

Agenda

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Scrutiny Committee

Date: **Tuesday 4 June 2019**

Time: **6.00 pm**

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

For any further information please contact:

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Scrutiny Committee

Membership

Chair	Councillor Andrew Gant
Vice Chair	Councillor Dr Joe McManners
	Councillor Mohammed Altaf-Khan
	Councillor Lubna Arshad
	Councillor Nadine Bely-Summers
	Councillor Tiago Corais
	Councillor Dr Hosnieh Djafari-Marbini
	Councillor Alex Donnelly
	Councillor James Fry
	Councillor Richard Howlett
	Councillor Ben Lloyd-Shogbesan
	Councillor Craig Simmons

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 15 May 2019 be APPROVED as a true and accurate record.

5 **WORK PLAN**

13 - 32

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 2019/20 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, Senior Officers and members of the public.

This item seeks Scrutiny Committee's agreement to an indicative Work Plan for 2019/20, including the establishment of any review groups.

The Committee is recommended to:

1. **Agree** which items in the long list will be included in the Scrutiny Committee Work Plan for 2019/20.
2. **Elect** a Chair for the Companies Panel
3. **Appoint** members to the Finance, Housing and Companies Panels; and
4. **Note** that the subject of the first scrutiny review group to be scoped will be agreed at a future meeting when resources are in place to take this work forwards.

6	ACCESSIBILITY AND DISABILITY SUPPORT REVIEW	33 - 64
	<p>In January 2018 the Chief Executive convened an officer working group tasked with reviewing how the Council meets the needs of elected members and election candidates with disabilities. This report provides an update to the Scrutiny Committee on the work undertaken to date</p> <p>Recommendations: That the Scrutiny Committee: Notes and comments on the report and the options for improving Town Hall access.</p>	
7	FUSION LIFESTYLE ANNUAL SERVICE PLAN	65 - 120
	<p>At its meeting on 12 June 2019, the Cabinet will consider a report on the Fusion Lifestyle Annual Service Plan. This item provides an opportunity for the Committee to comment on the report and make recommendations to the Cabinet if it wishes.</p>	
8	SAFEGUARDING REPORT AND ACTION PLAN	121 - 188
	<p>At its meeting on 12 June 2019, the Cabinet will consider a report on the Safeguarding report and action plan. This item provides an opportunity for the Committee to comment on the report and make recommendations to the Cabinet it wishes.</p>	
9	SEACOURT PARK AND RIDE EXTENSION	189 - 198
	<p>At its meeting on 12 June 2019, the Cabinet will consider a report on the Seacourt Park and Ride extension. This item provides an opportunity for the Committee to comment on the report and make recommendations to the Cabinet it wishes.</p>	
10	REPORT BACK ON RECOMMENDATIONS	
	<p>The Cabinet response to the Committee's recommendations on: The future strategic direction of the Council's group of housing companies; Community Infrastructure Levy (CIL) Draft Charging Schedule; and flowing from the Tourism Management Review Group will be published as a supplement to this agenda.</p>	
11	DATES OF FUTURE MEETINGS	
	<p>Meetings are scheduled as followed:</p> <p>Scrutiny Committee</p> <ul style="list-style-type: none"> • 2 July 2019 • 3 September 2019 • 1 October 2019 <p>Standing Panels</p> <ul style="list-style-type: none"> • Housing Standing Panel: 27 June, 3 October • Finance Standing Panel: 01 July, 5 September • Companies Panel: 28 May, 3 July <p>All meetings start at 6.00 pm</p>	

12 MATTERS EXEMPT FROM PUBLICATION

If the Committee wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Committee to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Committee may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

MATTERS EXEMPT FROM PUBLICATION

PART TWO
MATTERS EXEMPT FROM PUBLICATION

13 SEACOURT PARK AND RIDE EXTENSION - APPENDIX 2

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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 Wednesday 15 May 2019

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Committee members:

Councillor Gant (Chair)	Councillor Altaf-Khan
Councillor Arshad	Councillor Corais
Councillor Howlett	Councillor Lloyd-Shogbesan
Councillor Bely-Summers	Councillor Djafari-Marbini
Councillor Donnelly	Councillor Fry
Councillor McManners (Vice-Chair)	Councillor Simmons

Officers:

Nigel Kennedy, Head of Financial Services
Anita Bradley, Monitoring Officer
Alan Wylde, Housing Development & Enabling Manager
Carolyn Ploszynski, Planning Policy and Place Manager
Stefan Robinson, Scrutiny Officer
John Mitchell, Committee and Member Services Officer

Also present:

Councillor Mike Rowley, Board Member for Housing, Housing

Apologies:

No apologies were received

1. Election of Chair for the Council Year 2019-20

The Committee resolved to elect Councillor Gant as Chair for the Council year 2019-20.

2. Election of Vice-Chair for the Council Year 2019-20

The Committee resolved to elect Councillor McManners as Vice Chair for the Council year 2019-20.

3. Declarations of interest

None.

4. Chair's Announcements

The Chair welcomed new members to the Committee and welcomed back those who had served on it previously.

The Chair explained that Stefan Robinson, the Scrutiny Officer, would be leaving the Council in a few weeks' time having been appointed to a post supporting the Growth Board. The next meeting of the Committee would be his last.

5. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 02 April 2019 as a true and accurate record. The Chair said he had conveyed further points to the City Executive Board relating to street art and graffiti removal as had been requested and the Committee's points had been noted.

6. Work Plan and Forward Plan

The Committee agreed with the Scrutiny Officer's suggestion that the Fusion Lifestyle Annual Service Plan should be added to the Work Plan for the meeting of the Committee on 4 June. This resulted in a particularly busy agenda for that meeting and the Committee agreed that the item on No Local Connection Review should therefore be moved to be considered by the Housing Panel at its meeting on 27 June instead.

The meeting on 4 June would have a substantive item on the future work programme. While there were already 50 items on the list for discussion it was not too late to submit requests for further items but this should be sooner rather than later, not least to allow requests to be 'scored' properly as the others had been. The Scrutiny Officer agreed to send the current list to members of the Committee well in advance of the next meeting.

7. Scrutiny Operating Principles and Standing Panel Arrangements

The Chair said that the report before the Committee included suggestions for streamlining the work and operation of the Standing Panels. This included proposals to limit membership of all panels to 4 or 6; that they be politically balanced; and that there should be a quorum for all panels.

Given the Council's recent resolution about a Climate Emergency, the Committee considered whether it should have some role in scrutinising relevant aspects of the Council's activity. It was noted that the capacity for scrutiny activity was finite (ie currently three standing panels and two review groups or three standing panels and two review groups). Consideration could perhaps be given to asking the current standing panels to conduct environmental impact assessments in the context of their ongoing responsibilities. Agreed that this should be discussed further at a later meeting.

The Scrutiny Committee resolved to:

1. **Agree** the revised Committee Operating Principles for the 2019/20 municipal year, as set out in Appendix 1;
2. **Agree** to re-establish the Finance, Housing and Companies Standing Panels for the 2019/20 municipal year;
3. **Appoint** Councillor Fry as Chair of the Finance Panel, and Councillor Bely-Summers as Chair of the Housing Panel.
4. **Continue** the current membership arrangements for the Companies Panel, so that it may meet on 28 May; and

5. **Agree** that the number on each of the Finance, Companies and Housing Panels be 4, 4, 6 respectively.

8. The future strategic direction for the Council's group of housing companies

At its meeting on 29 May 2019, the Cabinet would consider a report on the future strategic direction for the Council's group of housing companies. This item provided an opportunity for the Committee to comment on the report and make recommendations to the Cabinet.

The Head of Financial Services introduced the item by reminding the Committee that the report was a response to recent government policy changes which had, helpfully, removed restrictions on the ability to borrow within the Housing Revenue Account (HRA). This in turn necessitated a review of the approach previously adopted by the Council and the future role of Oxford City Housing Limited (OCHL).

The Housing Development & Enabling Manager drew attention to a minor change to recommendation 6 which would appear in the version of the report which would be considered by Cabinet.

The Cabinet Member for Housing said it made good sense to manage new social housing within the HRA and it was good to be able to start developing a series of potential sites rather than the previous practice of one 'task and finish' project followed by another

It was suggested that the list of development sites might be over ambitious. The Housing Development & Enabling Manager pointed to the number of developments for which planning permission had been granted and said that steps were being taken to maintain and expand relationships with developers. Some developments were being bundled together to make them more attractive to bigger developers; the smaller developments presented more of a challenge.

In a wide ranging discussion about the importance of reducing carbon footprints and energy efficiency, the Housing Development & Enabling Manager said that OCHL insisted on conditions which were over and above the legal minima. In relation to the potential OCHL sites identified in the report there would be 2-3 years in which to consider and develop proposals for a move to houses with an ever decreasing carbon footprint. Thought was already being given to making larger sites more energy efficient and would involve not just OCHL. Oxford Direct Services, for example, was already planning for a reduction in its capacity to service gas boilers.

Given the increased capacity to borrow it was suggested there was no reason not to accelerate the move to houses with a reduced and, ultimately, zero carbon footprint.

The Cabinet Member for Housing said OCHL would have to look at what was possible and the Council, as lender, would need to decide what it was willing (and what would be prudent) to pay for.

The report noted that the review of the future role and activity of OCHL might extend to the purchase of land. The Cabinet Member for Housing fully expected that this would be the case although, not necessarily within the City. While the new opportunity for prudential borrowing was very welcome he reminded the Committee that it was not free and accompanied by an element of risk which OCHL had to consider carefully. There was, also, the possibility of the current government policy being reversed at some point in the future. On balance however the risks were considered to be manageable.

The ability to respond swiftly to potentially advantageous land or property purchases was recognised as important. The best means of securing additional funds for this purpose at short notice would probably be via the urgency provisions in the Constitution.

