility that the threat event will occur, ranging from 1 to 5, where:

5 is "high" likelihood: i.e. it is likely that the threat will occur in the next year;

3 is "medium" likelihood: i.e. it is possible that the threat will occur in the next year;

1 is "low" likelihood: i.e. it is highly unlikely that the threat will occur in the next year;

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES		RELEVANT SERVICE PLAN AIMS
Partnership Board Objectives		
PB1	continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions	FM2, FM5
PB2	continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation: women participation. We aim to exceed and increase participation by at least 5% across all groups and total participation but with targets being as high as 15% in certain target groups such as older people	F2, P1, P2, P3, P4, P5, P6, P7, P8, P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
PB3	maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	FD 1, M1, M3, M5
PB4	improving access to the facilities (e.g. car parking)	M1
PB5	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	FD 4, PD 2, PD 3,
PB6	to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines)	P1-9, M1, M3, M5, FD 4, PD 2, PD 3, PD 4, PD 5
PB7	to improve the offering of the 11-15 year old programming including term time and school holiday's	M1, M5, M7, P1, P3
Oxford City Council Corporate Objectives		
OCC1	Vibrant Sustainable Economy	F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, FD 1,
OCC2	Meeting Housing Needs	
OCC3	Strong and Active Communities	P1, P2, P3, P4, P5, P6, P7, P8, P9,
OCC4	A Clean and Green Oxford	FM 2, FM3
OCC5	An Efficient and Effective Council	F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3,
Fusion Corporate Objectives		
Fus 1	to deliver a 8% year-on-year increase in turnover	P1-9, F1, F2, S1, M1, M2, M3
Fus 2	to deliver a 10% increase in Margin	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 3	to deliver a 4% increase in like for like revenue	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 4	to ensure 98% "good"/"excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 5	to deliver Quest accreditation rating of "Excellent"	FM 6
Fus 6	To achieve turnover of 86 million pounds	

SERVICE PLAN AIMS		RELEVANT STRATEGIC OBJECTIVES
F1	Each Centre financial self sustainable	PB 1-4, OCC 1, OCC 3-5, Fus 1-5,
F2	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1-7, Fus 1, OCC3, Fus3
P1	To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P2	To deliver a 3% year-on-year increase in participation by users aged over 50	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P3	To deliver a 3% year-on-year increase in participation by users aged under 16	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P4	To deliver a 3% year-on-year increase in participation by users from BME groups	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P5	To deliver a 3% year-on-year increase in participation by disabled users	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P6	To deliver a 3% year-on-year increase in participation on the junior swimming	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P7	To deliver a 3% year-on-year increase in participation on the 60+ swimming scheme	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P8	To deliver a 3% year-on-year increase in participation in women and girls activities	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P9	To deliver a 3% increase in overall participation	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 1	To maintain levels of satisfaction at 95% GSE	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 2	Customer Service KPI improvement year on year in each Centre	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 3	Response time for customer feedback - responded within 48 hours and closed within 7 days	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 4	To ensure user representation on the Board and quarterly User group meetings take place and are well attended	PB2-4,6, OCC3, Fus4
CR 5	To deliver a reduction of at least 6% attrition levels for membership	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures	OCC5
FM 1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities	OCC5
FM 2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.	PB1, OCC4, OCC5
FM 3	To achieve a 50/50 split (50% landfill 50% recycling) of all refuse collection from our centres	PB 1, OCC 4
FM 4	To ensure that high standards of cleaning are achieved at all times	PB2, PB6, OCC3, OCC4
FM 5	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, PB5, OCC 2
FM 6	To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. Good at Leys L.C. Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1,3,4, Fus5
S1	To ensure that the Right People are in the Right Place at the Right Time	Fus4, OCC5
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	Fus4, OCC5
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	Fus4, OCC5
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
M2	To deliver a 5% increase in total membership	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
M3	To establish highest standards of facility presentation	PB1, PB 2-6, OCC 1, OCC 3-5, Fus 1-5,
M4	To establish and maintain the highest standards of web and social media promotion	PB 1-7,
M5	To develop connections and outreach with local schools	PB7
M6	To launch new collateral designs and reduce print wastage	Fus 2, Fus 6, OCC5, OCC4, PB3
M7	To increase Reward Card usage and registration	PB2, PB3, PB6, PB7, OCC3, Fus1,2,3
SCD 1	To develop positive and proactive partnerships with key local stakeholders	PB2, PB3, PB6, PB7, OCC3, Fus1,2,4
SCD 2	To develop positive and proactive relationships with local sports clubs	PB2, PB3, PB6, PB7, OCC3, Fus1,2,5
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB2, PB3, PB6, PB7, OCC3, Fus1,2,6
SCD 4	To proactively explore opportunities for external funding	PB2, PB3, PB4, PB6, PB7, OCC4, OCC5, Fus1-3,5,6
SCD 5	To positively promote the benefits of healthy living and active lifestyles	PB2-4,6,7, OCC3, Fus1-6
SCD 6	Develop & maintain relationships with schools and educational groups	PB2-4,6,7, OCC3, Fus1-7
FD 1	To develop a programme of other facility development proposals in the leisure facilities	PB2-4,6,7, OCC3, Fus1-8
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	OCC5
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	PB5
PD 3	To optimise the development of the partnership between Fusion and Oxford City Council	PB5

Appendix Four: Fusion Lifestyle 2018/ 2019 Annual Service Plan for the management of the Council's leisure facilities.

Risk Implications

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Satisfaction	Dissatisfaction with delivery of leisure provision	Threat	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan; Poor development of objectives and targets in respect of achieving the council's aspirations and vision	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity.	30.04.18	Head of Service	2	2	2	2	1	1	None	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.	On-going governance	Open	75%	Leisure & Performance Manager
Corporate Priorities	The 2018/ 2019 Annual Service Plan strategic aims do not reflect corporate priorities	Threat	Lack of assimilation with the Councils Corporate Plan	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	30.04.18	Head of Service	3	3	3	3	2	1	None	Strategic direction from the Leisure Partnership Board and Active Communities Performance Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2016/ 2017 Fusion Lifestyle Annual Service Plan.	On-going governance	Open	75%	Leisure & Performance Manager
Savings	Failure to achieve the commitment to accessible savings	Threat	Lack of financial consideration and planning within the delivery strands of the 2018/ 2019 Annual Service Plan.	Value for money not achieved.	30.04.18	Head of Service	3	3	3	3	3	1	None	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.	On-going governance	Open	75%	Leisure & Performance Manager
Business Continuity	Business Continuity Planning	Threat	Failure to maintain an up to date Business Continuity Plan.	Leisure facilities unable to operate for a period of time.	30.04.18	Fusion Lifestyle	3	2	2	2	2	2	None	Regular review of current Business Continuity Plans and annual testing of plan.	On-going governance	Open	75%	Leisure & Performance Manager
Reputation	Reputational Risk	Threat	Failure to manage repercussions following a serious event at a facility	Loss of Council reputation	30.04.18	Fusion Lifestyle	2	3	1	2	1	2	None	Emergency Plan for control of media exposure. Health & Safety monitoring and reporting regime in place and externally audited.	On-going governance	Open	75%	Leisure & Performance Manager
Contractor becomes insolvent.	Business Continuity	Threat	Contractor goes into administration;	full or partial termination of the LMC; leisure facility closures; reduced service; financial impact; negative publicity.	30.04.18	Head of Service	2	1	3	3	2	1	None	Prompt raising of the management fee and any late payment follows debt recovery procedures; Review of the Annual Statement of accounts when received from the leisure provider and reviewed by OCC Officers. Open and transparent local and senior stakeholder relationship management; Strong contract management governance.	On-going governance	Open	75%	Leisure & Performance Manager

Fusions capacity to deliver service due to significant growth	Business Continuity	Threat	Contractor over stretches available resources and funding.	Lack of investment to the Oxford contract; profit from the Oxford contract reallocated across the wider leisure portfolio.	30.04.18	Head of Service	2	1	3	3	2	1	None	Strong Contract management governance regime; Open and transparent local and senior stakeholder relationship management.	On-going governance	Open	75%	Leisure & Performance Manager
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Appendix Three:

Fusion Lifestyle 2018/2019 Annual Service Plan for the management of the Council’s leisure facilities.

Initial Equalities Impact Assessment



87

<p>Service Area: Community Services</p>	<p>Section: Active Communities</p>	<p>Key person responsible for the assessment: Leisure and Performance Manager</p>	<p>Date of Assessment: 30 April 2018</p>
<p>Name of the Policy/ Plan to be assessed:</p> <ul style="list-style-type: none"> Leisure and Wellbeing Strategy 2015 to 2020. Fusion Lifestyle’s 2018/ 2019 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford – as recommended by the Leisure Partnership Board. 		<p>Is this a new or existing policy</p>	<p>Existing</p>

1. Briefly describe the aims, objectives and purpose of the policy/ plan

The overriding objectives of the leisure management contract are:

- To develop world-class leisure facilities and to improve the value for money they offer;
- To reduce the overall subsidy for leisure services, prior to 2009 the subsidy per user was one of the most expensive in the country;
- Alongside the benefits of a successful contract such as increased participation, an upward cycle of continued improvement, and an improved public realm, there is also a surplus share arrangement that encourages the Council to support Fusion Lifestyle to exceed their contractual financial targets and provide further leisure investment.

The quality and service standards are high and facilities will be accessible with diverse and with inclusive programmes.

- Charging at market rate for those that can afford and running a highly cost effective service so that a surplus is created to fund a progressive concessions programme.
- Central part of the Corporate Plan for 2018-2022

The vision for delivery of leisure facility provision is to:

- Continuously improve the service for all users
- Reduce the subsidy per user
- Have greater energy efficiency from the leisure facilities
- Provide modern world-class leisure facilities to enhance the quality of life for everyone.

<p>2. Are there any associated objectives of the policy/ plan, please explain</p>	<p>The Leisure Facility Review (May 2009) detailed the Councils strategic approach to developing a city wide leisure offer that includes all facilities irrespective of ownership across the city. The review detailed a sustainable way forward for our leisure facilities.</p> <p>The Leisure & Wellbeing Strategy 2015 to 2020 is the services overarching strategy; the delivery of the strategy is supported by the Green Space Strategy, the Playing Pitches Strategy and the Youth Ambition Strategy. The strategy has three priorities:</p> <p>Objective 1 – A world class leisure offer The leisure offer is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, waterways, children’s centres, business premises and community buildings such as churches and village halls.</p> <p>Objective 2 – Our focus sports This strategy continues to designate <i>focus sports</i>. The Sport Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer.</p> <p>Objective 3 – Partnership working Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council’s Sport and Leisure team have an excellent reputation; this has helped bring in external funding and resulted in far greater outcomes being achieved and this approach needs to be built on.</p>
<p>3. Who is intended to benefit from the policy/ plan and in what way</p>	<ul style="list-style-type: none"> • Users of all leisure facilities in Oxford; • Local tax payers; • Target Groups: Those under the age of 17 and over the age of 50 years; Black, Asian, Minority and Ethnic groups; those with disability; Women and girls; Those resident in the most deprived areas of the City; those on a low income (and their dependants). • City communities.

4. What outcomes are wanted from this policy/ plan?

The plan is intrinsically linked to enabling the delivery of the Council's Corporate Plan, and has been developed to clearly set the objectives and targets in respect of achieving the council's aspirations and vision for delivering modern world-class leisure services.

The vision for delivery of leisure facility provision is to:

- Continuously improve the service for all users
- Reduce the subsidy per user
- Provide greater energy efficiency from the leisure facilities
- Offer modern world-class leisure facilities to enhance the quality of life for everyone.
- Targeted improvements in use by under-represented groups, women, older people, BME.

5. What factors/forces could contribute/detract from the outcomes?

- The general economic climate.
- Competition from the wider leisure industry.

6. Who are the main stakeholders in relation to the policy/ plan

- Oxford City Council;
- Councillors;
- Fusion Lifestyle;
- Facility users;
- Residents;
- Partners
- Communities

7. Who implements the policy and who is responsible for the policy/ plan?

Community Services – Active Communities; Head of Service; Executive Director Community Services

Fusion Lifestyle – Contract Manager

8. Are there concerns that the policy/ plan could have a differential impact on racial groups?

∓

No

<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none">• Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to racial group.</p>
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<p>9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to gender.</p> <p>Active Women has been a project driven by Sport England to get more women from disadvantaged communities, and more women caring for children, playing sport. The sessions are specifically designed for local women and aim to make it as easy as possible to participate and provision includes tennis, jogging, football, netball, badminton, trampolining, basketball and swimming.</p>	

<p>10. Are there concerns that the policy/ plan could have a differential impact due disability?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>Those entitled to disability benefits, and their dependants are entitled to excellent discounts through the Bonus concessionary membership scheme.</p> <p>Fusion Lifestyle has an active partnership with the disability swimming group ‘Oxford Swans’ who hold sessions at Ferry Leisure Centre and Leys Pools and Ferry Leisure Centre. There is also a good relationship with Kids Enjoy Exercise Now (KEEN), who are a UK registered Charity providing sporting, recreational and social activities to people with mental and physical disabilities, and special needs.</p> <p>Facilities comply with DDA legislation and development schemes progressed in partnership with Fusion Lifestyle give full consideration to needs of this target group.</p>	

<p>11. Are there concerns that the policy/plan could have a differential impact on people due to sexual orientation?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to sexual orientation.</p>	

12. Are there concerns that the policy/ plan <u>could</u> have a differential impact on people due to their age?	Yes	No
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>Concessionary fees and charges are available to these targeted groups. Additionally the Council continues to provide targeted free swimming and free swimming lessons for those aged under 17 years of age and resident in the City.</p> <p>Fusion offer Primetime sessions for those aged 50 years and over.</p>	

<p>13. Are there concerns that the policy/plan <u>could</u> have a differential impact on people due to their religious belief?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to religious belief.</p> <p>Fusion activity programming includes ladies only sessions and swimming lessons (i.e. Barton Leisure Centre, Ferry Leisure Centre and Leys Pools and Leisure Centre).</p>	