The emerging strategy did not include proposals for self-build, partly as a result of other resource priorities and partly because the practice elsewhere had shown its success to be patchy (particularly where land is at a premium).

There was a discussion about whether the proposals would be compromised in the event of a future failure of the Growth Deal to progress according to plan. Officers confirmed that in that event alternative funding sources would need to be identified to replace grant from the deal. This could involve an application to Homes England.

The Chair drew the discussion to a close, saying that the Committee welcomed the change in Government policy and that the proposals contained in the report represented a good response to them.

As a result of the discussion the Committee agreed to make two recommendations to Cabinet:

Recommendation 1: That the Council ensures that the feasibility assessment and design phases of future OCHL developments align with the Council's carbon neutral and environmental ambitions. These stages should also consider the need for appropriate disability access. More broadly, the environmental objectives of the Council should align with all aspects of OCHL's work.

Recommendation 2: That the Council, through OCHL, establishes a standalone and unallocated funding pot to enable rapid property and land acquisitions. Consideration should be given to other ways that the same outcome might be achieved, such as through urgent decision procedures.

9. Community Infrastructure Levy charging schedule review

At its meeting on 29 May 2019, the Cabinet would consider a report on the Community Infrastructure Levy charging schedule review. This item provided an opportunity for the Committee to comment on the report and make recommendations to the Cabinet.

The Planning Policy and Place Manager introduced the report and drew attention to a few key points. The consultation which had preceded the report had resulted in requests that strategic sites should be zero rated for CIL but, in the absence of sufficient information to test the need for this, so no further action would be taken at this point.

Representations had also been made in relation to B2 and B8 sites and, following viability testing, it was now proposed to submit a 'statement of modification' to reduce the rate of CIL for those sites to zero.

Regulations permit the introduction of an Exceptional Circumstances Relief Policy which the report sought to agree. She emphasised that the policy could only be employed if, on a case by case basis, the conditions set out in the regulations and summarised in the draft policy at Appendix 6 of the report were met.

As highlighted in the draft policy, it was important to note that the majority of sites would be viable and the policy would only ever be relevant in relation to few, if any. Furthermore, this was a discretionary policy which could be withdrawn at any point.

The Committee expressed concern at the possibility of developers exploiting the relief offered by the exception when it was not warranted and was keen, therefore, to find a mechanism by which Members could be reassured about the transparency and accountability of the application of the policy. Concern was also expressed about the delegation which gave authority to the Head of Planning Services to authorise decisions in relation to the Exceptional Circumstances Relief Policy. It was considered that this may be a significant decision in some large scale developments, which should be open to councillor review. The Committee resolved to make the following recommendation to Cabinet:

That the Council ensures that any application of the Exceptional Circumstances Relief Policy receives thorough councillor oversight and that a standard operating procedure is devised to ensure this process is in place.

10. Tourism Management Review Group Report

The Chair introduced the report and recommendations of the Tourism Management Review Group in his capacity as Chair of the Review Group.

The Committee was keen to re-emphasise the importance of the Oxford Living Wage (notably in relation to the hospitality sector). It was agreed that this should be further emphasised in the wording of the sixth recommendation, repeating what had been said in recommendations made at the previous committee meeting. Subject to this revision the report would be submitted to the Cabinet on 29 May.

11. Report back on recommendations

The Cabinet, at its meeting on 10 April, had considered the Committee's recommendations in relation to:

- The Oxford Living Wage
- Audit of Fusion Lifestyle
- Building control enforcement
- Development of a homeless shelter and assessment hub at Floyds Row

All of which had been accepted.

12. Dates of future meetings

Meetings are scheduled as followed:

Scrutiny Committee

- 4 June 2019
- 2 July 2019
- 3 September 2019
- 1 October 2019

Standing Panels

- Housing Standing Panel:, 27 June, 3 October
- Finance Standing Panel: 01 July, 5 September
- Companies Panel: 28 May, 3 July

All meetings start at 6.00 pm

13. Matters Exempt from Publication

No matters were considered in confidential session.

The meeting started at 6.00 pm and ended at 8.30 pm

Chair

Date: Tuesday 4 June 2019

To: Scrutiny Committee
Date: 4 June 2019
Report of: Head of Law and Governance
Title of Report: Scrutiny Annual Work Plan Review

Summary and recommendations	
Purpose of report:	To form an indicative Scrutiny Work Plan for 2019/20, 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:	
<ol style="list-style-type: none"> 1. Agree which items in the long list will be included in the Scrutiny Committee Work Plan for 2019/20. 2. Elect a Chair for the Companies Panel 3. Appoint members to the Finance, Housing and Companies Panels; and 4. Note that the subject of the first scrutiny review group to be scoped will be agreed at a future meeting when resources are in place to take this work forwards. 	

Appendices	
Appendix 1	Scrutiny Work Plan longlist of Items
Appendix 2	'TOPIC' scoring criteria for Work Plan items

Introduction and background

1. Each year, the Scrutiny Committee formulates an annual Work Plan, following the appointment of its new membership at Annual Council in May. The Scrutiny Work Plan is a live document that sets out what issues will be considered by Scrutiny and at which meeting. The Plan is reviewed on a rolling basis at each meeting, and remains flexible to new priorities throughout the year. This report sets out an indicative work plan for review and adoption, prepared by the Council's Scrutiny Officer, and endorsed by the Committee's Chair and Vice-Chair.
2. This report also asks the Committee to appoint members to the Finance, Housing and Companies Panels. The current Scrutiny Officer has accepted a new role with

the Oxfordshire Growth Board starting in June. Until a new Scrutiny Officer is in post, support will be provided from within the Committee and Member Services Team. However, this will only cover the core administrative functions of the Scrutiny Committee and its panels. The successful recruitment of a new Scrutiny Officer will affect when the first review group can begin its work.

Forming an Effective Work Plan

3. 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:

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

4. The Scrutiny Officer contacted all councillors and senior officers in March 2019, and provided supplementary reminders, to request suggestions for the Work Plan. This year, a [press release](#) was also issued inviting members of the public to submit suggestions for the work plan through an [online form](#). This received local press and TV coverage and a total of nine submissions were received. All of these submissions focussed on matters of cycling, congestion, road safety and air quality.
5. The Committee has been provided with a longlist of items at Appendix 1 which sets out each of the submissions received as part of the Work Plan consultation process. This also includes topics that roll over from the previous years' Work Plan, and upcoming Cabinet key decisions listed in the [Forward Plan](#).
6. Scrutiny best practice stipulates that work plans should be developed based on sound criteria with a clear rationale for topic selection.² Accordingly, in preparing this report, the Scrutiny Officer has refined the 'TOPIC' scoring criteria (Appendix 2) developed last year as a guide for prioritising scrutiny items. This approach has since been adopted by some other local authorities, and featured in the [CfPS insights blog](#) as a best practice feature. Importantly, 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.
7. 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. A full explanation of the scoring methodology is set out in Appendix 2.

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*.

8. An effective work plan will:

- strictly prioritise key issues
- set out the rationale of why issues should be investigated
- limit the number of update reports and reports for noting
- deploy appropriate scrutiny methods for the issue under review
- provide attendees with sufficient notice to prepare for meetings

Standing Panels

9. The Committee previously agreed on 15 May 2019 to re-establish the Finance, Housing and Companies Panels to undertake detailed scrutiny of decisions and issues relevant to their remit. These Panels have some autonomy to control their own work plans, but remain accountable to the Scrutiny Committee for their work. Where time permits, the Standing Panels will report to the Scrutiny Committee before their recommendations are submitted to the Cabinet.

10. Standing Panel chairs for the Finance and Housing Panels were appointed on 15 May 2019, and it was agreed that four members would sit on the Finance and Companies Panels, and six on the Housing Panel. Owing to a short notice meeting of the Companies Panel on 28 May, the Committee is asked now to elect a chair for that panel at this meeting. Nominations for councillors to sit on each of the standing panels received from group secretaries will be presented by the Scrutiny Officer at the meeting on 4 June.

Review Groups

11. In some instances, the Scrutiny Committee may consider it more effective to establish a small sub-group to carry out a detailed 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 within a limited timeframe. It is advised that no review groups are established until such a time as appropriate officer resources are in place (see available resources section). The committee may want to take a view on priority suggestions however.

12. 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.

13. 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

14. In accordance with the Committee's 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. As with any standing panels, review groups should reflect a cross-party make up of four to six councillors. The timing of review work will be subject to officer resources in particular the capacity of the newly appointed Scrutiny Officer. The Committee will be asked to agree the topic of its first review and to appoint a chair of that review group when resources allow.

15. To date, the issues that have been suggested as review group topics are set out below, which have been listed in the order of those with the most information available:

- Public participation in decision making and citizen engagement

A partial scoping template submission has been received for this item from three councillors. The proposal is to establish a review group to consider methods for improving engagement with the public, how they might operate in Oxford, and to understand what resources are available within the Council to deliver such activities. Matters of public questions at Full Council, scrutiny engagement and public consultations are highlighted as areas for review. The proposal focusses on how other best practice organisations, the public and experts might help the Council to improve its engagement.

- Climate Emergency / Carbon management

The Committee indicated at a meeting on 15 May 2019 that it may wish to establish a standing panel and/or review group at some stage to consider issues concerning climate change. Separate submissions have also been made to the work plan longlist on this issue, where a further description can be found. Councillors are advised to ensure that any work is well defined, and does not duplicate work already being undertaken in the by the Council in response to the January 2019 climate emergency motion. The Committee may wish to receive an update on ongoing work to better situate any further enquiries.

- Air quality

This issue was shortlisted by the 2018/19 Committee, and Councillors requested that it be presented in the 2019/20 longlist also. This item was previously not taken forward owing to resource constraints within the relevant service area at the time of scoping in June 2018.

- Universal Credit

The Committee previously commented in 2019 that Universal Credit was an area that they may wish to investigate through the use of a review group. The Council held two councillor briefings on Universal Credit in 2018/19.

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.

- Apprentices and those Not in Educational Employment or Training (NEETs)
This proposal includes reviewing the role of the Council in supporting apprenticeships, and wider issues concerning NEETs and low pay in the City.
- Council housing stock condition and its relationship with personal health
This proposal concerns reviewing the condition of the Council's own housing stock, and its relationship with occupant health. Requires further scoping.

Co-option

16. The Scrutiny Committee's Operating Principles allow for additional non-voting members to be co-opted onto the Committee or its standing panels. This enables external experts, services users and other members of the public to become members of a panel over the course of one year. The Housing Panel, when originally established by the previous Communities and Partnership Scrutiny Committee, was asked to recruit an Oxford City Council tenant to sit as a non-voting co-opted member.
17. Since then, the Housing Panel has had a Council Tenant co-optee in its membership. More recently, the Panel has become increasingly focussed on matters of homelessness, and feedback has been that Councillors would wish to welcome a new co-optee from this sector in future years.
18. The current co-optee's fourth annual term has expired, and it is proposed that the new Housing Panel's membership will need to take a view on future co-option arrangements, which will need the formal agreement of the Scrutiny Committee in due course. Officers in the Tenant Involvement Team and senior management advocate for council tenant representation continuing on the Panel.

Available Resources

19. An effective work plan will make best use of the resources available. The Council has one dedicated Scrutiny Officer post responsible for supporting the work of the Scrutiny Committee, its standing panels and review groups. As set out in the introduction, the recruitment of a new Scrutiny Officer will affect the level of resource available, and the start date of any review groups.
20. Where the Committee requests to consider a Cabinet report, the resource implications will be nominal because the report will have already been produced. Where the Committee commissions its own report from officers on a new issue, the resource implications are more significant for both the Scrutiny Officer and the officers involved in producing the report, which will be in addition to their normal duties. Therefore, careful consideration should be given to the purpose and desired outcomes of any commissioned reports. The resource requirements are most significant for review groups, where there is potential to increase the workload for several council officers and councillors. Accordingly, the organisation has capacity to carry out one review at a time.
21. Some service areas will also come under greater scrutiny than others, which will place a greater draw on officer time in that department. For example, in 2018/19,

the Rough Sleeping and Single Homelessness Team had a significant increase in their work load owing to a scrutiny review group and several commissioned reports. Similarly, this year's work plan longlist had 5 separate item suggestions concerning homelessness issues. The Committee is therefore advised to be mindful of the resource implications that each of their requests will have on this small team, and strictly prioritise. The principle of considering fewer issues in detail is more effective than considering many issues in brevity. As the Centre for Public Scrutiny 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.

22. [New Government Guidance](#) issued this year similarly explains:

Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

23. Between the Scrutiny Committee, its standing panels and review groups, a total of 46 formal meetings were held in 2018/19, up from 35 in the previous year. This is principally due to an additional review group, and further ad-hoc meetings within those review groups. A total of 19 reports were submitted by the Committee to the Cabinet, together with approximately 65 recommendations for the Board to respond to. Over 50 people external to the Council engaged face to face in the scrutiny process in 2018/19. The Scrutiny function as a whole was able to deliver approximately 90% of its agreed Work Plan in 2018/19. Any delay in the scheduling of items principally related to changes in the timeliness of considering such issues, or the availability of officers to deliver such reports.

Conclusion and Next Steps

24. The Committee is asked to agree the recommendations as set out in this report. The Scrutiny Officer will begin to schedule items for the Committee Work Plan in line with the decisions made at this meeting.

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

Background Papers: None

Scrutiny Work Plan longlist of proposed items 2019/20

To guide the Committee in its decision making, the Scrutiny Officer has rated the items against the TOPIC criteria. The results are not intended to represent the views or priorities of the Committee, and should be considered as a guide only.

Outstanding items from 2018/19, annual and returning Items	Cabinet item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
1. Corporate Plan 2020	Yes	To consider proposals for a new or revised Corporate Plan before it is presented to Cabinet, as the current plan expires in 2020.	Caroline Green, Assistant Chief Executive	2	3	3	2	2	12	Cabinet report to Committee
2. Council performance (4 items)	Yes	To track Council performance on a quarterly basis against a selection of corporate and service measures.	Helen Bishop Head of Business Improvement	2	3	3	2	2	12	Cabinet report to Committee
3. Company business plans	Yes	To consider the business plans for the Council's wholly-owned Companies	Stephen Clarke, Client Manager	2	3	3	2	2	12	Refer to Companies Panel
4. Oxford Direct Services quarterly performance	Yes	To consider the quarterly performance of services provided by Oxford Direct Services and its financial management	Stephen Clarke, Client Manager	2	3	3	2	2	12	Refer to Companies Panel
5. Key Shareholder decisions	Yes	To scrutinise key decisions of the Shareholder Groups for Oxford Direct Services, OxWED and Oxford City Housing Limited.	Various	2	3	3	2	2	12	Refer to Companies Panel
6. Air Quality Annual Status Report	No	To consider the Oxford Annual Air Quality Status Report for 2018	Jo Colwell, Environmental Sustainability Manager	2	3	3	2	2	12	Commission report / to review group?
7. Grant Allocations to Community and Voluntary Orgs 18/19	Yes	To consider the proposal for next year's grant allocations before it is presented to Cabinet for decision.	Julia Tomkins, Grants and External Funding Officer	2	3	3	2	2	12	Cabinet report to Committee
8. Budget 2020/21	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	Refer to Finance Panel for Review Group work
9. 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	Refer to Finance Panel
10. 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	3	3	2	2	12	Commission report / invite centre traders
11. Oxfordshire Plan 2050 Consultation:	Yes	To review proposals to consult on areas for growth as part of the Oxfordshire 2050 Plan.	Carolyn Ploszynski, Planning Policy and	2	3	3	1	2	11	Cabinet report to Committee

Areas for Growth			Place Manager							
12. Acceptable Behaviours Consultation	Yes	To consider the outcome of the Acceptable Behaviours Consultation, and next steps.	Richard Adams, Community Safety & Resilience Manager	2	3	3	2	1	11	Commission report
13. Capital Strategy 2020/21	Yes	To consider the Council's Capital Strategy for 20120/21 and the capital gateway controls.	Nigel Kennedy, Head of Financial Services	2	3	2	2	2	11	Refer Cabinet report to Finance Panel
14. Treasury Management performance	Yes	To consider the performance of the Council's Treasury Management Function at 6 monthly intervals.	Anna Winship, Management Accountancy Manager	2	3	2	2	2	11	Refer Cabinet report to Finance Panel
15. Treasury Management Strategy 2020/21	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	Refer Cabinet report to Finance Panel
16. Council Tax Support Scheme	Yes	To consider the annual review of the Council Tax Support Scheme.	Bill Lewis, Financial Accounting Manager	2	3	2	2	2	11	Refer Cabinet report to Finance Panel
17. Budget Review 2019/20 No recommendations	No	To consider an update report on the implementation of the Panel's Budget Review 2019/20 recommendations.	Nigel Kennedy, Head of Financial Services	2	3	2	2	2	11	Refer to Finance Panel
18. Sustainability Strategy	Yes	The report will provide the revised Oxford Sustainability Strategy, which will set out the vision and steps for Oxford's sustainable future.	Mai Jarvis, Environmental Quality Team Manager	2	3	3	2	1	11	Cabinet report to Committee
19. Council engagement with Oxford's diverse communities	No	Following this suggestion by the Committee last year, the Council intends to carry out a full assessment of the Council's key services against the LGA's equalities framework. The timescale for completion is under review.	Mish Tullar Corporate Policy, Partnerships and Communications Manager.	2	3	3	2	1	11	Commission report
20. Fusion Lifestyle performance report	No	To consider Fusion Lifestyle's performance dashboard for leisure services.	Lucy Cherry, Leisure & Performance Manager	1	3	3	1	2	10	Commission 6 monthly report
21. Fusion Lifestyle Annual Report and Service Plan	No	To consider the Fusion Lifestyle annual report and service plan.	Lucy Cherry, Leisure & Performance Manager	1	3	3	1	2	10	Commission report
22. 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	2	2	2	2	10	Cabinet report to Committee
23. 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

24. Rents performance	No	To monitor Council rents performance including current and former tenant arrears. This may include assessing the impact of Universal Credit	Tanya Bandekar, Revenue & Benefits Service Manager	2	2	2	1	2	9	Refer to Finance Panel
25. Monitoring social value	No	To review the Council's current social value weighing in procurement of 5%.	Amanda Durnan, Strategic Procurement and Payments Manager	1	2	2	2	2	9	Refer to Finance Panel
26. Workplace equalities	No	To consider the annual workplace equalities report.	Helen Bishop, Head of Business Improvement	1	3	2	2	1	9	Cabinet report to Committee
27. Highways Maintenance Service	No	To consider the outcome of the Council taking on responsibility for highways maintenance on the classified road network in September 2018. A number of public submissions were received concerning the condition of local roads.	Stephen Clarke, Client Manager	1	1	3	1	2	8	Reconsider in 2020.
28. The Prevent Strategy	No	A government review of the Prevent Strategy is now underway, which will reflect specifically on some of the Concerns raised by Councillors. The review will conclude in August 2020.	Richard Adams, Community Safety & Resilience Manager	0	2	3	1	1	7	Keep timeliness under review
29. 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. This follows an April 2018 Council motion.	Tim Sadler, Director of Sustainable City	2	2	1	1	1	7	Do not include
New suggestions	Cabinet item	Description	Lead Officer	T	O	P	I	C	Sum	Suggested approach
30. Homelessness reserves and contingencies	No	To review the sustainability of the Council's homelessness reserves, following concerns raised by the 2018/19 Budget Review Group.	Nigel Kennedy, Head of Financial Services	2	3	3	2	2	12	Refer to Finance Panel
31. Outcome of the Homelessness Trailblazer and early intervention analysis	No	To review the outcome and lessons learnt from the Homelessness Trailblazer Project, which ends in 2019. Further, to consider a cost benefit analysis of early homelessness intervention to the Council and wider public services and systems.	Paul Wilding, Systems Change Manager (Homelessness Prevention)	2	3	3	2	2	12	Refer to Housing Panel
32. Climate Emergency / Carbon management	No	Council declared a Climate Emergency on 28th January 2019. This scrutiny proposal concerns establishing a review group to evaluate council policy and practice (e.g. fossil fuel usage and reduction targets) and making recommendations to accelerate the path to being carbon neutral. A further Council motion encouraged scrutiny to review progress against implementing any recommendations of the Citizens Assembly.	Jo Colwell, Environmental Sustainability Manager	1	3	3	2	2	11	Commission update report on existing work / or wait for outcome of Citizens assembly work