17. Are there implications for the Service Plans?		YES	No	18. Date the Service Plan will be updated	1 April 2018	19. Date copy sent to Equalities Officer	01.05.18
20. Date reported to Equalities Board:		n/a		21. Date to Scrutiny (5 June 2018) and CEB (13 June 2018)	22. Date published		
23. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy/ plan?	∓	No	24. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason			∓	No
25. Should the policy/ plan proceed to a partial impact assessment?	∓	No	If Yes, is there enough evidence to proceed to a full EIA:			No	
			Date on which Partial or Full impact assessment to be completed by			n/a	

Signed (completing officer): Lucy Cherry Signed (Lead Officer) Ian Brooke

Team members and service areas that were involved in this process:

Head of Community Services
 Active Communities Manager
 HR Business Partner Service and Support
 Leisure and Performance Manager

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To: City Executive Board
Date: 13 June 2018
Report of: Assistant Chief Executive
Title of Report: Oxford City Council Safeguarding Report 2017/18

Summary and recommendations	
Purpose of report:	To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2017/18
Key decision:	Yes
Executive Board Member:	Cllr Marie Tidball, Executive Board Member for Young People, Schools and Public Health
Corporate Priority:	Strong and Active Communities
Policy Framework:	Corporate Plan
Recommendations: That the City Executive Board resolves to:	
1.	Note the key achievements of the Safeguarding work delivered through Oxford City Council during 2017/18;
2.	Agree the Safeguarding Action Plan 2018/19 set out in Appendix 1; and
3.	Approve Oxford City Council's safeguarding policy updated April 2018

Appendices	
Appendix 1	Oxford City Council's Safeguarding Action Plan 2018/19
Appendix 2	Oxford City Council participation in Safeguarding Boards and Working Groups
Appendix 3	Oxford City Council Policy for safeguarding children, young people and adults with care and support needs

1. Background

- 1.1 The development, delivery and quality monitoring of safeguarding service provision is the responsibility of the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB). Oxford City Council is represented on both of these Boards and as a key partner actively contributes to safeguarding and the promotion of health and wellbeing of children and adults with care and support needs within the city.
- 1.2 Oxford City Council aims to ensure that all its activities have safeguarding at their core. Safeguarding vulnerable groups and creating an inclusive environment with accessible services is a key objective in building a world class city for everyone.
- 1.3 To achieve this aim Oxford City Council represents on the Safeguarding Boards at executive level and on each of the sub groups (see appendix 2). We are also responsible for safeguarding coordination between district councils.
- 1.4 Each year we listen to the views of our staff, volunteers and councillors, and we analyse our safeguarding needs against the county set priorities. We have ensured that emerging concerns are addressed in the action plan (see appendix 1) and fed back to the safeguarding boards.
- 1.5 We have continued to deliver high quality safeguarding training throughout the organisation. Our safeguarding awareness campaign has seen safeguarding referrals double in the last quarter.

2. Introduction

- 2.1 This report aims to:
 - Highlight the key achievements and progress made in relation to the safeguarding work delivered by Oxford City Council this year inclusive of the recommendations made by the Scrutiny Committee on 26th May 2018
 - Share the results of the external safeguarding self-assessment 2017
 - Focus on areas identified for further improvement in 2018/19: collated within an action plan attached at Appendix 1.
 - Consider challenges and risks in relation to external service changes and actions identified within the plan.

3. Safeguarding Audit 2017

- 3.1 The Council completes an annual self-assessment to evidence standards in the quality of our safeguarding work. The Self- Assessment Audit, which is a joint audit between the OSCB and OSAB spans across all departments, is approved by the Strategic Safeguarding Officers meeting and the Assistant Chief Executive. This audit then goes through a vigorous peer group assessment process with our County partners for challenge and approval. Oxford City Council has evidenced a continuous improvement in the quality of our safeguarding practice, evidenced this year by achieving an overall 8 areas of

Best Practice out of a possible 10. We continually achieve high scores and we are highly regarded by the safeguarding boards for our commitment to embed a positive safeguarding culture.

3.1 The Council is required to evidence its standard of work in the following areas:

- **(1) Leadership, Strategy and Working Together**

- a. Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs
- b. There is a clear statement of the agency's responsibility towards children and adults with care and support needs and this is available to all staff
- c. Local Safeguarding Board Effectiveness

- **(2) Commissioning, Service Delivery and Effective Practice**

- a. Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and adults with care and support needs & families
- b. There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs
- c. There is effective information sharing
- d. Commissioning arrangements are robust, effective and cost-effective
- e. Thematic Issue: Transport of children and adults with care and support needs

- **(3) Performance & Resource Management**

- a. There is effective training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or, depending on the agency's primary functions, in contact with children and adults with care and support needs
- b. Safer recruitment procedures, including vetting procedures and those for managing allegations, are in place

- **(4) Outcomes for, and Experiences of, People Who Use Statutory Services**

- a. People's experiences of safeguarding

3.2 Oxford City Council's Assessed Standards were as follows:

Oxford City Council Safeguarding Audit 2017										
	1A	1B	1C	2A	2B	2C	2D	3A	3B	4A
Oxford City Council	B	B	B	G	B	G	B	B	B	B

Blue – the standard/compliance point is fully met and can be evidenced as completed
Green – the standard/compliance point is near completion or fully met but cannot be evidenced at this point
Amber – the standard/compliance point is not met but work has begun or work is underway but has experienced delays in completion
Red – the standard/compliance point is not met, work is not underway and there are issues with commencing work

The full Self-Assessment is available here: [Safeguarding Audit 2017](#)

4. Key achievements to note 2017/18

4.1 All of the actions identified within Oxford City Council's Safeguarding Action Plan 2017/18 have been completed or are in progress. Details are provided below.

- **Leadership, Strategy and Working Together**

4.2 We have implemented a network of safeguarding champions. They are visible to all staff and promoted through internal communication lines. The champions are coordinated by the Safeguarding Coordinator with quarterly meetings and regular group updates. The champions are a means of disseminating information, quality assuring referrals and raising safeguarding standards throughout the organisation.

- [Link to safeguarding champions](#)

4.3 Bespoke training for champions has been agreed for June 2018. The training will focus on implementing the safeguarding policies and procedures we work under to protect vulnerable groups such as homeless people and sex workers. We are also beginning to implement the principles of restorative practice to ensure a collaborative approach to safeguarding in the community.

4.4 Through our communication strategy we have ensured safeguarding has had a consistent presence on our internal and external platforms. We have promoted learning events and key messages on behalf of the Safeguarding Boards and we have coordinated with the County Council to ensure a consistent approach to key dates and themes such as CSE awareness day.

- **Commissioning, Service Delivery and Effective Practice**

- 4.5 We have a robust system for ensuring grant and commissioned services have suitable safeguarding policy and procedure before committing funding.
- 4.6 In addition to our contract monitoring we have also asked two of our larger service providers Parasol and Aspire to complete a safeguarding self-assessment. The audit has helped the organisations see where improvements to safeguarding need to be made. The action plan allows Oxford City Council to monitor changes and operational effectiveness in safeguarding policy.
- 4.7 To improve this standard and meet the blue threshold for 2018 we will require all our commissioned services to complete a safeguarding self- assessment and submit an action plan to address any shortfalls.

- **Performance & Resource Management**

- 4.8 This year we have provided 15 safeguarding awareness briefings to City Council Staff. In addition 5 have been held at Oxford Direct Services. Staff are required to attend this training every 3 years. We have reached approximately 400 employees or 30% of the workforce and have 100% compliance for new starters.
- 4.9 All staff are required to update their safeguarding training every 3 years; records are held with HR and reminders are sent to services heads. Participation continues to grow as the number of overdue training has dramatically decreased. Volunteers are also invited to attend the internal safeguarding awareness sessions alongside paid employees of the council.
- 4.10 This year Oxford City Council and Oxford Direct Services will continue to work together to deliver a consistent safeguarding message and ensure there is coordination from the safeguarding boards to ODS and throughout the districts.
- 4.11 We completed a safeguarding Audit of our Youth Ambition Services and have incorporated the learning from this audit into our Safeguarding Action Plan.

- **Outcomes for, and Experiences of, People Who Use Statutory Services**

- 4.12 Oxford City Council has helped older people in Barton by promoting and referring to the 'Get Heard' advocacy program. The programs helps older people get to appointments and offer an appointment buddy service. The buddy service helps people remember what was said at medical appointments by going over details, talking it over, making lists and organising follow ups.
- 4.13 In 2017 Oxford City Council supported 20 Syrian families through the Syrian Vulnerable Persons Resettlement Scheme; this includes 43 adults and 45 children.
- 4.14 In 2018 the Council as part of the Thames Valley BAMER (Black, Asian, Minority Ethnic and Refugee) Project successfully recruited for a new post of VAWG Strategic officer. The Project is managed by representatives from the Office of

the Police and Crime Commissioner, local authorities and specialist support services. The Project was developed to assess, improve and better coordinate the multi-agency response to Violence against Women and Girls (VAWG) in BAMER communities across the Thames Valley Region. Funding was secured through the Home Office VAWG Service Transformation Fund and the DCLG Domestic Abuse Fund for a VAWG Strategic Officer with a specialist in BAMER communities.

The key areas of focus for 2018/19 will include:

- Implementing 'MyConcern' the new central reporting system for safeguarding concerns.
- Providing training for all users and line managers regarding their reporting and monitoring responsibilities.
- Creating a better understanding of safeguarding challenges in the housing sector and embedding a safeguarding culture.
- Reaching young carers; ensuring all identified young carers are referred to support services; increasing awareness of the challenges faced by carers and increased participation at young carer's professionals meetings.
- Continuing with the child exploitation sub group work
- Communication strategy to include collaborations with partners e.g. Thames Valley Police lead campaigns - Operation Stronghold (campaign to reduce the impact of drug use and dealing in Oxford City centre), and Hidden Harm Campaign which aims to raise awareness about undetected and unreported abuse of a person or people.
- Implementing the ideas of restorative practice, (a term used to describe a way of behaving which helps to build and maintain healthy relationships, resolve difficulties and repair harm where there has been conflict), across all safeguarding practises.

5. Risks and Challenges

- 5.1 With new reporting procedures about to be launched and up dated policies and guidelines we need to ensure that:
- There is a clear communication regarding MyConcern and the new procedure for reporting safeguarding concerns.
 - All staff acquire log in details to the system and register for use; all staff must attend a training session or access training details on line.
 - Our training addresses local and national concerns.
 - We conduct sufficient horizon scanning and predict impending trends and changes to government priorities and funding opportunities.

6. Financial implications

- 6.1 The Council has committed within the budget to make an annual contribution towards the running costs of the OSCB of £10,000 and the OSAB of £10,000.

The City Council has two active trainers who contribute to the OSCB training pool and one for the OSAB training pool.

6.2 All work identified in this report can be funded from within the Policy and Partnerships budget.

7. Legal issues

7.1 There are no legal implications arising from the report.

8. Equalities impact

8.1 Oxford City Council's Safeguarding Policy is attached as an appendix

Report author	Rosie Woollcott
Job title	Safeguarding Coordinator
Service area or department	Assistant Chief Executive
Telephone	
e-mail	rwoollcott@oxford.gov.uk
Telephone number	07483010758

Background Papers:

1 Oxford City Council Section 11 Self- Assessment 2017

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Appendix 1: Oxford City Council Safeguarding Action Plan June 2018 to June 2019



Key Influences/inputs

- Corporate Plan
- The Safeguarding Self-Assessment Audit
- Oxfordshire Safeguarding Children’s Board (OSCB) Business Plan
- Oxfordshire Safeguarding Adults (OSAB) Business Plan
- Oxford City Council’s Children and young people strategy
- Oxfordshire Children’s and Young Peoples plan

The annual Safeguarding Self- Assessment Audit is a joint audit between the OSCB and OSAB.

The Action Plan Framework is based on the Self-Assessment Standards and it is aimed at maintaining best practice ‘blue rated standard across service areas and raising the Council from a ‘green’ good rated standard to a ‘blue’ rated standard across the board.

107

Area identified for Improvement	Action	Measure	Outcome	Impact	Lead	Completion date
Leadership, Strategy and working together	<u>Policy and Procedure</u>				RW	Aug 2018
	Implement MyConcern central recording system for safeguarding concerns. A one year pilot of the system	Quarterly report evidencing use of system.	Ability to evidence referral journey. Monitor concerns and provide outcome reports. An evaluation report at the end of the year pilot	Positive Safeguarding culture. Ability to identify under and over reporting in vulnerable groups and departments.	DG	July 2019
	One Team Logic ‘Myconcern’ provider to deliver face to face training for all safeguarding leads and champions.	Understanding of key objectives and user responsibilities of new system	Delivered training across City Council departments on using on line system	Support and guidance for all staff.	RW	July 2018

Coordinate training to all staff on the new reporting system	Champions and safeguarding leads to assist in the roll out of all staff training. Guidance available on Intranet.	Organisation wide use of system. Accurate data retrieval and uses reports.	Consistent safeguarding reporting across Council. Positive feedback from staff is annual staff safeguarding survey	RW RW	Aug 2018 Dec 2018
Quarterly review of all child safeguarding concerns, identify where neglect is identified and where it has been potentially missed.	Quarterly report using MyConcern reviewed at strategic safeguarding group.	Identify knowledge gaps. Provide evidence to safeguarding boards.	Early identification of Neglect. Early intervention opportunities reduce number MASH referrals for serious concerns	RW	On-going
Safeguarding Children and Adults with care and support needs Policy and Procedures updated.	Policy accessible on Intranet. New employee signs off required.	Streamlined functional policy. Clear procedures and guideline documents attached.	Safeguarding policy integrated and aligned with existing Council policies.	RW SG	June 2018
<u>Communications</u>					
Updated policy and procedures included in safeguarding communication strategy.	Use of internal comms and Face to Face meetings	Understanding of duties and responsibilities	Increased reporting and awareness.	RW	June 2018

	Promote the Safeguarding Champion structure	Use internal communications to publish profiles of champions	Raise awareness of champions network	Imbed positive safeguarding culture	RW	All year
	Coordinate external communication plan with Districts and County to ensure coordinated response to key dates and themes.	Quarterly district meetings	Communication Strategy for safeguarding and key messaging throughout the year	Provide a clear structure for key messaging from serious case reviews	RW	All year
	Comms plan to include how key safeguarding messages can reach young people.	Number of young people using Youth Ambition Program	Children and young people using services and have a raised awareness of safeguarding issues.	Young people able to recognise signs and risk associated with safeguarding issues	CM/ RW	Aug 2018
	Safeguarding networking event	Key safeguarding officers from Oxford City and safeguarding boards invited to network event	Deliver key safeguarding message from OSAB/OSCB and city priorities	Build relationships and improve multi-agency working	RW	Aug 2018
	<u>Child Sexual Exploitation and exploitation sub-group</u> Continue to work with OSCB CSE (Child Sexual Exploitation & Exploitation) Sub-group and Kingfisher Team in delivering the CSE Action plan aims	Regular attendance at CSE sub-groups and associated meeting and carryout any agreed actions	Multi-agency information sharing and guidance		RA	On-going
	Once developed, screening tools to be agreed by strategic safeguarding group and available to all staff on Intranet.	Agreed tools to use. Available on keeping people safe page	Multi-agency approach and consistency in referral	Accurate measure of individuals believed to be at risk of exploitation.	RW RA	Dec 2018

1
Commissioning service delivery and effective practice

Child drug exploitation 'county lines' awareness.	Include definition in safeguarding awareness briefing.	Staff aware how to 'spot the signs' and report to police or crime stoppers	Reduce crime on City and protect children exploitation and serious harm	LL	June 2018
Hotel Watch scheme to continue. Statement of intent for all hotels in City.	All hotels to be contacted by city and council.	Raise awareness of sexual exploitation in all of city's hotels.	Reduce crime and sexual exploitation by raising reporting rates.	LL RA	On-going
<u>Modern Slavery Strategy group</u> As part of the national anti-slavery network. Oxfordshire will establish the Modern Slavery Strategy Group with an objective to develop and deliver a plan which coordinates and improves our response to modern slavery in Oxfordshire.	High level representative on strategic group	Provide strategic oversight, structure and accountability for our collective response to modern slavery in the County	Identification of victims, increased referrals and perpetrators brought to justice.	RA	On-going
<u>Procurement</u> Ensure all grant and commissioned services are required to and evidence suitable safeguarding policy and procedure before funding is committed	Safeguarding policy amended to reflect requirement.	All commissioned services have safe practises Written evidence in procurement process, contracts and contract monitoring visits	Efficient effective council	LC	On-going
Ensure all grant and commissioned services complete a safeguarding self-assessment	Included in Council self-assessment	Move from good practise to best practise	Gaps in service provision highlighted and amended.	RW	Dec 2018
Continue our grants programme to support the voluntary and community sector deliver services.	Percentage of grant applications received from target communities (groups/ areas)	Better services for target communities	Strong and active communities	LC	On-going

		High quality commissioned services			
	<u>Direct Services</u> Support Oxford Direct Services in delivering safeguarding.	Share training materials, information and updates from Safeguarding Boards.	Coordinated safeguarding approach from city and Council and ODS	Increase knowledge and awareness across ODS and increased reporting rates.	RW All year
	<u>Young Carers</u> Ensure all identified young carers are referred to support services.	Number of young carers identified. Details recorded on MyConcern.	Access to support services and respite.	Effective use of services. Accurate recording of needs.	RW All year
	<u>Children and adults with care and support needs who have experienced abuse</u> When abuse is reported or identified victims are supported and are able to access services that are appropriate to them, including signposting to and supporting through effective criminal, civil or social justice frameworks.	Internal training sessions on local support services and referral pathways.	Number of safeguarding referrals for adults and children who have experienced abuse.	Increased confidence in addressing issues and providing correct information.	RW Sep 2018
	<u>Licensing responsibilities</u> Taxi licensing Continue best practise through Joint Operating Framework	JOF fully implemented.	All taxi drivers will complete safeguarding training in order to renew/obtain licence.	Best practice in taxi licensing and safeguarding responsibilities.	RA On-going
Performance and resource	<u>Training</u>	Horizon scanning, emerging trends identify local issues.	Current and relevant material aligned with Safeguarding board	Workforce of aware of city priorities and	RW Feb 2019

management	Annual review of training needs and content to be included in all staff awareness briefing		priorities.	county wide and national trends.		
	Measure training outcomes in practice and assess effectiveness of training staff.	Review evaluation forms, referrals and staff survey	Accurate picture of effectiveness of safeguarding training.	Ability to capture staff views and improve service.	RW	Dec 2018
	To promote the support available to staff through the Employee Assistance Programme 'Health Assured' and to develop further support where required.	Include details on safeguarding awareness briefing.	Employees encouraged to consider own welfare when managing challenging situations.	Healthier workforce, positive safeguarding culture.	RW	On-going
	Continued data reports to service heads from HR	Training renewal dates monitored and monthly reports sent to service heads.	Renewal dates are aligned with Safeguarding Board standards.	Employee trained to local standards.	BM	All year
	Continue to deliver internal safeguarding awareness briefing throughout the year	Clear framework for delivering messages. Meaningful and relevant to services.	Quarterly sub training group meeting – plan and support the delivery and development of internal training packages.	All employees able to meet safeguarding training requirements.	RW	All year
	Continue to Work with the OSCB and OSAB Training Groups/ workshops to develop training programmes and learning events that meet the needs of our staff	Represent on training sub-group and attend meetings regularly.	Provide a collective report to safeguarding training sub group to continually improve our training by listening to staff feedback.	Effective partnership working.	RW	On-going
	Identify teams that will be required to attend child	Staff working directly with	Employees trained to	Increase	RA	Dec 2018

exploitation training once finalised by subgroup	children or public facing roles to be offered exploitation training.	meet national expectations.	number of victims accessing support.		
All staff to complete OSCB E-learning on Neglect – once live	Increase in reporting of neglect as safeguarding concern or early invention referral.	Tackle City and County priority to recognise and name neglect early on.	Decrease in number of children on CPP for neglect.	LL RW	June 2019
Mental Capacity Act training to be offered along-side and in addition to Adult Safeguarding training	Staff involved in adult safeguarding to attend MCA course.	Better understanding of limitations of services where consent is an issue.	Improved referrals to adult social care and support services.	RW	Dec 2018
Councillor training to commence after May election	Safeguarding awareness briefing adapted to meet the needs of Councillor training.	Councillors to provide feedback on course content. Sessions delivered	All employee and Councillors training to minimum level.	RW DG	July 2018 Sept 2018
<u>Champions training sessions</u> Incorporate guidance on policy implementation into Champions training e.g. working with adults who don't engage.	Champions able to support employees through reporting and referral process manage expectations and give practical advice.	Raise standard of reporting. Manage expectations of partner's services through better awareness of joint processes and priorities.	Staff feel supported, more engaged with safeguarding processes. Positive Safeguarding environment.	RW DG	Aug 2018
<u>Community Engagement</u> Expand the use community spaces to share key safeguarding message. E.G Community notice boards	Information to be regularly provided to volunteers about safeguarding sessions available.	Expand key messaging and safeguarding updates and information to our	Strong and active communities.	RW	June 2018

			community of volunteers.		
	Complete and the VCS safeguarding policy and clear message to all voluntary groups regarding their safeguarding responsibilities	Signed off template at OSCB training subgroup.	Templates being used by resident associations, community groups commissioned through Oxford City Council.	Safe practise and reduced risk to children, young people and adults with care and support needs.	ST All year
	Develop a flowchart of risks – does your organisation needs its own safeguarding policy	Have a clear chain of responsibility for safeguarding for voluntary group.	Voluntary groups accountable for safeguarding.	Safe practise and reduced risk to children, young people and adults with care and support needs.	SG RW ST July 2018
1 1 4 Outcomes and experiences of service users using statutory services	Youth Ambition Ensure all child safeguarding concerns are recorded on MyConcern.	Youth Ambition staff have access to create and update records.	Referral journey is tracked and use of practitioner tools is monitored.	Information available to safeguarding boards.	ST RW Mar 2019
	All identified Young carers are referred to support services	Details to be recorded on MyConcern.	Younger carers are referred to Carers Oxfordshire and young carers needs assessment completed.	Measurable identification and classification of young carers and use of support service.	CM June 2019

Youth ambition manager to continue as safeguarding champion	Successor to Youth Ambition manager to maintain position as safeguarding champion and on strategic safeguarding group.	Provide Safeguarding link between Youth Ambition, Oxford City and safeguarding boards.	Safeguarding embedded with Youth Ambition practice.	CM	On-going
<u>Adult Safeguarding</u>					
Highlight safeguarding referrals where isolation and loneliness are having a negative impact on the individual wellbeing	Safeguarding concerns recorded on My Concern	Quarterly review of how service users are effected by isolation and loneliness	Services users signposted to support services and groups	SC	Jan 2019
Partnership with homelessness crisis team OXSPOT and support of severe weather emergency protocol SWEP.	Homelessness information and guidance available on Oxford City external website	Staff trained to give to people facing homelessness and rough sleeping	Vital information reaches more vulnerable people	RL	On-going

Document Control

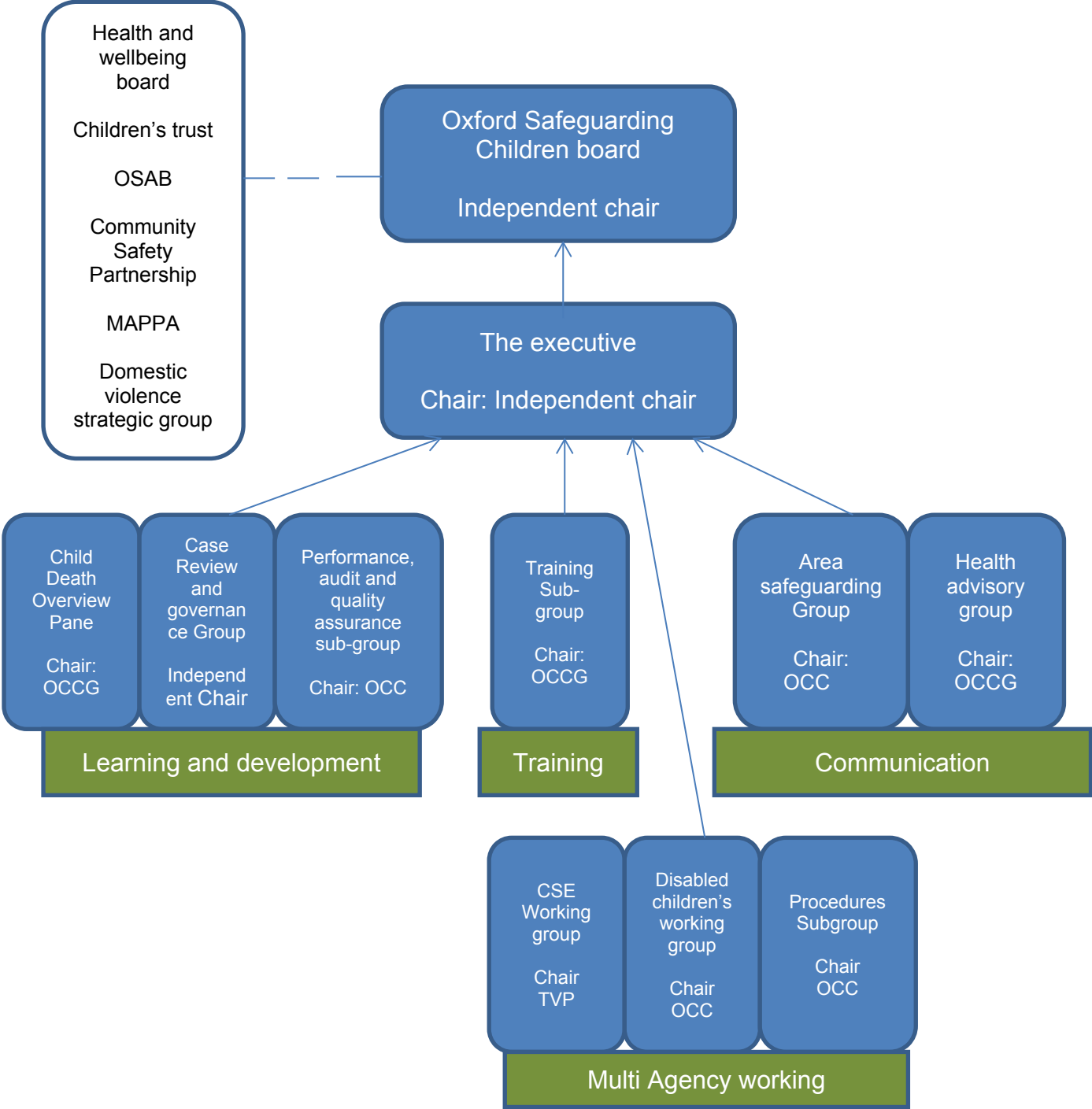
Document	Oxford City Council Safeguarding Action Plan 2018/19
Owner	Caroline Green Assistant Chief Executive
Author	Rosie Woollcott Safeguarding Coordinator
Date last reviewed	April 2018
Next Review Date Due	Oct 2018