		Councillors are advised that a full review may be untimely during the Citizen's Assembly process.								
33. Universal credit	No	To review the impact the roll out of Universal Credit has had on Council Services, and its impact on debt recovery and the finances of residents.	Tanya Bandekar, Revenue & Benefits Service Manager	2	3	3	1	2	11	Commission Report
34. Housing First Schemes	No	To consider how Housing First approaches have and might be used in Oxford in the Future	Nerys Parry, Housing Strategy and Needs Manager	1	3	3	2	2	11	Refer to Housing Panel
35. Public participation in decision making and citizen involvement	No	To consider how the public could be better engaged with council decision making, such as through public meetings, consultations and other public forums, for example. A draft scoping document has been received for this item.	Andrew Brown, Committee and Member Services Manager / Mish Tullar, Communications Manager	2	3	3	2	1	11	Establish Review Group
36. Tenant Satisfaction	No	To consider the outcome of the Tenant Satisfaction Survey for council tenants.	Bill Graves, Landlord Services Manager	2	3	2	2	1	10	Refer to Housing Panel
37. Idling and congestion	No	To consider what actions can be taken to reduce idling in the city centre, following a number of public work plan submissions. This may be considered in tandem with other environmental matters such as the Annual Air Quality Status Report.	Jo Colwell, Environmental Sustainability Service manager	2	3	3	1	1	10	Commission Report / combine with other environmental issues (Zero Emission Zone, air quality etc)
22										
38. Community Land Trusts	No	To consider the benefits of community land trusts, and how they might help the Council deliver its Local Plan.	Adrian Arnold, Head of Planning	2	3	2	1	2	10	Refer to Housing Panel
39. Rogue Landlords	No	To review how the Council can ensure that private rented residents are being treated fairly by landlords and to review how existing legislation is being used in Oxford to do this. For example, new legislation is forthcoming concerning no-fault and revenge evictions.	David Rundle, Private Rented Team leader	2	3	3	1	1	10	Refer to Housing Panel
40. Housing stock condition and its relationship with personal health	No	To consider the overall condition of the Council's housing stock and the impact of housing conditions on tenants' health.	Bill Graves, Landlord Services Manager	1	2	2	2	2	9	Requires further scoping / Refer to Housing Panel
41. Cycling	No	The Committee received several submissions from the public concerning the condition and quality of cycle lanes in the City. The case was made that	Oxfordshire County Council / Oxford Direct Services /	2	2	3	1	1	9	Requires further scoping and desired

		improvements would ease pollution and congestion, and improve safety. The view was also expressed that more needed to be done to promote cycling.	Environmental Sustainability Team								outcomes
42. Council house downsizing and refurbishment	No	To review how the Council strikes the balance between the timely refurbishment of kitchens and bathrooms, and achieving value for money, after people have downsized. It has been suggested that some refurbishments take place too soon.	David Rundle, Private Rented Team leader	1	2	2	2	2	9		Refer to Housing Panel
43. HMO Density	No	To consider the Council's approach to regulating local densities of houses of multiple occupation.	David Rundle, Private Rented Team leader	1	2	3	2	1	9		Refer to Housing Panel
44. The Homeless Pathway for young people	No	To understand what services are available, and the pathway, for people aged 18 – 25 experiencing homelessness.	Nerys Parry, Housing Strategy and Needs Manager	1	3	3	1	1	9		Commission report
45. Apprentices and NEETs.	No	To consider the Council's and Oxford Direct Service's future plans for employing apprentices. This may include inviting the County Council to set out their work to support people not in education, employment or training (NEET).	Paul Adams, HR Manager	2	3	2	1	1	9		Commission report
46. Oxford's waterways	No	To consider the current condition of the waterways network, and plans or options for improving its offer. This includes facilities and plans for future mooring provision for permanent long-term dwellers. The Tourism Management Review Group recently made a recommendation concerning the Waterways.	Tim Wiseman, Waterways Coordinator	2	2	3	1	1	9		Consider report
47. Pedestrian crossings	No	To look at options for improving the safety of pedestrian crossings in the City (public submission)	Shaun Hatton, ODS Chief Operations Manager	1	2	1	1	2	7		Do not include
48. Increased Police presence	No	To consider the need for an increased police presence in the City (public submission).	Richard Adams, Community Safety Manager	2	2	3	0	0	7		Do not include
49. School Street Closures	No	To consider options for closing streets during school drop off / pick up hours to ease congestion (public submission)	N/a	1	1	2	1	1	6		Do not include
50. The impact of withdrawing tenant admin fees	No	To review the impact on the private rented sector of the banning of tenant fees from June 2019.	David Rundle, Private Rented Team leader	1	2	2	0	0	5		Do not include

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Appendix 2: 'TOPIC' Scoring Criteria for Scrutiny Work Plan Items

Criteria	Description	Scoring
T imely	Work plan prioritisation should take account of work in other areas, and avoid duplication. Key questions to ask include: Is now the best time to consider this issue? Are legislative or policy changes afoot? Is the issue due for inspection or auditing?	Is it timely to consider this issue? No - 0 Somewhat - 1 Yes - 2
O xford Priority	Work plans should take account of the Council's overall vision for the area. Committees should ensure that a good proportion of their work relates to the Council's plan and priorities. This is key in demonstrating how Scrutiny can add value to the Council.	Is it a council priority? No - 0 Somewhat - 2 Yes - 3
P ublic Interest	Councillors' representative roles are an essential feature of Scrutiny. They are the eyes and ears of the public, ensuring that services meet local needs. The interests of local people should therefore influence and guide the issues chosen for scrutiny.	Is it of significant public interest? No - 0 Somewhat - 2 Yes - 3
I nfluence	Scrutiny Committees have varying levels of influence, depending on the issues they review. They are better placed to influence council services than external agencies. Will your input drive outcomes and change, or be unwelcome and lack impact?	Can we have meaningful influence? No - 0 Somewhat - 1 Yes - 2
C ost	Services or decisions which incur a high level of income, expenditure or savings should be prioritised. Effective scrutiny of financial matters is a cornerstone of good scrutiny, and significant spending plans should not go unscrutinised.	Is the issue costly? No - 0 Somewhat - 1 Yes - 2

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The TOPIC scoring system has been developed to assist Scrutiny Committees in prioritising work plan items. Criteria led work planning has been advocated by national governance experts and organisations alike, premised on the objective prioritisation of items against pre-set criteria. TOPIC can be used as a reference guide for councillors in selecting items, or it can be rigidly applied as a scoring system. How strictly the criteria is applied will depend of the number of items suggested and the resources available.

Whilst the scoring system aspires to be objective, it cannot necessarily take account of the nuances and complexities of all issues, and Committees should use their best judgement in agreeing which items to take forward.

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SCRUTINY WORK PLAN

June 2019 - August 2019

Published on: 21/05/19

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 Cabinet. This document represents the work of scrutiny for the 2019-20 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 Cabinet to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Membership
Scrutiny Committee	Overall management of the Council's scrutiny function.	Councillors; Andrew Gant (Chair), Mohammed Altaf-Khan, Lubna Arshad, Nadine Bely-Summers, Tiago Corais, Ben Lloyd-Shogbesan, Hosnieh Djafari-Marbini, Alex Donnelly, James Fry, Joe McManners (Vice Chair), Craig Simmons, Richard Howlett.
Finance Panel	Finance and budgetary issues and decisions	The membership will be agreed by the Scrutiny Committee on 4 June 2019.
Housing Panel	Strategic housing and landlord issues and decisions	The membership will be agreed by the Scrutiny Committee on 4 June 2019.
Companies Panel	To scrutinise shareholder decisions relating to wholly Council-owned companies.	The membership will be agreed by the Scrutiny Committee on 4 June 2019.