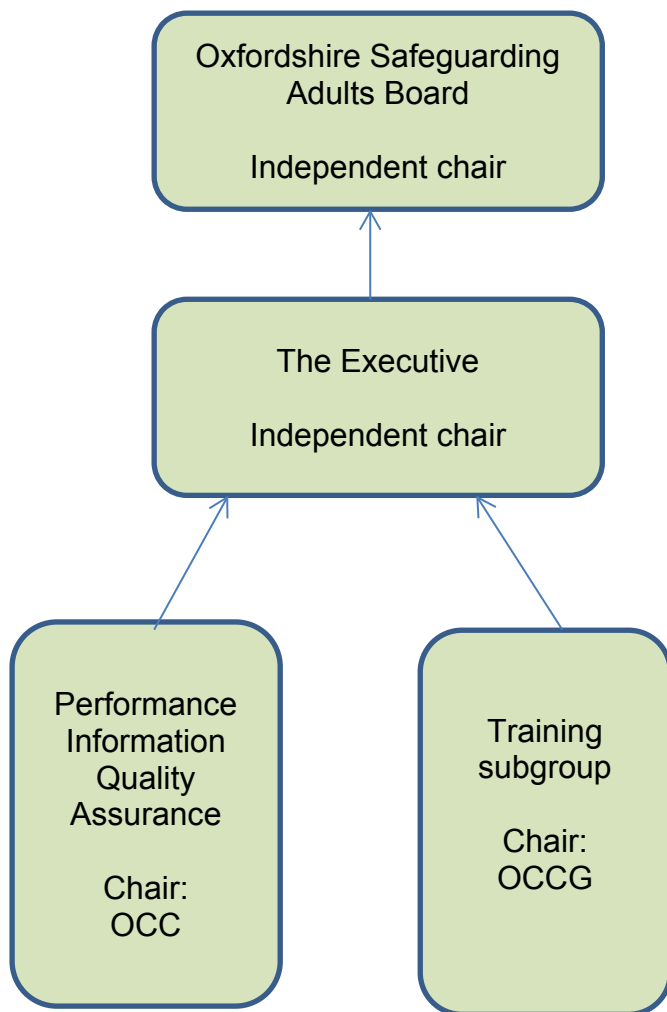
Version	1
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Name: 'Oxford City Council Safeguarding Action Plan'

File Location:

Oxford City Council participates in the following:





- Community Safety Partnership
- Board
- CSE
- Modern Slavery

- Children's Trust
- Education Attainment working group
- Strategic school Partnership

Safeguarding Children, Young People and Adults with Care and Support Needs

Policy & Procedures

Document	Safeguarding Children, Young People and Adults with Care and Support Needs Policy & Procedures.
Owner	Dani Granito
Author	Rosie Woollcott
Date Reviewed	April 2018
Review due	April 2019
Version	12

Version No. 12	Date	Notes
1	1 October 2012	First draft reviewed and sent to Human Resources and Data Protection Manager for initial Comment
2	November 2012	Revised document in the light of comments received from Human Resources and Data Protection Manager
3.	9 November 2012	Circulated to Named Safeguarding Officers and Named Policy Officers and Heads of Service
4	December 2012	Section 11 Self- Assessment completed
5.	December 2012	Copy revised according to comments received and issues that emerged through the Self- Assessment Process
6.	January 2013	Further revision to text in preparation for Named Safeguarding Officers meeting on 10 th January
7.	29 October 2014	Circulated to Named Safeguarding Officers for review
8.	November 2014	Revised for Section 11 Self-Assessment
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10.	November 2015	Revised for Section 11 Self-Assessment
11.	January 2016	Revised to reflect restructure in Designated Safeguarding Officers

CONTENTS

CONTENTS	2
SECTION A – SAFEGUARDING POLICY	3
1 INTRODUCTION	3
2 POLICY SCOPE	3
3 AIMS	3
4 OBJECTIVES	3
5 LEGAL FRAMEWORK	4
6 DUTIES	4
7 INTERACTION WITH OTHER COUNCIL POLICIES AND EXTERNAL DOCUMENTS	5
8 COMMISSIONED SERVICES	5
9 MONITORING & REVIEW	6
SECTION B – SAFEGUARDING PROCEDURES	7
10 TRAINING	7
11 SAFER RECRUITMENT	8
12 INFORMATION SHARING	8
13 REPORTING AND RESPONDING TO ALLEGATIONS OF ABUSE	10
14 MODERN SLAVERY AND DUTY TO REFER	11
15 PROCEDURE FOR ALLEGATIONS AGAINST A COUNCIL EMPLOYEE OR VOLUNTEER	11
16. PROCEDURE FOR REPORTING OF CHILD DEATHS	12
17 PROCEDURE FOR REPORTING DEATHS OR SERIOUS ABUSE OF ADULTS WITH CARE AND SUPPORT NEEDS	12
SECTION C – SAFEGUARDING GUIDANCE	14
18 GUIDANCE FOR SAFE WORKING PRACTICES WITH CHILDREN, YOUNG PEOPLE AND ADULTS WITH CARE AND SUPPORT NEEDS.	14
19 GUIDANCE ON WORK EXPERIENCE WITH CHILDREN, YOUNG PEOPLE OR ADULTS WITH CARE AND SUPPORT NEEDS	18
20 GUIDANCE ON RISK ASSESSMENTS	19
21. GUIDANCE ON TRANSPORTING A CHILD, YOUNG PERSON OR ADULT WITH CARE AND SUPPORT NEEDS	19
22. USE OF TAXIS	20
APPENDIX 1 – GLOSSARY OF TERMS USED AND ABBREVIATIONS	21
APPENDIX 2 – SAFEGUARDING ROLES AND RESPONSIBILITIES	25
APPENDIX 3 - DEFINITIONS OF ABUSE	28
APPENDIX 4 - MEDIA CONSENT FORM	35
APPENDIX 5 - CHECKLIST FOR BOOKING TRANSPORT FOR CHILDREN	35
APPENDIX 6 - TAXI BOOKING FORM	36
APPENDIX 7 - CONTACT DETAILS	37
APPENDIX 8 - FURTHER RESOURCES AND INFORMATION	39

Section A – Safeguarding Policy

1 Introduction

- 1.1 Oxford City Council undertakes a range of activity that brings its employees, members and volunteers into contact with children, young people and adults with care and support needs.
- 1.2 In addition the Council procures services from other organisations who may work with children, young people and adults with care and support needs.
- 1.3 The purpose of this policy is to clearly state the duty and responsibilities of all Council employees, members and volunteers working for or on behalf of Oxford City Council in relation to safeguarding children, young people and adults with care and support needs.
- 1.4 This policy supports the Oxford City Council Corporate Plan objective for strong and active communities.

2 Policy Scope

- 2.1 This policy and procedures apply to all city council employees, which include contractors and agency staff.
- 2.2 This policy and procedures apply to all elected Councillors, also known as Members.
- 2.3 This policy and procedures apply to any person volunteering for Oxford City Council.

3 Aims

Through this policy document and the Safeguarding Action Plan, Oxford City Council aims to;

- 3.1 Safeguard children, young people and adults with care and support needs from harm, exploitation or abuse.
- 3.2 Promote the wellbeing and support the development of children, young people and adults with care and support needs and support their development as residents and members of the Oxford community.

- 3.3 Ensure safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and the Oxfordshire Safeguarding Boards requirements.

4 Objectives

Oxford City Council undertakes a wide range of activities that underpin and meet the aims of this policy, for example Oxford City Council will ensure;

- 4.1 Robust communication and escalation processes are in place that complements Oxfordshire's Safeguarding Children Boards (OSCB) and Oxfordshire's Safeguarding Adults Boards (OSABs) strategies.
- 4.2 Clear lines of accountability within the Council for Safeguarding
- 4.3 Employee, member and volunteer induction, training and continuing professional development so that employees, members and volunteers are competent to undertake their roles and responsibilities, in relation to safeguarding children and adults at with care and support needs.
- 4.4 Safe working practices including recruitment, vetting and barring procedures.
- 4.5 Effective interagency working including effective information sharing and adherence to the 'partnership protocol'.
- 4.6 Further details of the work the City Council undertakes to meet the aims of the policy are contained both with this document and in the Safeguarding Action Plan (available from the Policy & Partnerships Team).

5 Legal Framework

- 4.1 This policy has been developed in accordance with the principles established by relevant legislation and guidance.
- 4.2 Under the legal framework of the Children Act 1989 and 2004 and the Care Act 2014 the council has specific duties to safeguard and promote the well-being of children and adults with care and support needs. There are fundamental differences between the legislative framework for safeguarding for children, and for adults, which stem from who can make decisions.
- 4.3 The [Mental Capacity Act](#) (MCA) is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment. It applies to people aged 16 and over.

6 Duties

The council has the following duties:

- 6.1 To ensure that, in discharging its functions, it has regard to the need to safeguard and promote the welfare and well-being of children, young people and adults with care and support needs.
- 6.2 To ensure that other organisations commissioned to provide services on its behalf have regard to the need to safeguard and promote the welfare and well-being of children, young people and adults with care and support needs.
- 6.3 To report any suspected victims of exploitation (slavery or human trafficking) to the Secretary of State.
- 6.4 To provide support for people who are homeless or facing homelessness.
- 6.5 To make all employees, members and volunteers, aware of their responsibilities and how to act in ways that protects them from allegations of abuse. (See *Appendix 2*).
- 6.6 To have a designated safeguarding lead to be involved in the management and oversight of individual cases.
- 6.7 To provide a senior officer to act as first point of contact in the event of the death of child/young person or adult with care and support needs on council premises that the organisation may be the first to be aware of and to ensure that there is an effective response.
- 6.8 To share information with relevant agencies. Information sharing protocols are covered in section 12.

7 Interaction with other council policies and external documents

The following documents support the aims of this policy and should be read alongside it:

- [Recruitment and Selection Policy](#)
- [Criminal Records Policy](#)
- [Employee Code of conduct](#)
- [Working together to Safeguard Children](#)
- [Safer Recruitment guidelines](#)
- [Whistle Blowing Policy](#)

8 Commissioned Services

- 8.1 Oxford City Council provides a number of services that support the development and promote the wellbeing of children and young people and adults with care

and support needs. The Oxford City Children and Young People's Strategy (link to follow) sets out in detail what services are provided for children and young people.

- 8.2 The Council will refer contractors to the guidance document, which was issued under section 11(4) of the Children's Act 2004 and the Department of Education and Skills Statutory Guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children's Act 2004 (issued 2015).¹
- 8.3 The Council reviews all safeguarding policies of commissioned services to check they meet local and national standards.
- 8.4 Voluntary organisations must comply with standards set by Oxfordshire Safeguarding Children's Board and Oxfordshire Safeguarding Adults Board and this is stated in our funding agreements.
- 8.5 Safeguarding guidance is included throughout our grant process within all service areas and through our formal procurement portal process.
- 8.6 When groups apply for grant funding from Oxford City Council, the organisation must provide its safeguarding policies.
- 8.7 Where relevant to the post, all agencies that provide us with contracted staff must have procedures in place to safeguard young people and adults with care and support needs equivalent to those described in this policy.

9 Monitoring & Review

- 1.1 The Safeguarding Coordinator will complete an annual safeguarding audit to measure the organisation's performance against standards set by the local safeguarding boards.
- 1.2 Following the audit the safeguarding action plan is developed annually to ensure effective implementation of this policy and other local and national safeguarding priorities. Progress on the action plan is reviewed every 6 months and reported to Strategic Safeguarding Group.
- 1.3 This policy will be reviewed annually and goes through the Council's Scrutiny Committee and City Executive Board clearance process.

¹ 'Working Together to Safeguard Children', Department for Education, 25 March 2015

Section B – Safeguarding Procedures

This section sets out the range of work that supports the implementation of the safeguarding policy

2 Training

- 1.1 Guidance on how to access training is available on Keeping People Safe.
 - [Safeguarding awareness briefings and training](#)
- 10.2 The following procedures are in place to ensure employees, members and volunteers complete the appropriate safeguarding training. There are different levels of training available to employees, volunteers and members, defined by the Oxfordshire Safeguarding Boards.
- 10.3 All new employees, members and volunteers will be briefed on their responsibilities towards children, young people and adults with care and support needs during their induction.
- 10.4 All employees are required to complete safeguarding awareness level training (in-housing briefing/OSCB and/or OSAB on-line training). This must be refreshed every three years. This includes employees supervising work experience students.
- 10.5 Members are required to complete safeguarding awareness level training as a minimum. This must be refreshed every three years.
- 10.6 Volunteers are required to complete safeguarding awareness level training as a minimum. This must be refreshed every three years.
- 10.7 Volunteers should contact HR Admin and Support using the hradmin@oxford.gov.uk email address, under the heading 'Safeguarding awareness briefing' to arrange to book onto a course.
- 10.8 Line managers are responsible for ensuring that employees in relevant posts attend the appropriate level of training for their role.
- 10.9 Employees, members and volunteers working directly with children will be required to complete OSCB Generalist or Specialist Training or equivalent, appropriate to their role.
- 10.10 Employees, members and volunteers working directly with adults with care and support needs will be required to complete OSAB levels one to three Multi-Agency Training or equivalent, appropriate to their role.
- 10.11 Recruiting managers should follow the City Council Recruitment and Selection Procedures and undertake the required Oxford City Council Recruitment and Selection training.

- 10.12 Designated Safeguarding Leads and Safeguarding Champions will be required to attend the OSCB Designated Lead training course no less than once in a two year period. They will also attend the OSAB Leader/Manager training no less than once in a three year period.
- 10.13 When it is uncertain whether an employee fits into any of these categories, line managers should discuss the issue with the Human Resources team.

3 Safer Recruitment

3.1 To ensure Safeguarding is embedded in our recruitment and selection procedures this policy operates in conjunction with following Oxford City Council policies and guidelines:

- [Recruitment and Selection Policy](#)
- [Criminal Records Policy](#)
- [Safer Recruitment guidelines](#) – internal use only

3.2 The Head of Business Improvement is responsible for ensuring that the appropriate recruitment procedures are in place and compliance with the Disclosure and Barring legislation through the Disclosure and Barring Service ['DBS'].²

3.3 The following statement is included in all job descriptions:

'Oxford City Council is committed to safeguarding and promoting the welfare of children, young people and adults with care and support needs and requires all staff and volunteers to demonstrate this commitment in every aspect of their work.'

4 Information Sharing

4.1 Oxford City Council understands the importance of ensuring that personal data is always treated fairly, lawfully and appropriately and that the rights of individuals are upheld. Oxford City Council is fully committed to compliance with the requirements of the General Data Protection Regulations.

4.2 To meet the statutory requirements of The Care Act 2016 and The Children's Act 2014 all employees, members and volunteers must comply with the following policies, guidelines and protocols:

- [Information sharing - Advice for practitioners providing safeguarding services to children, young people, parents and carers](#)
- [Safeguarding Information Sharing Protocol OSCB](#)
- [Oxford City Council Internet and e-mail policy](#) internal use only
- [Oxford City Council IT Security Policy](#) internal use only

² Protection of Freedoms Act 2012

- [Oxford City Council Data protection policy](#)

4.2 Oxford City Council recognises that all information regarding the safeguarding of children, young people and adults with care and support needs should be kept confidential. However, in order that children, young people and adults with care and support needs are protected from harm, in some circumstances, usual considerations of confidentiality that might apply to other situations within Oxford City Council may be overridden.

4.3 It is important that employees, members and volunteers can share information appropriately as part of good safeguarding practise and do so confidently.

4.4 There are 7 golden rules to information sharing:

- 1) Remember that the Data protection Act 1998 is not a barrier to sharing information
- 2) Keep a record of your decision and the reasons for it. Record what you have shared, with whom and for what purpose but only keep the records for as long as necessary
- 3) Be open and honest with the person (and/or their family where appropriate) at the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so
- 4) Seek advice if you are in any doubt, without disclosing the identity of the person where possible
- 5) Share with consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of consent can be overridden in public interest. You will need to base your judgement on the facts of the case
- 6) Consider safety and well-being of the person and others who may be affected by their actions
- 7) Necessary, proportionate, relevant, accurate, timely and secure

13 Reporting and Responding to Allegations of Abuse

13.1 All Council employees, members and volunteers have a duty to share their safeguarding concerns. Concerns can range from concerns about health and wellbeing to allegations or disclosures of abuse and neglect. *Definitions of abuse are detailed in appendix 2.* All concerns must be reported to your line manager. You should then speak to a safeguarding champion about what to do next.

13.2 How to recognise the signs of abuse and risk factors that can lead to abuse and neglect is covered in our Safeguarding Awareness briefings.

Information can also be accessed via the safeguarding boards:

- [OSAB – Oxfordshire Safeguarding Adult Board](#)
- [OSCB – Oxfordshire Safeguarding Children Board](#)

There is also information and links on our Intranet site [Keeping People Safe](#).

13.3 Oxford City Council procedure for dealing with allegations and raising concerns can be accessed here: [Oxford City Council Safeguarding Procedures](#)

These procedures should also be followed for an adult or child who is at risk of extremism.

13.4 In Oxfordshire there are different referral pathways for adults and children. These additional guidelines on how and when to make a referral can also be found on the Oxford City Council intranet site page 'Keeping People Safe'. Anyone making a referral should do so with the support of their line manager and guidance from a Safeguarding Champion. Links to further guidelines are below:

- [OSAB Adult Threshold of Need Matrix](#)
- [OSCB Child Threshold of Needs](#)
- [Locality and Community Support Services](#)

13.5 Designated leads are responsible for handling escalation processes and inter-agency disputes. The Council has signed up to the Oxfordshire Safeguarding Board's escalations policy.

13.6 [OSCB Escalation process](#)

14 Modern Slavery and Duty to Refer

- 14.1 The Council has additional responsibilities to report incidents of human trafficking and modern slavery. Information on 'duty to refer' can be found on 'Keeping People Safe' and in this guidance document.
- [Duty to refer](#)
- 14.2 For procedures on reporting and referring an incident at Oxford City Council refer to this document.
- [Oxford City Council Safeguarding Procedures](#)
- 14.3 Oxford City Council is required under Section 54 of the Modern Slavery Act 2015 to prepare a slavery and human trafficking statement for each financial year. A Section 54 Statement must detail the steps taken during the previous financial year to ensure that no slavery or human trafficking is taking place in any part of its business or in any of its supply chains (or a declaration that no such steps have been taken).
- Transparency statement – link to come

15 Procedure for allegations against a council employee or volunteer

- 15.1 The Council has additional policy for managing allegations involving council employees or volunteers.
- [Policy and Procedure for Managing Allegations against Employees and Volunteers](#)
- 15.2 Allegations of abuse against an employee, member or volunteer will be reported to Oxfordshire County Council Children's Local Authority Designated Officer (LADO) by the Head of Business Improvement and the initial consultation will be to determine whether the allegation is so serious that it should immediately be referred to Social Services and/or the Police.
- 15.3 The Council recognises that it may be difficult to inform on colleagues but assures all employees, members and volunteers that it will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concerns about a colleague's practice or the possibility that a child, young person, or adult at risk may be being abused or bullied.
- 15.4 The Council's [Whistle Blowing Policy](#) is available on Keeping People Safe.

16 Procedure for reporting of child deaths

16.2 All members of the Oxfordshire Safeguarding Children Board are required to provide a senior officer contact who will act as a first point of contact for any deaths of children /young people on council premises that the organisation may be the first to be aware of and to ensure that there is an effective response.

16.2 If you become aware of a child death you should immediately contact:

- Head of Business Improvement: Tel: 01865 252233

Otherwise you should contact one of the Designated Lead Officers. Contact details are given at the end of this document in *Appendix 6*.

17 Procedure for reporting deaths or serious abuse of adults with care and support needs

17.1 The Oxfordshire Safeguarding Adults Board is required to review deaths of adults with care and support needs where there is at least a suspicion that the death resulted from abuse or neglect. Board will also review serious cases of abuse or neglect of adults with care and support needs.

17.2 If you become aware that an adult at risk has died or has been seriously abused or neglected on council premises, you should immediately contact:

- Head of Business Improvement: Tel: 01865 252233

If a young person aged 16-17 or adult with care and support needs is murdered by their partner or family member, this also triggers a Domestic Homicide Review which is carried out jointly with a Serious Case Review.

17.3 In such circumstances, you should contact either:

- Head of Business Improvement: Tel: 01865 252233
- Policy and Partnership Team Manager: Tel 01865 252111

Section C – Safeguarding Guidance

18 Guidance for safe working practices with children, young people and adults with care and support needs.

18.1 Oxford City Council's Youth Ambition Service have their own Guidance and Procedures Document which includes:

- Anti-Discriminatory Practice Guidance
- Youth Work and Confidentiality
- Lone-Working Guidance for Youth Workers
- Encouraging Positive Behaviour
- Anti- Bullying Guidance

Contact Youth Ambition Team Manger to request a copy

18.2 The following general advice has been adapted from: 'Guidance for safe working practice for the protection of children and staff in education settings', Department for Education and Skills, 2006. It applies to both children and adults with care and support needs.

4.4 Exercise of professional judgment

There will be occasions and circumstances in which employees, members and volunteers will have to make decisions or take action in the best interest of the child, young person or adult with care and support needs which could contravene this guidance or where no other guidance exists. Individuals are expected to make judgements about their behaviour in order to secure the best interest and welfare of the child, young person or adult at risk and in so doing will be seen to be acting reasonably.

4.5 Grooming

There are occasions when adults (or other children) embark on a course of behaviour known as 'grooming' where the sole purpose is to gain the trust of the child, young person or adult at risk, and manipulate that relationship so sexual or other abuse can take place. Employees, members and volunteers should be aware that in conferring special attention as a favour upon a child, young person or adult at risk might be construed as being a part of a 'grooming' process, which is an offence.

4.6 Recording images

Employees, members and volunteers should be aware of the potential for the recording of images to be misused for pornographic or 'grooming' purposes.

Our media consent form explains the conditions of use, and the different levels of consent required for child and adults when taking and storing photos.

- Media Consent Form - see *appendix 3*

4.7 **Behaviour**

An individual's behaviour, either in or out of the workplace, should not compromise her/his position within the work setting:

- Adults should act as a role model and not drink alcohol, smoke (or look at inappropriate images) in the presence of children/young people
- At no time should adults enter children/young people's rooms.

4.8 **Social contact**

Employees, members and volunteers should not seek to establish social contact with children, young people or adults at risk who they have met through work for the purpose of securing a friendship or to strengthen a relationship. If a child, young person or adult at risk (or a parent or carer) seeks to establish a social contact, or if this occurs coincidentally, the employee should exercise their professional judgement in making a response and be aware that such contact might be misconstrued as grooming.

4.9 **Communication using technology**

Children, young people and some adults at risk use technologies as a positive and creative part of their activities. Children and young people often use these methods to make plans with friends or organise events so if you are working with young people it might be necessary to communicate with young people in this way.

By technologies we mean:

- Mobile phones
- E-mail
- Social networking sites e.g. Facebook –socialising with friends and making new ones within on line communities
- Instant Messenger – chatting with friends live on line

4.10 **Contact Details**

Employees, members and volunteers should not give their personal contact details to children/young people/ adults at risk including home address, personal e-mail address or mobile numbers.

Adults, where possible, only use equipment provided through work to communicate with children/young people/ adults at risk.

An exception to this may be where councillors are communicating with young people in their constituency for the purpose of representing them in the council. In these circumstances adults should be circumspect in their communications with children/young people so as to avoid any possible misinterpretation of their motives or any behaviour which could be construed as grooming.

4.11 **Social networking sites**

Under no circumstances should personal accounts in social networking sites be used to communicate with children/young people/adults at risk that employees, members and volunteers have met in the course of their work. The use of a professional networking site may only be used in line with council policy.

If employees, members and volunteers do use a social networking site to communicate with young people employees, members and volunteers should set up an account using their work e-mail address and only join groups that are managed by the City Council or County Council, Participation and Play team and those that are you are specifically invited to join such as UK Youth Parliament or Oxfordshire Youth Parliament Groups.

If young people you don't know 'invite you to be a friend' you should not accept their invitation.

Do not pass on any young person's e-mail or mobile phone number without their permission.

4.12 **One to one situations**

Employees, members and volunteers should avoid spending time alone with a child/young person. Where possible they should ensure there is visual access and/or an open door during one to one meetings.

4.13 **Physical contact**

There are occasions when it might be appropriate for employees, members and volunteers to have physical contact with children or young people e.g. sports coaching (see below), but it is crucial that they only do so in ways appropriate to their professional role.

It is not possible to be specific about the appropriateness of each physical contact. Employees, members and volunteers should use their professional judgement at all times. They should be aware that any physical contact may be misconstrued.

Adults should:

- Never touch a child or young person in a way which may be considered indecent
- Never indulge in horseplay, tickling or fun fights
- Always encourage children or young people, where possible, to undertake self-care tasks independently
- Always be prepared to explain actions and accept that all physical contact be open to scrutiny

Extra caution may be required where it is known that a child or young person has suffered previous abuse or neglect. In the child's / young person's view physical contact might be associated with such experiences and lead to employees, members and volunteers being vulnerable to allegations of abuse.

4.14 Sports coaching

Employees, members and volunteers who coach sports will, on occasions, have to initiate physical contact with children/young people/adult with care and support in order to support them so they can perform a task safely, to demonstrate the use of a particular piece of equipment or assist them with an exercise. This should be done with the person's agreement.

4.15 Confidentiality

Confidential information about a child, young person or adult at with care and support needs should never be used casually in conversations or shared with any person other than on a need to know basis. In circumstances where the identity of a child/young person/ adult does not need to be disclosed the information should be used anonymously. See section 11 for further details.

4.16 Dress and appearance

Employees, members and volunteers should consider the manner of dress and appearance appropriate to their role. Employees, members and volunteers should ensure they are dressed decently and appropriately for the tasks they undertake.

4.17 Behaviour outside the workplace

Where there are concerns about an employee's, member's or volunteer's behaviour outside the workplace towards a child, young person or adult with care and support needs that may constitute abuse, this should be reported to a Designated Officer at the earliest opportunity.

19 Guidance on work experience with children, young people or adults with care and support needs

- 19.1 For the purposes of work experience placements, all students are regarded as employees.
- 19.2 Employees, members and volunteers responsible for any child, young person, or adult with care and support needs during work experience must ensure their appropriate safeguarding training is up to date and recorded by HR.
- 19.3 The employee, member, or volunteer responsible for the work experience placement must be satisfied that the health and safety needs of every person can be met, and will ensure the above training takes place and for the following actions:
- Acquiring signed parent/carer permission for the student to take part in the scheme, where they are under 16.
 - Acquiring information from parents/carers about any medical conditions and emergency contact information for parents/carers
 - Acquiring relevant information about the student's history or behaviour from the organiser of the work placement
 - Ensuring that a confidentiality and a statement of responsibility form is signed by the student
 - Ensuring that there is a timetable of activities for the extent of the placement, including what employee will be supervising the student at any one time.
 - Ensuring that there is an up to date risk assessment for all activities, which is returned to parents / carers, either directly or via the organiser of the work experience.
 - Managers must assess the risks to children, young people and adults with care and support needs before they start work, taking into account their inexperience, lack of awareness of risks, immaturity and other specific needs.
 - There is no need to carry out a new risk assessment each time a young person is employed, as long as the current risk assessment takes into account the characteristics of children, young people and adults with care and support needs.
 - Whenever there is a change to the activities or nature of work carried out a new risk assessment will be required.

- Ensuring that the student is aware of health and safety, fire and first aid procedures while they are on placement
- Being the initial point of contact for the student to report any complaints/incidents to during their work experience particularly if in relation to their supervisor.

20 Guidance on risk assessments

- 20.1 A risk assessment should be carried out for events that we organise for groups of children, young people or adults with care and support needs, for example disability forums and young people's networking events.
- 20.2 For regular events there is no need to carry out a new risk assessment for each occurrence if there is a standard risk assessment in place which takes account of activities and characteristics of different children, young people and adults at risk attending.
- 13.1 Guidance on risk assessment can be found on the intranet
- [Risk Assessments](#)
 - [Risk Assessments and safe systems of work code of practise](#)
 - [Standard Risk Assessment form](#)

14 Guidance on transporting a child, young person or adult with care and support needs

- 14.1 Wherever possible, it is advisable that transport is undertaken other than in private vehicles, with at least one adult in addition to the driver acting as an escort.
- 14.2 Employees, members and volunteers can transport children 12 years or over, or adults with care and support needs, in the course of their duties as long as the following conditions apply:
- insurance is valid and covers the use of the vehicle for business purposes
 - the vehicle is roadworthy with a valid MOT certificate
 - the child, young person or adult with care and support needs wears a seat belt
 - prior permission of the parent/guardians has been obtained.
 - these are the responsibility of the employee transporting the child, young person or adult with care and support needs.