SCRUTINY COMMITTEE

4 JUNE 2019 - PROVISIONAL REPORTS

Agenda item	Decision	Description	Cabinet Portfolio	Report Contact
Scrutiny Committee Annual Work Plan 2019/20	No	To consider a longlist of Work Plan suggestions for prioritisation, and to appoint any standing panels for the year. Review Groups will be agrees once a new Scrutiny Officer is in post.	Leader, Economic Development and Partnership	Stefan Robinson, Scrutiny Officer
Accessibility project update	No	To consider proposals for improving the accessibility of Town Hall facilities and meetings for users with disabilities.	Leisure and Housing / Culture and City Centre	Andrew Brown, Committee and Member Services Manager / David Hunt, Commercial Manager
Fusion Lifestyle's Annual Service Plan	Yes	To consider the Fusion Lifestyle Annual Service Plan for 2019/20.	Leisure and Housing	Lucy Cherry, Leisure and Performance Manager
Seacourt Park and ride Extension	Yes	To review a report which seeks CEB approval for the capital scheme before major works commence and to approve the appointment of a contractor.	Planning and Transport	Paul Walker, Interim Projects Director, Regeneration Team
Safeguarding report and action plan	Yes	Annual safeguarding report 2018/19 and safeguarding action plan for 2019/20	Safer, Greener, Environment	Rosie Woollcott, Safeguarding Co-ordinator

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2 JULY 2019 - PROVISIONAL REPORTS

Agenda item	Decision	Description	Cabinet Portfolio	Report Contact
Monitoring the Community Grants Programme - Report for 2018/19	Yes	To inform members of the monitoring findings of the 2018/19 grants programme	Supporting Local Communities	Julia Tomkins, Grants & External Funding Officer

3 SEPTEMBER 2019 - PROVISIONAL REPORTS

Agenda item	Decision	Description	Cabinet Portfolio	Report Contact
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

FINANCE PANEL

1 JULY 2019 - PROVISIONAL REPORTS

Agenda item	Decision	Description	Cabinet Portfolio	Report Contact
Q4 Integrated Finance Report	Yes	To consider the Quarter 4 integrated report, which will be considered by Cabinet on 10 July 2019.	Finance and Asset Management	Nigel Kennedy, Head of Financial Services

5 SEPTEMBER 2019 - PROVISIONAL REPORTS

Agenda item	Decision	Description	Cabinet Portfolio	Report Contact
Q1 Integrated Finance Report	Yes	To consider the Quarter 1 integrated report, which will be considered by the Cabinet on 11 September 2019.	Finance and Asset Management	Nigel Kennedy, Head of Financial Services
Treasury Management Performance	Yes	The report sets out the Council's Treasury Management activity and performance for the financial year 2018/2019	Finance and Asset Management	Nigel Kennedy, Head of Financial Services

HOUSING PANEL

27 JUNE 2019 - PROVISIONAL REPORTS

Agenda item	Decision	Description	Cabinet Portfolio	Report Contact
No local connection review 6 month update	No	To consider an update on progress made against the recommendations of the No Local Connection Review Group.	Leisure and Housing	Nerys parry, Housing Strategy and Needs Manager
Housing Panel Co-option	No	To consider the Panels future co-options arrangements for 2019/20. Discussion item only.	N/a	Andrew Brown, Committee and Member Services Manager
Barton Oxford LLP (TBC)	Yes	To consider an update on the progress of the joint venture with Grosvenor developments Limited and the purchase of social housing.	Housing	Tom Bridgman, Executive Director
Oxpens Lane Redevelopment Update (TBC)	Yes	To consider the position on the redevelopment of the Oxpens Lane City Centre site.	Planning and Infrastructure / Housing	Tom Bridgman, Executive Director

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3 OCTOBER 2019 - PROVISIONAL REPORTS

COMPANIES PANEL

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

28 May 2019

3 July 2019

23 July 2019

17 October 2019

14 November 2019

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To: Scrutiny Committee
Date: 4 June 2019
Report of: Chief Executive
Title of Report: Accessibility and disability support review

Summary and recommendations	
Purpose of report:	To update the Scrutiny Committee on the accessibility and disability support review.
Key decision:	No
Cabinet Members:	Councillor Linda Smith, Leisure and Housing (including Member Support) Councillor Mary Clarkson, Culture and City Centre (including the Town Hall)
Corporate Priority:	Efficient and Effective Council Strong and Active Communities
Recommendation(s): That the Scrutiny Committee:	
1. Notes and comments on the report and the options for improving Town Hall access.	

Appendices
1. Access Audit Report of Oxford Town Hall and St. Aldate's Chambers, Jane Topliss Associates Ltd., June 2018

Introduction and background

1. In January 2018 the Chief Executive convened an officer working group tasked with reviewing how the Council meets the needs of elected members and election candidates with disabilities. The working group involved officers from Community Services (the Town Hall), Committee and Member Services, ICT and HR and engaged with members and election candidates with disabilities.
2. This report provides an update to the Scrutiny Committee on the work undertaken to date which has focused on the following issues:
 - a. Election arrangements
 - b. Induction, buddying and support for councillors
 - c. Meeting arrangements

- d. Provision for reasonable adjustments
- e. ICT
- f. Town Hall access
- g. Audio visual equipment
- h. Hearing Loops

Election arrangements

3. In advance of the City Council elections on 3 May 2018 the Working Group considered the arrangements for the count venue to ensure that it would be fully accessible and suitable for all candidates to participate in the count process and declaration of results. The Electoral Services Manager confirmed that the Electoral Commission has clear rules on accessibility standards for polling stations and count venues. It was also confirmed that candidates did not access the main stage (which is not accessible by wheelchair) when results of local elections were declared.
4. The Working Group identified that it would be useful for election candidates with disabilities to have a familiarisation tour of the Town Hall building in advance of the count. This was offered to candidates via Group Leaders and Councillor Tidball and was attended by three candidates and one serving councillor. Feedback from candidates highlighted issues with door handles, signage/maps, lighting, the positioning of members' pigeon holes and the accessibility of the Council Chamber. Attendees also suggested that welcome pack and induction materials should be made available online as well as in paper formats.
5. The Elections Team and Town Hall staff also made specific accessibility arrangements to enable one councillor to attend the count, which were not required on the night.

Induction, buddying and support for councillors

6. Post-election, all new and returning members received a welcome pack (in electronic or hard copy) and undertook an induction programme and compulsory training. One lesson learnt is that the training would have been more accessible had training materials such as slides been made available to members in advance.
7. All new and returning councillors were asked to declare any special requirements and, where appropriate, offered the chance to discuss their personal needs with the Council's Occupational Health provider. One member met with Occupational Health and this option remains available to all councillors. It is expected that any needs identified by Occupational Health could be met from the budget Council has allocated for reasonable adjustments for members with disabilities (see paragraph 14).
8. New members were also assigned a "buddy" from within the Committee and Member Services Team to provide general support and advice as they settled into their roles, including regular face to face meetings and telephone conversations in the early months. In 2018 buddies were given a checklist of items to discuss with new members and this checklist included items related to disabilities / special requirements to ensure that these would be identified.
9. In early 2019 all members elected in 2018 were asked to provide feedback about the support they received during their early months in office to inform future induction and support arrangements and ensure that members' needs were being met. A number of questions were posed, including whether members had

experienced any particular barriers in standing for election and becoming a councillor and whether they found the induction and support arrangements accessible for their particular needs. The feedback received was very positive, particularly in respect of buddying, and no disability-related barriers or accessibility issues were raised.

10. In response to feedback from members including the Members Mental Health Challenge Panel on the need for pastoral support to be made available to members around mental health, access to the Council's Employee Assistance Programme (EAP) has been extended to include elected members. The EAP was commissioned to provide all Council employees and their families with support, information, expert advice and specialist counselling to help prepare for life's predictable milestones and its unexpected events. Members have been notified of this support by email and leaflets have been placed in members' pigeon holes.
11. Members have also been given access to the corporate Mental Health First Aiders; officers who have undertaken a two-day mental health first aid course and can be a first point of contact during normal office hours to provide support, guidance and reassurance to anyone who feels they may need it. Outside of these hours members and officers can access support from the EAP as well as other agencies such as the Samaritans and MIND.

Meeting arrangements

12. Consideration has been given to adjusting meeting practices to support members with disabilities in playing a full part in Council meetings, for example by being mindful of members' requirements when allocating seats and asking presenters to circulate slides in advance and to vocalise any visual elements. Some specific arrangements have been made in particular cases:
 - Paper copies of meeting agendas have been sent to a councillor's home address (the expectation is that councillors will access meeting packs online).
 - A councillor has been provided with pointers on which pages of agenda packs they may wish to focus on.
13. At the Council meeting in July 2018 two members attended in wheelchairs. In one case this presented logistical challenges as the members' normal seat in the Council Chamber was not in a position that can be accessed in a standard wheelchair. A personal carer and staff from the Town Hall and Committee and Member Services were able to assist this member to and from their normal seat but this would not be a sustainable solution (see also paragraph 17).
14. At the Council meeting on 13 February 2019, the passenger lift in the Town Hall was out of service due to a breakdown so there was no wheelchair access to the Council Chamber or to the room where the meeting was screened live (the public gallery is not wheelchair accessible in any event). This issue was notified on the Council website and social media and no one who tried to access the meeting was unable to do so. Officers are actively working on a technical solution to enable the online live streaming of full Council meetings and all political groups have confirmed their support for this approach.

Provision for reasonable adjustments

15. In February 2018 Council amended its Councillors' Allowances scheme based on the recommendations of its Independent Remuneration Panel. The agreed

changes included making provisions within the scheme for reasonable adjustments for councillors with a permanent or temporary disability and allocating a specific budget for this purpose from April 2018 (currently £3k per annum). The Committee and Member Services Manager has authority to pay the costs of reasonable adjustments up to a maximum of £1k per councillor per year and the Head of Law and Governance can exercise discretion to approve spend in excess of this figure.

16. To date this budget has largely been used to cover councillors' costs of travelling to and from meetings within the City of Oxford boundary. To facilitate the transportation of members to and from Council meetings as a reasonable adjustment, Committee and Member Services have opened a corporate taxi account with Royal Cars. This is charged to the budget for reasonable adjustments, negating the need for members to pay upfront, retain receipts and submit claim forms for these journeys.
17. The budget for reasonable adjustments has also been used to cover 50% of the purchase cost of a specific piece of equipment. This was a narrower than standard wheelchair to enable a councillor to gain access to their seat in the Council Chamber. The budget and spend on reasonable adjustments will be kept under review annually to ensure that sufficient provision is available.

ICT

18. The online provision of Council information is generally considered to be the best approach for most people with disabilities as it allows them to use devices, hardware and software that is appropriate to their specific needs. The preferred approach of ICT has been to identify what devices and software councillors with declared disabilities already use and explore how these can be made to work with the Council's member endpoint solution. In May 2018 all new and re-elected councillors with declared disabilities were offered the chance to discuss their personal needs with an officer from ICT.
19. One member found that the accessibility software installed on their device did not function correctly when used in a Citrix environment, which necessitated a workaround solution. As a result of this and other issues, ICT are replacing Citrix with a more up-to-date system from Microsoft. Accessibility testing will be included in the testing of the new system to ensure all existing software is compatible, or can be substituted with a more recent compatible alternative.
20. Committee and Member Services have an objective to review the requirements of the new Accessibility Regulations for public bodies, which aim to make all web content accessible from September 2020, and to ensure compliance in respect of content published through the Modern.gov system and app.