14.3 Employees, members and volunteers should:

- be aware of the safety and welfare of the child and adults with care and support needs is their responsibility
- report the nature of the journey, route and expected arrival time to their line manager or the relevant employee.
- accommodate any specific needs the child or adult with care and support needs may have

22 Use of taxis

13.1 Children and adults with care and support needs are transported by taxi under the County Council transporting adults with care and support needs scheme. Any taxi used must come from the [Oxfordshire County Council approved taxi list](#).

22.2 Oxford City Council has assisted in the development and implementation of the joint operating framework. The joint operating framework was commissioned by the Child Sexual Exploitation Sub-Group of Oxfordshire Safeguarding Children Board and is the result of collaboration between the City and District Councils, the county council and the police with the intention of involving health partners in the next stage if appropriate. It provides a single set of minimum standards for agencies with responsibilities for transporting children/adults with care and support needs in Oxfordshire, including addressing vetting, training, awareness raising, information sharing, policy alignment, enforcement activity and quality assurance and monitoring.

- [The Oxfordshire Joint Operating Framework for Transporting Children/Adults with Care and Support Needs and Taxi Licensing](#)

22.3 Checklist for booking transport for children is available in *Appendix 4*

22.4 A Taxi booking form can be found in *Appendix 5*

Appendix 1 – Glossary of terms used and abbreviations

Adult with care and support needs

Is defined as a person aged 18 or over:

- who is or may be in need of care or support who is experiencing, or is at risk of, abuse or neglect, and
- as a result of those needs is unable to protect him or herself against the abuse or neglect or the risk of it.

This could include:

- people with dementia
- people with learning difficulties
- people with mental health problems
- people with drug or alcohol problems
- people with sight and hearing or physical disabilities
- people who through age or illness are dependent upon other people to help them
- people who care for others
- a person aged 18 or over who has a condition of the following type:
 - a learning or physical disability
 - a physical or mental illness, including addition to alcohol or drugs; or
 - a reduction in physical or mental capacity

Adult Safeguarding Enquiry Section 42

Section 42 refers to a safeguarding enquiry under the requirements of The Care Act 2014.

The criteria for a Section 42 (S42) safeguarding enquiry under the requirements of The Care Act 2014 are as follows:

- the adult is reported as having or appears to have needs for care and support
- the adult is reported or appears to be experiencing or at risk of abuse or neglect
- as a result of care and support needs is the adult unable to protect themselves from either the risk of, or the experience of abuse or neglect

Child

Is defined as a person who is of compulsory school age (a child is of a compulsory school age until the last Friday in June in the school year which they reach 16).

Child Protection

- **Section 47 Investigation**
If the child is deemed to be at risk of significant harm, child protection procedures will be instigated immediately. This is the highest priority referral and will involve a discussion between social workers and the police. A strategy meeting will take place, involving the police and social workers, (with other agencies contributing where necessary) and a plan will be agreed about next steps. Examples of next steps could include the child having a medical examination or a video interview by the police and social workers. Following the initial strategy meeting there may be a review meeting to share information and make a new plan based on information and/or evidence gathered.
- **Section 17 Child in Need**
If the child is not deemed to be at risk of significant harm but is in need of additional services, they are termed, 'A child in need'. The first step in a Section 17 enquiry is for the social worker to contact the parents/carers of the child to discuss the referral. This will be done via telephone where possible, but otherwise, a letter will be sent requesting contact within 1 week. The social worker will also make checks with other agencies, (for example, the school or the health visitor) and an initial assessment of the child's needs must be completed by the social worker within 7 days.

Disclosure and Barring Service (DBS)

The DBS combines the functions of the ISA and the CRB into one organisation. It operates the vetting and barring scheme which aims to prevent unsuitable people from working with children, young people or adults at risk and conducts criminal record checks to enable an assessment to be made on the suitability of a person to care or work with children, young people or adults with care and support needs.

Employees

All Oxford City Council workers including employees, contractors, and agency workers.

Health

Health means 'physical or mental health' and development means 'physical, emotional, social or behavioural development' (adapted from the Children Act 1989)

Human trafficking and Exploitation

Trafficking is defined as:

Arranging or facilitating the travel of another person, with a view to that person being exploited (taken from Modern Slavery Act 2015)

Exploitation is defined as:

- slavery, servitude and forced or compulsory labour
- sexual exploitation
- removal of organs
- securing services by force, threats or deception
- securing services from children or adults with care and support needs.
(taken from the Modern Slavery Act 2015)

Oxfordshire Safeguarding Children's Board (OSCB)

The Children's Act 2004 requires each local authority to establish a Local Safeguarding Children's Board (LSCB). The Oxfordshire Safeguarding Board (OSCB) is the key statutory mechanism for agreeing how all relevant organisations in Oxfordshire will cooperate to safeguard and promote the welfare of children, young people in the county, and for ensuring the effectiveness of their arrangements for safeguarding.

Oxfordshire Safeguarding Adults Board

The Care Act 2014 requires each local authority to establish a Safeguarding Adults Board (SAB) for its area. The Oxfordshire Safeguarding Adults Board (OSAB) is the key statutory mechanism for agreeing how all relevant organisations in Oxfordshire will cooperate to safeguard and promote the welfare of adults at risk in the county, and for ensuring the effectiveness of their arrangements for safeguarding.

No further action

After considering the information contained in a referral the social worker may decide that the case requires 'NFA' (no further action). They may signpost the family to other services for support and as the referrer; you should be notified of this decision in writing. If you remain concerned about a child or family or if the circumstances change and you feel the risk to a child has increased, you should discuss with your Named Safeguarding Officer or Line Manager before re-referring your concern to the assessment team with additional information.

Safeguarding and promoting the welfare of adults with care and support needs

Is defined as:

- protecting adults with care and support needs from maltreatment
- preventing impairment of health and well-being of adults with care and support needs
- ensuring that adults with care and support needs are living in circumstances consistent with their needs and with the provision of safe and effective care; and
- undertaking that role so as to enable those adults with care and support needs to have optimum life chances and independence

Safeguarding and promoting the welfare of children and young people

Is defined as:

- protecting children and young people from maltreatment
- preventing impairment of children/young people's health and development
- ensuring that children/young people are growing up in circumstances consistent with the provision of safe effective care; and
- undertaking that role so as to enable those children/young people to have optimum life chances and enter adulthood successfully

Welfare

Is defined in terms of children/young people's health and development and adults' health, well-being and independence.

Well-being

Relates to any of the following

- personal dignity (including being treated with respect)
- physical and mental health and emotional well-being
- protection from abuse and neglect
- control by a person over day-to-day life (including over the nature and provision of care and support)
- participation in work, education, training or recreation
- social and economic well-being
- domestic, family and personal relationships
- suitability of living accommodation
- a person's contribution to society (taken from Care Act 2014)

Young person

Is defined as a person under the age of 18.

Appendix 2 – Safeguarding roles and responsibilities

This documents sets out key safeguarding responsibilities at Oxford City Council.

1. All Employees, members and volunteers

Are responsible for carrying out their duties in a way that safeguards and promotes the welfare of children, young people and adults with care and support needs. They must also act in a way that protects them from wrongful allegations of abuse. They must bring matters of concern about safety and welfare of children, young people and adults with care and support needs to the attention of their Line Manager. A Safeguarding Champion or a Designated Lead Officer should then be informed. A list of all Safeguarding Officers is available on the City Council intranet page [‘Keeping People Safe’](#).

The Assistant Chief Executive

Is the lead for safeguarding at the City Council. In this role this person is the City Council’s representative on the Oxfordshire Safeguarding Children Board.

2. The City Executive Board Member

Portfolio holder for Supporting Local Communities is responsible for safeguarding.

3. The Designated Safeguarding Lead Officers

Have responsibility for:

- ensuring that the City Council operates procedures for dealing with allegations in accordance with guidance from the Oxfordshire Safeguarding Boards (Children and Adults), and in cooperation with the Oxfordshire Multi-Agency Safeguarding Hub
- resolving inter-agency issues.
- liaising with the Oxfordshire Safeguarding Children Board and the Oxfordshire Safeguarding Adults Board on any relevant issues.
- overseeing and reviewing the implementation of policy and procedures.
- supporting the development and review of the Safeguarding Children, Young People and Adults with care and support needs Policy, Procedures and Action Plan.

4. The Policy & Partnership Team Leader

Responsible for primary liaison with the Safeguarding Children and Adults Boards, and for the coordination and dissemination of information across the authority, including that related to assessments and audits.

- a. The Policy & Partnership Team Leader will also ensure that the Chief Executive, Assistant Chief Executive, Directors, the Leader of the Council and relevant Executive Board members are kept well informed on safeguarding issues.

5. The Safeguarding Coordinator

- a. Ensures we have best practice in safeguarding children and adults with care and support needs, across all of the City Council services and within the community.
- b. The Safeguarding Coordinator also leads on the development and implementation of Oxford City Council's Safeguarding Children and Adults with care and support needs policy and procedures and is responsible for the completion of the annual safeguarding audit and other reports to the safeguarding boards.

6. The Head of Business Improvement

Is responsible for ensuring that recruitment procedures for posts with direct access to children, young people or adults at risk are in line with this policy and that appropriate training is provided.

- a. The Head of Business Improvement is also responsible for the implementation of the safeguarding training, ensuring that the appraisal process reflects the needs of the Policy, and for the reporting of child deaths.
- b. The Head of Business Improvement is the Chair of the Named Safeguarding Officers Group.

7. The Corporate Secretariat Manager

Is responsible for coordinating information searches across the relevant Council services and liaising with the Safeguarding Teams in relation to Investigations and Serious Case Reviews and monitoring safeguarding referrals to child and adult social care services.

8. The Head of Housing & Property

Is responsible for providing advice and guidance with regard to adults at risk.

9. All Heads of Service

Must ensure that their employees, members and volunteers are subject to appropriate Disclosure and Barring Service (DBS) checks and that their employees, members and volunteers comply with the Safeguarding Children and Adults with Care and Support Needs Policy and Procedures.

10. All Line Managers

Are responsible for ensuring that their employees, members and volunteers have the appropriate training.

- a. All Line Managers are responsible for safer recruitment of employees, members and volunteers in their service area and being aware of the policy on recruiting people with a criminal record.
- b. Line Managers are also responsible for adhering to the appraisal process and for including safeguarding in 1 to 1s and team meetings.

11. Strategic Safeguarding Group

Members include, Heads of services, managers and individuals who have been named as having a responsibility to oversee safeguarding activity within their team. Or who have a specific safeguarding responsibility within their job role, Designated Safeguarding Leads and Safeguarding Champions.

The role of the group is to ensure safeguarding is strategically placed across service plans and to ensure that strategies and plans that include safeguarding are in line with the corporate plan.

12. Safeguarding Champions

Must have undertaken the Specialist Safeguarding training. They provide reassurance and advice to all employees, members and volunteers, and will advise on the appropriate policies, procedures and referral routes. Their responsibilities also include maintaining safeguarding as a standing agenda item at team meetings and disseminating information.

Appendix 3 - Definitions of Abuse

Some forms of abuse or the way in which abuse is perpetrated can differ when inflicted on a child or adult.

Child Sexual Exploitation

Sexual exploitation is where a young person under 18 receives 'something' (e.g. food, accommodation, drugs, gifts, money) as a result of performing, and/or others performing on them, sexual activities.

Child sexual exploitation can occur through use of technology, for example the persuasion to post sexual images on the internet/mobile phones with no immediate payment or gain.

In all cases the person exploiting the young person has power over them by virtue of age, gender, intellect, physical strength and/or economic or other resources.

Violence, coercion and intimidation are common, involvement in exploitative relationship being characterise in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

Signs that MAY indicate Child Sexual Exploitation:

- going missing from school/home/care placement
- associating with older people/adults
- isolation from family/friends/peer group
- physical symptoms including bruising/STI's (Sexual transmitted Infections)
- substance misuse
- mental health
- unexplained possession, goods and or money
- inappropriate use of the internet and forming relationship, particularly with adults, via the Internet. Note: Adults may pose as peers to entrap the child

It is important to be aware that children and young people are not making a free and informed choice to participate in the sexual activity. They often make constrained choices against a background of vulnerability and because of their age, unmet needs or vulnerability they are unable to give informed consent.

Department for Children, Schools and Families (DCSF) Safeguarding Children & Young People from Sexual Exploitation (2009)

Child Exploitation

Children can be abused for sexual exploitation as already discussed. Children are also vulnerable to other forms of exploitation. Criminals may use children to commit crimes such as burglary or thefts, knowing that the sentencing if caught will be more lenient. Children are also by criminal gangs to carry, deliver and hide drugs, money, weapons or other contraband.

Discrimination

Types of discriminatory abuse:

- unequal treatment based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation (known as [‘protected characteristics’ under the Equality Act 2010](#))
- verbal abuse, derogatory remarks or inappropriate use of language related to a protected characteristic
- denying access to communication aids, not allowing access to an interpreter, signer or lip-reader
- harassment or deliberate exclusion on the grounds of a protected characteristic
- denying basic rights to healthcare, education, employment and criminal justice relating to a protected characteristic
- substandard service provision relating to a protected characteristic

Domestic violence or abuse

Domestic violence or abuse can be characterised by any of the indicators of abuse outlined in this section relating to:

- psychological
- physical
- sexual
- financial
- emotional

Domestic violence and abuse includes any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been, intimate partners or family members regardless of gender or sexuality. It also includes so called 'honour' -based violence, female genital mutilation and forced marriage.

Coercive or controlling behaviour is a core part of domestic violence. Coercive behaviour can include:

- acts of assault, threats, humiliation and intimidation
- harming, punishing, or frightening the person
- isolating the person from sources of support
- exploitation of resources or money
- preventing the person from escaping abuse
- regulating everyday behaviour

Emotional abuse

Child

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless, unloved or inadequate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's development capability, over protection and limitation of exploring and learning, or preventing the child participating in normal social interaction.

It may involve seeing or hearing the ill-treatment of another e.g. domestic abuse. It may involve serious bullying causing children to feel frightened or in danger or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of children.

Adults

Emotional abuse can include being humiliated, put down or made to feel anxious, frightened or intimidated. Some level of emotional abuse is involved in all forms of ill-treatment, though it may also be happening on its own. Emotional abuse is often the first sign of other forms of abuse happening.

Emotional abuse may include:

- humiliating the person for losing control of their bladder or bowels
- shouting orders
- using humiliating or patronising names, or failing to address the person in their preferred manner
- treating adults as children
- humiliation, emotional blackmail, blaming, swearing, intimidation, name calling or isolation from friends and relatives
- the use of social isolation (ignoring)
- locking the person in their bedroom
- using other people to provide physical control over a person
- harassing a person to eat food they don't want to eat (which is contrary to their religious or cultural beliefs) or not allowing them to eat, e.g. victims of slavery or servitude not being allowed to eat the food that their controllers are eating but instead to forage in bins
- threats of harm or abandonment
- verbal or racial abuse
- Isolation or withdrawal from services or emotional supports.

Female genital mutilation

FGM is a procedure where the female genitals are deliberately cut, injured or changed, but where there's no medical reason for this to be done.

It's also known as "female circumcision" or "cutting", and by other terms such as sunna, gudniin, halalays, tahur, megrez and khitan, among others. FGM is usually carried out on young girls between infancy and the age of 15, most commonly before puberty starts. It is illegal in the UK and is child abuse. It's very painful and can seriously harm the health of women and girls. It can also cause long-term problems with sex, childbirth and mental health.

Financial abuse

This includes theft, fraud, or exploitation and the misuse of position or authority for financial gain.

Financial abuse may include:

- denying the person access to or control over their money and personal finances
- taking the persons money or other property without their consent (which is also likely to constitute a criminal offence) or where their consent is fraudulently obtained
- misappropriation of money, valuables or property
- changes to wills or other legal documents, by coercion, misinterpretation or where consent for the changes were fraudulently obtained
- denying the person access to information or documentation concerning their personal finances or individualised funding package
- personal use of a person's telephone which is not recorded or reimbursed
- borrowing or asking to borrow money or personal possessions of an adult at risk even for a brief period e.g. CDs, lawn mowers etc.
- employees, members and volunteers purchasing clients possessions at a grossly below real and accepted value of the item
- employees, members and volunteers using clients vehicle for their own purposes
- theft or burglary
- Grooming for the purpose of financial gain.

Child

Financial abuse can also happen to children. Withholding funds from a child may also be form of neglect if it prevents the child from obtaining basic needs such as food, clothes or travel to school or medical appointments.

Mate Crime/Cuckooing/Exploitation

This occurs when someone befriends a child or adult but in fact soon begins to exploit, hurt or harm them. This can include sexual abuse, forced prostitution, financial exploitation, physical abuse or other violence. Adults with care and

support needs are particularly vulnerable to this type of abuse but it can happen to anyone.

Modern slavery

Types of modern slavery:

- Human trafficking
- Forced labour
- Domestic servitude
- Sexual exploitation, such as escort work, prostitution and pornography
- Debt bondage – being forced to work to pay off debts that realistically they never will be able to.

Neglect

Child

Neglect is the persistent failure to meet the child's basic physical and/or psychological needs, likely to result in serious impairment of the child's health and development. Neglect may occur during pregnancy as a result of maternal substance misuse.

Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing and shelter
- protect a child from physical and emotional harm or danger
- ensure adequate supervision (including the use of adequate care givers)
- Ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional or educational needs.

Adult

Neglect may occur where there is failure to take appropriate action to safeguard a person's welfare or to be negligent in the face of risk.

Concerns or allegations of physical or sexual abuse are often seen as more serious than neglect. But long standing physical neglect is often a major factor in deaths from abuse.

Neglect may include:

- not giving the necessary help or support so that an adult at risk can eat or drink
- failure to provide adequate food or drink or ensure that the person can eat and drink it, e.g. by placing it out of reach or not providing the equipment a person needs
- not providing adequate food, shelter, clothing or personal health care
- not using the person's communications devices to allow expression of needs, choices or preferences

- failing to recognise or acknowledge non-verbal messages conveyed of people who have limited communication abilities
- leaving the person alone in a vehicle for extended periods
- Not obtaining or seeking the appropriate medical, specialist, therapy or other health support the person may need e.g. dental care
- Not ensuring that a person has access to regular medical support including assessments for medication blood levels, blood pressure, diet and nutrition or access to regular health screening tests.
- Failure to access or provide proper care or medical services for the person
- Failure to report concerns
- Negligence in the face of risk taking
- Failure to give prescribed medication.

Organisational Abuse

Includes neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment.

It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation, including disrespectful language and attitudes.

Physical abuse

Child

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm.

Physical harm may be caused when a parent or carer fabricates the symptoms of, or deliberately induces illness in a child.

Adult

Being physically hurt or harmed, or put at risk of harm, either deliberately or through rough, careless or thoughtless behaviour.

Physical abuse may include:

- non-accidental actions causing injuries, such as bruising, lacerations or welts, burns, fractures or dislocations
- threats of violence
- refusing someone food or service because they have not done what they were asked to
- hitting, smacking, biting, shaking or kicking
- pulling arms, hair or ears
- bending back fingers or bending the arm up behind the back
- placing hot substances in the mouth

- leaving someone in clothing or bedding that has been soiled
- physical restraint which is not justified, authorised or excused by law
- Being lifted or moved roughly or carelessly or in a way that makes a person frightened or puts them at risk.
- misuse of medication e.g.:
- giving medication that has not been prescribed
- giving too much medication or over prescribing medication like anti psychotics (to make the care of people with dementia or challenging behaviours easier for employees, members and volunteers)
- Giving over the counter medication without first checking with the consumer's doctor for appropriateness or any potential harmful side effects.

Self-neglect

Types of self-neglect

- lack of self-care to an extent that it threatens personal health and safety
- neglecting to care for one's personal hygiene, health or surroundings
- inability to avoid self-harm
- failure to seek help or access services to meet health and social care needs
- inability or unwillingness to manage one's personal affairs

Indicators of self-neglect

- very poor personal hygiene
- unkempt appearance
- lack of essential food, clothing or shelter
- malnutrition and/or dehydration
- living in squalid or unsanitary conditions
- neglecting household maintenance
- hoarding
- collecting a large number of animals in inappropriate conditions
- non-compliance with health or care services
- inability or unwillingness to take medication or treat illness or injury

Sexual abuse

Sexual offences are defined in the [Sex Offences Act 2003](#)

Child

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of what is happening.

Young people under the age of 16 cannot legally consent to sexual activity and sexual intercourse with children under the age of 13 is statutory rape.

Adult

An offence occurs when the person did not give consent to the sexual act. Consent and the legal definition of 'sexual' are covered in the Sex offences Act 2003.

Sexual abuse does not have to be physical, for example it could include jokes or comments or being made to watch, look or listen to something that makes you feel uncomfortable or embarrassed.

All adults have the right to express their sexuality. However, where there is any doubt as to a person's capacity to make informed decisions it is essential that the concern is reported and the necessary assessments are carried out in accordance with the Mental Capacity Act.

Appendix 4 - Media consent form

- [Media Consent form](#)

Appendix 5 - Checklist for booking transport for children

- 1) Ensure parent has agreed to their child being transported in a taxi and has signed the relevant consent forms.
- 2) Confirm with parents, where child/young person needs collecting from e.g. home, school, college and get the full address and postcode.
- 3) Find a local taxi company from the [Oxfordshire County Council approved taxi list](#).
- 4) Telephone the company and make the booking, get a quote, booking number and confirm payment by invoice. They may require a purchase order to be able to invoice.
- 5) Email Taxi Company to confirm details of young person pick up and drop off details using the booking form (available on the internet).
- 6) Receive confirmation of pick up times from the taxi company.
- 7) Confirm pick up details with the parents /young persons and telephone number of worker contact in case there is a problem.
- 8) On the day of meeting ensure worker has taxi details in case taxi does not arrive or there is delay.
- 9) Worker to meet young person at the venue/meeting.
- 10) At the end of the meeting worker to ensure that young person is collected from venue /meeting by taxi and returned home/school safely.

Appendix 6 - Taxi Booking Form

Request from: (Name)

Contact telephone number Mobile

Ref for invoice: (What event /visit)

Invoice Code:

Date of event

Pick up time to arrive at (address).....

.....

For (time)

Collect (Name of young person)

From (pick up address)

.....

- When collecting a child from school or college, please go to meet them in the school/college main reception, unless otherwise directed.
- When collecting a child **from home** knock the client's door, do not use the horn.
- Do not leave a child or young person at the destination until they have met by myself or a co-worker.
- If the child/ young person is not picked up at the designated place please call worker.
- Do not leave until the worker has investigated and gets back the driver.
- Please let the worker know if the taxi is running late.
- Please carry names, addresses for young people on the transport
- Carry ID badge, workers or clients may ask to see badges.

Return: Collect (at time)

From (address)

And drop at (address)

Please let me know approximate collect and return times as soon as you can, by e-mail if that is easier so that I can pass on information to the children and young people.

Please e-mail back to (insert name) to confirm details

Appendix 7 - Contact Details

Adult Social and Health Care

- Tel: 0345 050 7666
8.30am - 5pm Monday - Thursday
8.30am - 4pm Friday
- Out of hours emergency number: 0800 833408
- socialandhealthcare@oxfordshire.gov.uk

Child Death Overview Panel

- 01865 231974
- www.oxfordshirepct.nhs.uk

Designated Safeguarding Lead Officers (DSLs)

- Corporate Secretariat Manager: 01865 252140
- Head of Business Improvement: 01865 252233
- Head of Housing & Property: 01865 252447
- Policy & Partnership Team Leader: 01865 252209

Oxford City Council Safeguarding Champions

A list of current Safeguarding Champions and contact details are available on the Intranet – link below.

<http://occweb/intranet/keeping-people-safe.cfm>

Oxford City Council Safeguarding Officers

If you wish to know who the person to contact in your service areas is please see the link below, or ask your Line Manager.

<http://occweb/intranet/documents/safeguarding-officers-full-list>

Oxfordshire Safeguarding Children's Board

oscb@oxfordshire.gov.uk

General enquiries: 01865 815843

Training: oscb.training@oxfordshire.gov.uk

Oxfordshire MASH

Tel: 0345 050 7666

Oxfordshire Children's Social Care Team

- Oxford City – 01865 328563
- Emergency Duty Team: 0800 833 408
- John Radcliffe Hospital Assessment Team: 01865 221236 (for antenatal safeguarding concerns and issues concerning children in the hospital)

Oxfordshire Safeguarding Adults Board

- OSAB@Oxfordshire.gov.uk
- Safeguarding Adults Triage Team 01865 328232

Reporting Child Deaths on City Council premises

- Head of Business Improvement: 01865 252233

Thames Valley Police

Child Abuse Investigation Unit (CAIU)

- CAIU teams are based at Cowley and Banbury Police Stations
- Non-emergency dial 101
- In an emergency dial 999

Domestic Abuse Investigation Unit (DAIU)

- Teams based at Cowley and Banbury Police Station
- Non-emergency dial 101
- In an emergency dial 999

Appendix 8 Further Resources and information

Care Quality Commission

- 03000 616161
- Enquiries @ cqc.org.uk

FGM

- If you or someone you know may be at risk of FGM, please speak up and call the NSPCC on:
- 0800 028 3550 (FGM Helpline) - a free 24hr service for advice, information or support (or email: fgmhelp@nspcc.org.uk)
- Or contact MASH, Oxfordshire Multi-Agency Safeguarding Hub on:0345 050 7666 (or email: mash-childrens@oxfordshire.gcsx.gov.uk)
- If someone is at immediate risk, call the police on 999.

For further information visit the Oxford Against Cutting website.

Oxfordshire Age Concern Advice and Helpline

- 0345 450 1276
- admin@ageconcern.org.uk

Oxfordshire Domestic Abuse Services (ODAS)

- This service is delivered in partnership with Oxfordshire County Council and affiliated to National Women's Aid
- To access services call the Domestic Abuse Helpline on 0800 731 0055
- Email address for agency use only: oxfordshiredomestic@a2dominion.co.uk

Oxfordshire Mind

- Phone: 01865 263730
- Email: office@oxfordshiremind.org.uk
- Address: 2 Kings Meadow Osney Mead Oxford OX2 0DP

Oxford Street Population Outreach Team (Oxford SPOT)

- Tel: 01865304611
- Email Outreach.Oxford@mungos.org
- More information on intervention and support can be found here: <https://www.oxford.gov.uk/info/20019/homelessness>

NSPCC Child Protection Helpline

- 080 0800 500

help@ncpcc.org.uk Training resources

- Details of the OSCB training courses, and more, are available on the OSCB web site: www.OSCB.org.uk/training
- Detail of OSAB training courses are available on the OSAB website: www.OSAB.co.uk/training

Turning Point

- Service number for Oxfordshire is 0300 0134 776
- Email Oxfordshire@turning-point.co.uk
- Oxford Hub - Turning Point Oxford, Rectory Road, Oxford, OX4 1BU.
- Tel: 01865 261 690

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To: City Executive Board
Date: 13 June 2018
Report of: Assistant Chief Executive
Title of Report: Modern Slavery Act – Transparency Statement 2017-2018

Summary and recommendations	
Purpose of report:	To approve the Modern Slavery Act – Transparency Statement for 2017 – 2018.
Key decision:	No
Executive Board Member:	Cllr Hayes, Community Safety
Corporate Priority:	Efficient Effective Council and Strong Active Communities.
Policy Framework:	None
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve the Modern Slavery Act Transparency Statement 2017-2018; and 2. Delegate the approval and publication of modern slavery transparency statement to the Assistant Chief Executive in consultation with the relevant Portfolio Holder. 	