Accessibility of the Town Hall

21. With the intention of improving the accessibility of the Town Hall and St. Aldate's Chamber for all visitors, staff and councillors, the Town Hall Commercial Manager commissioned accessibility audits of the buildings from Jane Topliss Associates Ltd., specialist consultants with experience of historic buildings who had done work with the Council before. The consultants met with a disability user group as part of this work. A final report has been received which includes a series of detailed recommendations. The summary report is attached as Appendix 1.

22. The report compiled by Jane Topliss Associated Ltd. raised numerous outcomes and possibilities. The Disability Working Group agreed that the Town Hall accessibility issues were of significant importance to all user groups to justify setting up a separate officer group, including officers from Property Services and Conservation, to review the accessibility audits in detail and take this work forwards.
23. It was identified that resolution of all the issues raised in the reports would require a very significant financial commitment from the Council, so it was necessary to properly consider the findings and reach a considered view about the Council's priorities for improving Town Hall access. The larger and more costly items, such as those that would require building alterations, would need to be further prioritised and, subject to Council making funding available, progressed incrementally. The Officer Group identified the following areas for further consideration.

Emergency procedures

24. Town Hall and Health & Safety personnel are currently reviewing the emergency procedures for the venue as recommended in the report and are also consulting with a fire consultant on these new procedures. The aim is to have these live by mid-way through 2019. From the initial work with the consultant there may be a need to increase staffing levels for certain events which are not within the current staffing budget and to utilise other staff as Fire Marshalls throughout the building.

Map & Signage

25. The signage has only recently been installed in 2017, so the preferred option is to create a new map available at reception for easier navigation around the facility. Officers have worked with a design consultant to create this new map, to be funded from the Town Hall budget. This map will be available in the second quarter of 2019 as a download from the Council website with hard copies available on site. The Town Hall website will also have a new access page so users will be able to plan their visit in advance.

Accessible Entrance

26. Improvements to the main entrance would be ideal but due to the very high costs and need for building alterations this solution is not advisable. The favoured solution is to re-work the current accessible entrance by:
- Improved signage in and outside the Town Hall (£4-5k);
 - Making the entrance more noticeable and welcoming, removing any access restriction currently in place;
 - Automatic doors right through to the reception area (£10k).

Accessible Toilets

27. Access to the toilets with the current doors is problematic to disabled users. Property Services are working on closures on these doors to provide easier access to the main disabled toilet on the ground floor, this is being done from the current property budget. There are another two disabled toilets which will require further works to improve access at a cost of around £10k.

Floor Level Changes

28. The two main floor level changes are on the approaches to the café and the Court Room. There are platform lifts in place which are slow to use. As with all lifting equipment these platform lifts are on a replacement schedule. The options provided in the access report would be at a very high cost and would impact on toilet provision on the ground floor. The proposed approach is to replace these with

improved lifts with a higher specification and improved usability ahead of schedule. To ensure the correct lift is procured a consultant would be required at a cost of around £5k. To purchase and install both lifts there would be an estimated cost of £25k.

Reception Desk

29. The proposed action in the access report is to create a drop down level in the current desk for wheelchair users. Due to the size of the current desk and the services installed, to create lower access level a new desk would be required at an anticipated cost of around £30k. The proposed approach would be to leave the desk as it currently is given that no user complaints or comments have been received on the issue.

Lighting

30. The Town Hall currently has a light replacement programme, moving to LED lighting where possible on a phased approach. This approach will address lighting issues identified in the access report.

Main Hall Stage

31. Currently there is no provision to allow wheelchair access to the stage in the Main Hall. There would be an option of creating a permanent in built access, however this would either reduce the stage capacity or the floor space which would have an adverse effect for certain events. The proposed approach would be to purchase a mobile platform lift to allow access to the stage. A company recommended by Jane Topliss Associated Ltd stocks these lifts at a cost of £7k. An annual maintenance agreement would need to be put in place.

Doors

32. The doors in places throughout the venue are narrow or heavy and could be improved with new handles for easier access. This may be difficult due to impact on heritage significance but this can be looked into. In the public areas of the Town Hall on the ground and first floors, there are 19 double doors and 24 single doors that should be improved. The estimated costs are £3k for a single door and £6k for a double door, so overall a cost of £186k. Comments from users regarding the doors have been minimal so it may be advisable to prioritise certain doors to reduce the cost.

Council Chamber

33. This is the room that poses the most issues for use by people with disabilities. The starting point would be to undertake a feasibility study and produce an options paper. This would have to be worked through with key stakeholders, for example Historic England. To undertake a feasibility study would cost around £25k. Council meetings could be held in the Assembly Room as an alternative if the Council Chamber was unsuitable for disabled attendees.

Audio Visual Equipment

34. Audio specialists Oxford Audio were commissioned to conduct a full survey and condition report of the audio visual (AV) facilities in Town Hall meeting rooms. Oxford Audio recommended works including new sound systems in the Assembly Room, Old Library and Long Room, replacement of portable televisions and screens and other maintenance and improvements. The estimated cost would be £133k, or £173k with the addition of a wireless conference system in the Assembly

Room. These improvements would enhance the accessibility of public meetings and improve the Town Hall's commercial offer.

Wi-Fi

35. The internal Wi-Fi network for councillors and officers has been upgraded. The cost of upgrading the Wi-Fi for customers and visitors would be between £25k & £40k and to boost the 4G signal would cost a further £8k. As well as improving accessibility for the public, these upgrades would improve the package the Town Hall could offer commercially.

Hearing loop systems

36. Action on Hearing Loss was commissioned to review the condition of the hearing loop systems in the Town Hall and St. Aldate's Chambers. A working group of staff with hearing impairments assisted with this project.

37. The Town Hall has a hearing loop system available in 7 of the 13 meeting and events rooms (rooms detailed below). The audit found that all systems work to aid the user apart from the Main Hall system which requires modifications. These works will be covered through the Town Hall budget. It was also recommended that these systems are serviced on an annual basis which will now be programmed in.

- Plowman Room
- St. Aldates Room
- Main Hall
- Assembly Room
- Old Library
- Long Room
- Council Chamber

38. The hearing loop systems in St. Aldate's Chambers were found to be not fit for purpose. Working with Action for Hearing Loss new systems have now been installed into five meeting rooms. Other rooms were checked and found to be unsuitable for a hearing loop system.

Conclusion and next steps

39. This report summarise the work undertaken to date as part of the accessibility and disability support review. The Council strives to ensure that councillors receive the support they need in an inclusive environment and while much of this work now represents business as usual, feedback and suggestions are always welcome.

40. The report also details proposals for improving Town Hall access. Some identified improvement works have or will be taken forwards within existing resources while others would require Council to allocate funding and their delivery would be subject to resource capacity. Indicative costs are provided for information and any new spending commitments would need to be considered in next year's and future budget rounds in the context of the Council's overall finances.

41. The Council is also undertaking a wider Equality Review over the coming year, covering the Council's delivery of services and its communication with Oxford's diverse communities. It is envisaged that the ongoing work on accessibility and disability support will form a key strand of the inclusive governance theme of that review.

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Background Papers: None

Access Audit Report of Oxford Town Hall and St Aldate's Chambers

FINAL REPORT



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June 2018

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Appendix B Oxford Town Hall Audit Table

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Appendix D Legislative Context

1 Introduction

This Access Audit Report of Oxford Town Hall and St Aldate's Chambers has been commissioned by Oxford City Council. An audit visit was carried out by Jane Toplis and Louise Weissel on 05 March 2018.

1.1 Format of Report and Methodology

This report consists of the following sections:

- 1 Introduction
 - 2 Summary of Access Barriers and Recommendations
 - 3 Potential Areas for Feasibility Studies to Improve Access
- Appendices, including the Audit Tables and the Legislative Context.

Consultations

The draft report was reviewed by a group of Members and Staff on 18 April 2018. The session was attended by:

- Councillor Marie Tidball – Executive Board Member for Young People, Schools & Public Health
- Debbie Haynes – Energy Efficiency Projects Officer
- Ben Challands – ICT Support Analyst
- Katharine Owen – Principal Conservation Officer
- Paul Adams – HR & Payroll Manager
- David Hunt – Commercial Manager, Community Services Directorate
- Jane Toplis – Access Consultant

1.2 Arrival at Oxford Town Hall and St Aldate's Chambers

Oxford Town Hall and St Aldate's Chambers are located opposite each other on St Aldate's, a road leading south from the centre of Oxford. St Aldate's is one of the main roads arriving from the south of the city and a busy bus route. A large amount of traffic is channelled along St Aldate's and High Street, because of the pedestrianised areas to the north. Even though the buildings are well positioned for public transport, the Town Hall and St Aldate's Chambers suffer, because there is a lack of parking and the

pavements are congested with pedestrians in this central Oxford location.

The Council has recently commissioned the Oxford City Centre: Movement and Public Realm Strategy, which may consider altering the pavement line in St Aldate's, and install traffic calming, improved crossing places and updated traffic management.

1.3 Town Hall

Building Description

The Town Hall is an ornate Victorian building with some later additions. It was built in 1897, designed by Henry T. Hare and is Grade II* listed. The Museum of Oxford, located in the former Reference Library, opened in 1975. The Court and Police Station on the southeast side have been relocated to other buildings in the city.

The building is more or less four storeys high and internally there are many changes of level. Plans of the ground and first floors are on the following page.

The main entrance into the Town Hall is from St Aldates up a flight of steps. The accessible entrance is further to the north along the

St Aldates elevation. The Museum of Oxford in the southwest corner of the building was previously entered from Blue Boar Street, but is now entered from within the Town Hall.