Appendices	
Appendix 1	Modern Slavery Act Transparency Statement 2017-2018

Introduction and background

1. All organisations with a turnover of £36 million or more are required under Section 54 of the Modern Slavery Act 2015 (“the Act”) to prepare a slavery and human trafficking statement (“the Statement”) for each financial year.
2. A Statement must detail the steps taken during the previous financial year to ensure that no slavery or human trafficking is taking place in any part of its business or in any of its supply chains (or a declaration that no such steps have been taken). The Act requires a relevant organisation to publish its Statement on its website and to include a prominent link to the Statement from the homepage.
3. The obligation applies to financial years ending on or after 31 March 2016, and transparency statements should be published as soon as reasonably practicable after and ideally within six months of, the financial year end.
4. Modern slavery refers to slavery, servitude, human trafficking, and forced or compulsory labour. The National Crime Agency has highlighted that this is far more prevalent in the UK than previously thought, with tens of thousands of potential victims.
5. The Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council’s responsibility as an employer, it acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Act.
6. The Statement at Appendix 1 sets out practices the Council already in place and those actions it has committed to in response to its duties under the Act. It relates to the financial year 2017-18.
7. The Council’s Human Exploitation Coordinator will be putting in place processes and operational procedures to ensure the Council meets its obligations under the Act.

Financial implications

8. There are no financial implications. Officers will undertake any further work as part of their existing role.

Legal issues

9. Non-compliance with the Modern Slavery Act could result in the Secretary of State applying for an injunction to force compliance. If the Council still refused to comply it would be deemed to be in contempt of a court order, which is punishable by an unlimited fine.

Level of risk

10. The new reporting obligation does not require organisations to take active measures to eliminate modern slavery from their business and supply chains, but merely to disclose what (if any) steps they have taken or to state that they have taken no such steps.
11. A working group has been established and will be considering any further risks to the Council as part of the action planning process.

Equalities impact

12. Impacts on equalities are considered within the relevant policy and strategy documents where Modern Slavery is referred to.

Report author	Linda Ludlow
Job title	Lead Officer for Human Exploitation
Service area or department	Community Services
Telephone	01865 252061
e-mail	lludlow@oxford.gov.uk

Background Papers: None

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Appendix 1

Oxford City Council Draft Modern Slavery Act and Transparency Statement 2018

This statement sets out the action that Oxford City Council (“the Council”) has taken to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in its own business or its supply chains. This statement relates to actions and activities during the financial year 2017 to 2018.

The Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council’s responsibility as an employer, it acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015 (“the Act”).

The Council also notes its responsibility under the National Referral Mechanism (NRM) as a ‘First Responder’.

The Council is committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking.

The statement sets out practices already in place at the Council, and any actions it has committed to in response to the introduction of the Act.

Section 54 of the Modern Slavery Act states that an organisation’s slavery and human trafficking statement might include information on:

- its structure, business and supply chains;
- its policies in relation to slavery and human trafficking;
- its due diligence processes in relation to slavery and human trafficking in its business and supply chains;
- the parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps that it has taken to assess and manage that risk;
- its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate; and
- the training about slavery and human trafficking available to its staff.

This statement has been approved by the Council’s City Executive Board. It will continue to be reviewed and updated annually.

Structure and Business

Oxford City Council is a district council serving approximately 160,000 residents. It works closely with Oxfordshire County Council and nearby districts to achieve the aims set out in its Corporate Plan 2016-2020.

The Council's Corporate Plan priorities include improving quality of life for older people and protecting children, families and adults at risk of exploitation and crime. The Council employs a Human Exploitation Coordinator who leads on the area of Modern Slavery.

Oxford City Council only operates within the United Kingdom.

Supplier Selection

Since 1 October 2015, commercial organisations that carry on a business or part of business in the UK, supply goods or services and have an annual turnover of £36 million or more have been required under Section 54 of the Act to prepare a slavery and human trafficking statement as defined by Section 54 of the Act.

The Council expects that the practices of companies and organisations in its supply chain, operating within the EU, to adhere to Article 4 of the European Convention on Human Rights, concerning the prohibition of slavery and forced labour.

Should the Council look to procure or import products or services from outside the EU which could pose an increased risk to slavery or human trafficking, it would undertake further consideration of supply chains in order to take account of potential risks.

The Council expects all suppliers of goods or services to the organisation who meet the requirements of the Modern Slavery Act 2015 to have their own policy relating to working practices or modern slavery. The Council also ensures that Suppliers tendering for Official Journal of the European Union (OJEU) contracts to comply with the requirements of Modern Slavery Act 2015, as mandatory selection criteria.

Corporate Procurement Strategy 2016-2019

The Council procures goods and services from various suppliers and this is governed by our procurement strategy. The Council's approach to ethical procurement is formalised under Appendix 2 of the [Corporate Procurement Strategy](#).

Safeguarding Policy

The Council embraces its responsibility to develop, implement and monitor policies and procedures to safeguard the welfare of children and 'adults with needs for care and support'. The Council has a comprehensive Safeguarding Children and Vulnerable Adults Policy working within multi-agency partnerships to protect and safeguard people.

Safeguarding is embedded in the following Oxford City Council strategies:

- Corporate Plan 2016/20
- Children and Young Peoples Strategy

- Community Safety Plan 2017/18
- Housing Strategy 2015/18
- Leisure and Wellbeing Strategy 2015/20

Recruitment

The Council has robust procedures for vetting new employees, which ensure they are able to confirm their identities, eligibility to work in the UK, their qualifications and that they are paid directly into an appropriate, personal bank account.

Agency Workers

The Council has a managed service contract in place for the provision of temporary agency staff and has verified the practices of the service provider. Where the need arises to source resources from alternative agencies, the practices of that agency will be verified before any workers are accepted from that agency.

Pay

The Council's Pay Policy Statement is available on our website [here](#). The Council is an accredited Living Wage Employer and has paid the voluntary Oxford Living Wage (95% of the voluntary London Living Wage) or more to its employees since 2009. This is also the minimum rate paid to agency staff and we encourage other employers to pay the voluntary living wage.

Employee Code of Conduct

The Council's Employee Code of Conduct makes clear to employees the actions and behaviours expected of them when representing the Council. The Council strives to maintain the highest standards of employee conduct and ethical behaviour and breaches are investigated.

Whistleblowing

The Council encourages all its employees, customers and other business partners to report any concerns related to the direct activities or the supply chains of the Council. The Council's whistleblowing procedure is designed to make it easy for employees to make disclosures, without fear of reprisal or victimisation.

Members' (Councillors) Code of Conduct and Ethical Framework

The Members' Code of Conduct sets out the rules governing the behaviour of councillors of Oxford City Council. Breaches of the Code are investigated by the Monitoring Officer.

Partnerships

The Council works in partnership, at a strategic and operational level, with a wide range of agencies to prevent abuse and neglect, to detect and report occurrences and to support victims.

Oxford City Council's Assistant Chief Executive represents the Council on the Oxfordshire Safeguarding Children Board (OSCB). We have representation at strategic level on the OSCB & the Oxfordshire Safeguarding Adults Board (OSAB) and operationally at the Safeguarding Board sub-groups. The Council is represented at a strategic partnership level on the Health and Wellbeing board, Health Improvement Board and Children's Trust.

The Council chairs and administers the Sex Workers Intervention Panel (SWIP). The SWIP is a multi-agency panel with representatives from statutory and non-statutory agencies working in partnership as one team to reduce harm to and exploitation of sex workers.

The Council is a member of a multiagency group to protect homeless people from exploitation.

Oxford City Council chairs the Oxford Community Safety Partnership. The partnership's priorities include violence against women and girls, and modern slavery, trafficking and child sexual exploitation.

The Council is represented on the Oxfordshire Modern Slavery Network, a group of frontline organisations that share information and coordinate activities to address modern slavery.

The Council's Community Safety Team works closely with the police to disrupt serious and organised crime groups in the city, including those involved in exploitation and slavery.

Contractors and Service Providers

The Council seeks to develop long-term relationships with our suppliers based on the principles of fair, open and honest dealings at all times. Suppliers are required to demonstrate compliance with these ethical standards by providing safe working conditions, treat workers with dignity and respect and act ethically and within the law in their use of labour. Serious violations will lead to the termination of the business relationship. (Should this not be included in the procurement section?)

Training Staff

Modern Slavery is identified under The Care Act 2014 as one of ten categories of abuse. It features in both OSCB and OSAB training which is available to all Council employees.

Safeguarding training is divided into three levels:

- Awareness briefings
- Generalist level training
- Specialist level training

The level of training required has been identified for each post within the Council and employees must complete the appropriate level of training for their post. All posts require safeguarding training at "awareness" level as a minimum, and all new employees must complete an awareness briefing as part of their induction or the higher level training where required.

The awareness briefing is aimed at all officers to enable them to identify abuse and to give them the tools and knowledge to be able to report concerns, including modern slavery and trafficking.

Information on the NRM and statutory Duty to Notify responsibilities is available on the Council's intranet page 'Keeping People Safe'.

Councillors

Induction material on equality and diversity and safeguarding is provided to Councillors on election, and safeguarding awareness briefings are given to all Councillors.

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City Executive Board response to recommendations of the Scrutiny Committee made on 17 May 2018 concerning the Discretionary Housing Payments Policy

Provided by the Board Member Supporting Local Communities

169

Recommendation	Agree?	Comment
1. <i>That consideration is given to 'topping up' the DHP grant provided by HM Government, in order that the policy criteria can be broadened to include more residents who are in need of support. Consideration should be given to how this might be funded and to what extent, such as from the Homelessness Reserve.</i>	Not agreed	<p>Topping up the DHP would not necessarily reach the specific residents in need of support due to the restrictive nature of the DHP regulations. The biggest issue in terms of hardship occurs before people are in receipt of Universal Credit and you have to be in receipt of Universal Credit to be entitled to DHP. This is why the additional hardship fund was created as it provides flexibility to reach the people most in need.</p> <p>Whilst there are still funds available in the hardship scheme we anticipate there may be a bigger draw on it this year as an increasing number of people move onto universal credit. Therefore we will keep it under review and make more funds available if necessary.</p>

The Scrutiny Committee is asked to note the following point of clarification:

The City Executive Board on 22 May 2018 expressed concern the Scrutiny Committee's report (paragraph 3 – below in italics) appeared to suggest that the agreed DHP Policy criteria have been applied with varying degrees of consistency as a direct response to (and to ameliorate the consequences of) varying levels of grant funding. This is patently not the case. The priorities for the allocation of DHPs have been fine-tuned from year to year to target those with the greatest need (e.g. families have been prioritised over single people) but the Policy at any particular time (as agreed by the City Executive Board) has always been applied consistently and no one has been refused a DHP who would otherwise have been awarded one. Changes to the level of DHP grant funding from year to year have reflected changes to the benefits regime at a national level. While the Council's grant funding has been reduced for 2018/19, no new demand is expected to arise this year as a consequence of changes to benefits.

3. One key issue that is evident from the report is that the varying level of HM Government grant received each year provided no consistency in the total level of grant available in any given year. For example, in 2015/16, the total net expenditure on DHPs was £270,505 (94% of the available grant), but this stretched to £494,566 in 2017/18 (97% of the available grant). In these circumstances, it is clear that the policy criteria is being applied with varying consistency based on the different levels of grant received each year. The Committee are pleased however to see that officers are working to ensure that the maximum amount of grant is being used to support local residents.

City Executive Board response to recommendations of the Scrutiny Committee made on 17 May 2018 concerning Oxford Town Hall

Provided by the Board Member for Supporting Local Communities

Recommendation	Agree?	Comment
<p>1. <i>That the charging schedule for rental facilities in the Town Hall is reviewed to ensure that it does not discriminate against any person with a disability or impairment. For example, there should be no charge on the use of voice enhancers.</i></p>	Yes	<p>We have a portable system which provides 2 different functions; it acts as a press to speak conference system and a hearing loop for people with hearing impairments.</p> <p>The system charge is £60+VAT, we do charge this when hirers are using it as a conference system, however if it is requested just for the hearing loop function we do waive this cost.</p> <p>We only have 3 of these portable systems and by applying a charge we ensure that each hirer considers whether they need the system or not, given that staff time is required to set them up, and also being wireless they have to be regularly charged. That said we will work with groups that can't afford the fee. For the larger events we outsource the Audio Visual systems out to local suppliers.</p> <p>The audio visual facilities and requirements in the Town Hall are currently being reviewed, recognising that the acoustics and audio visual facilities in some rooms are not ideal for all uses.</p>
<p>2. <i>That data should be collected on the number, type and proportion of community groups using the Town Hall, relative to the number of private and council bookings. This data should be used to analyse what barriers might exist to different user groups, and targeted promotional activities should be undertaken to better engage with</i></p>	Yes	<p>This data is built into the booking system the Town Hall uses. Officers will request a report to be written on this detail so it can be shared.</p> <p>We do run a monthly report on the number of community bookings that take place at the Town Hall but more work is</p>

<p><i>those underrepresented. This data should include:</i></p> <ul style="list-style-type: none"> a) <i>The type of user groups that are using the Town Hall</i> b) <i>Where the user groups are geographically based</i> c) <i>How often each user group books rooms at the Town Hall</i> 		<p>needed to identify and remove barriers and promote the use of the Town Hall by diverse groups.</p>
<p>3. <i>That consideration is given to how key public spaces within the Town Hall can be made equally accessible for all visitors.</i></p>	<p>Yes</p>	<p>An access audit by Jane Toplis Associates Access Consultants Ltd was completed in March, with a follow up session in April with users. The finalised report is due by the end of May.</p> <p>It is expected that some identified improvements will be quick fixes but others will have to form longer term projects and will be dependent on resources.</p> <p>This report is part of a project with Gordon Mitchell and relevant colleagues on improving the accessibility of the Town Hall and working practices for Town Hall users and Councillors with disabilities.</p> <p>The Leader and the Board Member for Supporting Local Communities will bring forward a joint report to a future meeting of the City Executive Board to address the issues raised in more detail.</p>