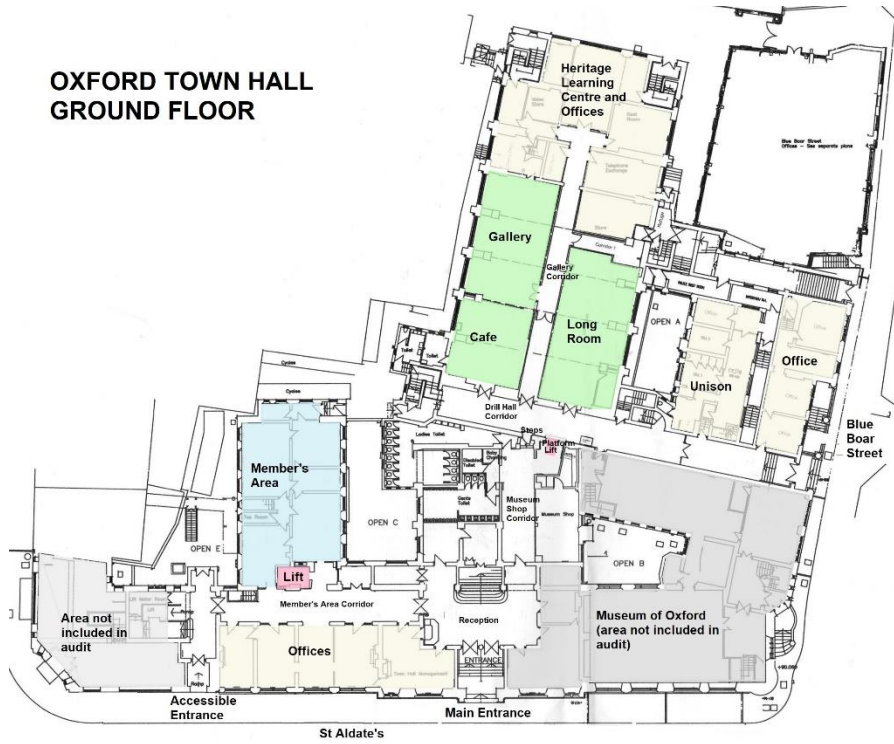
The Town Hall is considered to have exceptional significance as a civic building within a prominent city centre site, and is noted for its richly decorated Elizabethan-Jacobean Revival exterior and interior (Conservation Management Plan by Keevill Heritage Consultancy, 2006 Section 4.3).

Activities in the Building

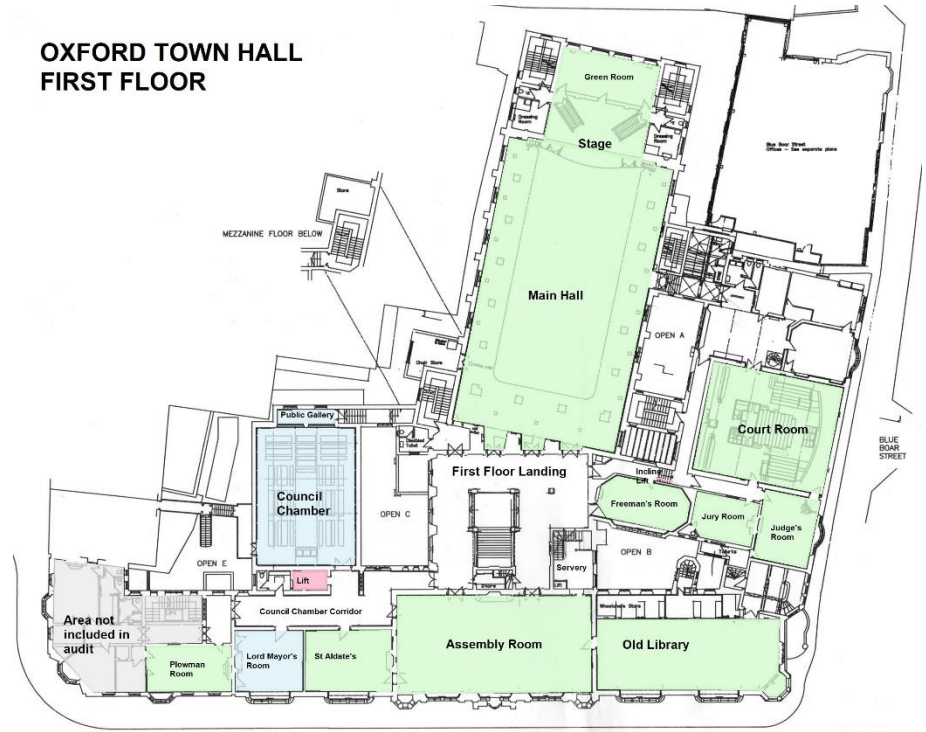
With the Town Hall are a series of civic, assembly and meeting rooms, mostly at first floor level. These rooms are reached through the Town Hall's main entrance, or via the Accessible Entrance further along the street. They include the 750-seat Main Hall and two other large assembly rooms, which are used for public functions, civic ceremonies, concerts, conferences and receptions. The Court Room is used as a wedding venue and occasionally as a film set, and the City Council holds its meetings in the Council Chamber. All these rooms are used for internal meetings by Council departments, as well as being let to external commercial and community organisations.

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OXFORD TOWN HALL GROUND FLOOR



OXFORD TOWN HALL FIRST FLOOR



In recent years a café, gallery and meeting room have been opened in rooms under the Main Hall. There are offices for Council Members and administrative staff at ground floor level, catering facilities at second floor level and a large basement used for storage.

The Police Station and former Public WCs on the southeast side of the building have not been operational for many years and are currently unused, except as offices at ground floor level. The unused lower level of the Police Station was not included in this audit.

Museum of Oxford

The Museum of Oxford is on two floors at ground floor and basement level on the corner of St Aldate's and Blue Boar Street. This audit report excludes the Museum areas because they are subject to development proposals currently at RIBA Stage 4. Jane Toplis Associates Ltd is also appointed as Access Consultants for the Museum project. The Museum will continue to be entered through the Town Hall Reception, and one significant access issue with regards to the Museum of Oxford project is the difficult entry into the Town Hall for people with disabilities via the current Accessible Entrance. This report also discusses this arrival route and recommends that its upgrading is addressed.

Existing Improvements to Access at the Town Hall

Over the years disabled access to the Town Hall has been improved, following a process of audits and reviews of the building. The most significant are in the following areas:

- Accessible entrance from St Aldate's which has a 1:17 gradient with no handrails, an intercom to the reception and automatic doors.
- Installation of a passenger lift which connects basement, ground and first floor.
- Incline platform lift on route to the Court Room and adjacent first floor meeting rooms, installed in 2005.
- Vertical rise platform lift installed between the main foyer and the Drill Hall Corridor within the last ten years. This platform lift provides access to the ground floor areas under the Main Hall, where there is a gallery, café, and conference suite. Before its closure for redevelopment this platform lift also provided level access to a doorway into the rear of the Museum, so that the ground floor displays were accessible.

1.4 St. Aldate's Chambers

St. Aldate's Chambers was built in the late 1930s, originally as a telephone exchange with a shop premises on the ground floor. The building refurbishment in 2012 created open plan office accommodation, which allowed the Council to rationalise their city centre administration and conference/meeting rooms.

The building has four floors plus a basement. The customer services area on the ground floor has a reception area, waiting area, self-service computer facilities and interview rooms. The ground to third floors are used as office accommodation. The basement is used for storage, post room, prayer room, offices and boiler/plant room.

The building is serviced by two passenger lifts in the main central stairwell area. Alternate male and female WCs are located on each floor and staff showers and changing facilities are in the basement.

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2 Summary of Access Barriers and Recommendations

This section summarises the recommendations made in the Audit Tables in the Appendices.

2.1 Approach and Parking (ARP Audit Tables)

The audit tables that the only parking is located in the car park to the rear of St Aldate's Chambers. Otherwise people visiting or working in the two buildings have to park in the city centre car parks, or alternatively disabled people are dropped off near the building entrances. There is currently little information on the Council or Oxford Town Hall websites about parking or drop-off locations for disabled visitors, so this needs to be addressed.

On the approach to the buildings themselves along St Aldate's, the narrow pavements can be difficult for people with disabilities to safely negotiate. Bus stops, street furniture and parked bicycles reduce the available width for manoeuvring with a wheelchair or walking aids. We recommend widening the pavements and installing bike stands out of the pedestrian flow along St Aldate's.

The dropped kerb along St Aldate's near the Town Hall accessible entrance requires tactile warning strips to alert people with visual impairments about the change of gradient.

2.2 Oxford Town Hall (OTH Audit Tables)

Arrival and Prior Information: There is very little information on access for people with disabilities on the Town Hall website, so we recommend that this should be updated, including a map of Oxford, showing parking etc.

Main Entrance Steps: The access features on the main entrance steps need refreshing, including repainting the contrasting nosings and exploring the feasibility of installing handrails on the lower steps.

Accessible Entrance: At the accessible entrance from St Aldate's we recommend several short term improvements, including rationalising signage and lighting, removing clutter from the lobbies and automating narrow double doors. In the long term a feasibility study (see Section 4.1) is required to see if the Main Entrance can be adapted so that there is a more acceptable entrance into the building for staff, Council Members and members of the public with disabilities.

The reception counter requires adaptation, because there is no lowered section suitable for wheelchair users.

Steps and Stairs: The audit tables identifies a few short term adaptations to improve safety, such as extra safety measures on the steps to the Drill Hall Corridor at ground floor level. Other internal stairs require improved contrasting nosings on the stair treads and second handrails.

In the long term a feasibility study (see Section 4.2) is required to remodel the steps to the Drill Hall Corridor, so that they provide a wide safe stepped route to a substantial area of the building.

Passenger Lifts: The audit tables note the poor location of the only passenger lift and the lack of an alternative lift for patrons attending functions in the event of a breakdown. A feasibility study (see Section 4.3) is required to see if a second passenger lift can be installed between ground and first floor, which is located in a more central position, to provide an alternative to the existing passenger lift. It is essential to have a back-up lift.

A possible location is in the entrance corridor leading to the women's WCs. These WCs would also need to be reorganised to accommodate this new ramp. Alternatively it may be possible to find a location for the second passenger lift discussed above so that it also provides access to the rooms beyond the Drill Hall Corridor.

Platform Lifts: The existing ground floor level platform lift down to the Drill Hall Corridor is awkward and slow to use, thus hampering easy access to the café, gallery and conference rooms in this area. A feasibility study (see Section 4.2) is required to see if a ramp can replace the platform lift, to provide wheelchair access to the substantial number of rooms beyond the Drill Hall Corridor.

At first floor level the incline lift leading down to the Court Room, adjacent meeting rooms and the Barrister's Area is not an acceptable access solution. A feasibility study (see Section 4.4) is required to see if there is an alternative location for a vertical rise platform lift to provide an accessible route to these areas.

Narrow Doors: In some parts of the building double doors are too narrow, so they either need to be adapted (this may be difficult where they are ornate original doors) or automated. Examples are the doors to the Heritage Learning Centre and one set of entrance doors into the Main Hall. With regards to the Assembly Room and Old Library, a management procedure is required to ensure stewards are on hand to open the narrow double doors for a wheelchair user.

Door Details: Some knob handles are difficult for people with limited dexterity, and could be replaced with lever handles;

however on some of the original decorative doors this upgrade is unlikely to be permitted for conservation reasons. Other doors are heavy to push open and need their closers recalibrated.

Main Hall Stage: There is no wheelchair access to the Main Hall stage, so a movable platform lift should be purchased.

Café: Management procedures should be enforced to ensure that gangways are clear and narrow doors are left open for easy wheelchair circulation.

Plate Room: Because this basement room, which is visited on special tours, is only accessible by steps, it is recommended that supplementary interpretation of the room and its exhibits is located in an accessible location.

Court Room: Where there are narrow gangways, a feasibility study is required to see if small alterations can be made to allow a wheelchair user to reach the front of the Court Room.

Ground Floor Members Area: The means of escape routes from this area, which are currently stepped and along a narrow rear alley, need to be reviewed. This is especially important, if the

rooms are used by a Member who uses a wheelchair or has limited mobility.

Council Chamber: A feasibility study is required to see if the front rows of bench seating can be adapted, so that they can be moved away to allow wheelchair access to the central area. A review of means of escape would also be required. The study should also include a wheelchair position for a member of the public.

Staff Areas: Most of the office areas in the Town Hall only have stepped access, except Legal and Democratic Services reached from the Drill Hall Corridor and some small offices beyond the gallery. If a member of staff, who uses a wheelchair or cannot climb steps, joins a staff team which is located in an inaccessible room, the team should be relocated to an accessible office elsewhere in the Town Hall or in another Council building. At least one staff kitchen/ tea point requires wheelchair access.

Basement Storage and Archives: The basement corridors are very cluttered with discarded items. It is essential to remove these items from the corridors to minimise fire risks and trip hazards. Because there are some steps within the basement, a management procedure should be developed to provide a disabled person

assistance with fetching items from the archives and storage areas.

Ground Floor WCs: Both men's and women's facilities require cubicles for ambulant disabled users and visual contrast to the cubicle doors should be improved.

Council Chamber Corridor Wheelchair Accessible WC: Short term adaptations are required and in the long term a feasibility study should explore if the cubicle can be enlarged by knocking the lobby and cubicle together.

Main Hall Wheelchair Accessible WC: There are several issues needing attention within the cubicle, including removing the door closer and rehanging the door, so there is space to enter the cubicle. A small hand rinse basin should be installed at a correct distance from WC pan and the very hot radiator replaced.

Means of escape: Wheelchair refuges, communication panels and provision of Evac Chairs should be reviewed as part of the Fire Consultants Report.

Lighting: On some internal corridors light levels appear to be too low, so lighting levels should be reviewed and upgraded where

necessary. Where required by a specific Members or staff, for instance in the Members Area, consider installing automatic lighting.

Audio Enhancement: Implement recommendations made by Action for Hearing Loss.

Signage: The existing signage should be reviewed and upgraded where necessary.

2.3 St Aldate's Chambers (SAC Audit Tables)

Entrances: Push buttons to visitor and staff entrances should be clearly visible and close to the relevant doors for ease of access by all users. Additional weather matting is required to the staff entrance to reduce the risk of trips and falls.

Main reception waiting areas: Places for personal belongings are needed at easy-to-reach heights in main reception waiting areas.

Basement Post Room: Access from New Inn Yard to the Post Room is very awkward, with members of staff carrying items up and down steep steps and grappling with heavy door closers. A feasibility study should explore how heavy items can be brought into the building safely.

General staff facilities in the basement: The location of general staff facilities should be reconsidered because of the basement's narrow corridors, for instance access to the Quiet/Prayer Room.

Coat storage: Extra space for coat hanging in the office areas should be provided, particularly at lower levels.

Staff kitchens/tea rooms: Within each kitchen/tea room there should be an accessible counter for a wheelchair-using member of staff to pull up and make themselves a drink. We suggest replacing the breakfast bars with lower level worktops with knee-hole spaces under.

Circulation: All doors should be recalibrated to ensure that they are easy to open and close.

Doors: Doors to essential areas, such as WCs, should have colour, large signage or other clearly visible features for ease of access by people with visual impairments or non-regular users of the building.

Lifts: Lift call buttons should be easily distinguishable against their background.

Stairs: Subject to requirements of individual members of staff, extra handrails may be needed on stairs throughout the building, particularly if the stairs are not adjacent to the lifts.

WCs and Shower/Change areas: Improved visual contrast is required within all WCs. Other issues in the WCs include ensuring alarm cords are not tied up, clearly visible reset buttons in each of

the disabled WCs, shelves for colostomy bag users and an accessible shower somewhere in the building, if required by a disabled member of staff.

Signage and wayfinding: Throughout St Aldate's Chambers the visibility of manifestation and room numbers on glass and indicating floor levels is difficult to read and should be upgraded.

Lighting: Uplighters or other alternative light fittings are recommended to produce a more even spread of light and eliminate direct glare which can be problematic for people semi-reclined in wheelchairs.

3 Potential Areas for Feasibility Studies

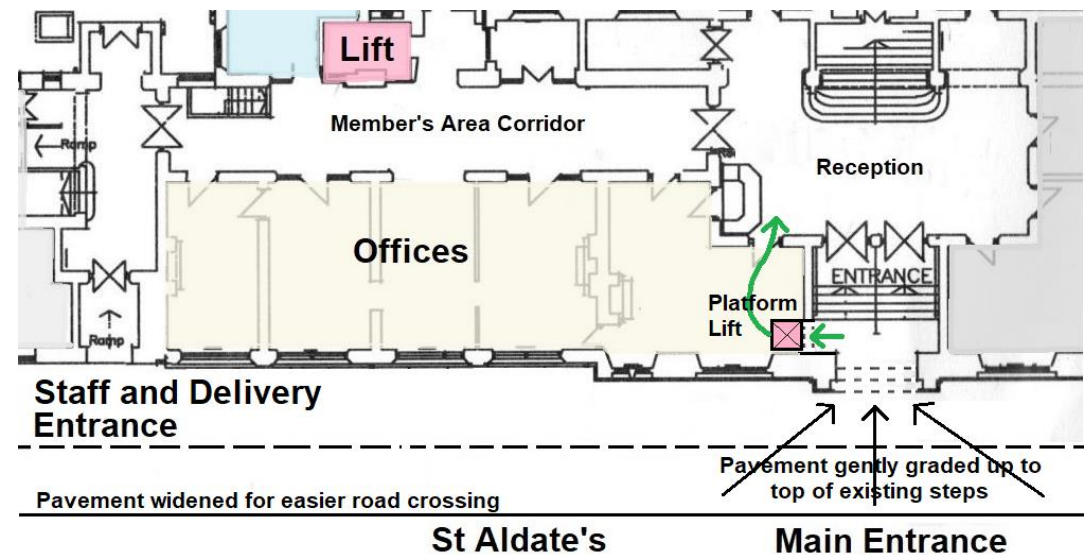
This section identifies possible feasibility studies required to see if significant long term access improvements can be made at the Town Hall.

3.1 Feasibility Study A: Main Entrance Ramp and Steps

This proposal considers the possibility of widening the pavement in St Aldate's, which we understand may possible as part of the Oxford City Centre: Movement and Public Realm Strategy. A wider pavement would allow sufficient space to gently ramp up to the intermediate landing of the main entrance steps. The ramped pavement could be installed over the existing three lower steps, so could be reversible in future. The proposal would form a new opening from the intermediate landing into the adjacent office, from where a new platform lift would take disabled people up to the ground floor level reception. As a precedent similar improvements to the entrances of Grade I listed public buildings are being considered elsewhere in the country.

Advantages

- Disabled people would enter the building at the same point and not need to travel along the pavement to the current Accessible Entrance.
- Disabled people would not need to ring a bell and wait for the locked door to be opened. They could also avoid passing through a staff area to reach the reception.
- The proposal could be combined with providing a cafe or more public space within the office nearest to the reception.



Sketch showing Feasibility Study A Works

3.2 Feasibility Study B: New Ramp and Improved Steps to Drill Hall Corridor

This feasibility study would explore the possibility of installing a ramp and improved steps down to the Drill Hall Corridor. This would require alterations to the corridor leading to the ladies WCs. It would also include widening and improving the three existing hazardous steps down to the corridor. The existing platform lift would be removed and this space used for extra WCs or for other purposes. The works would require some structural alterations and the provision of new partitions and fire doors (held open) to maintain fire compartmentation.

Advantages

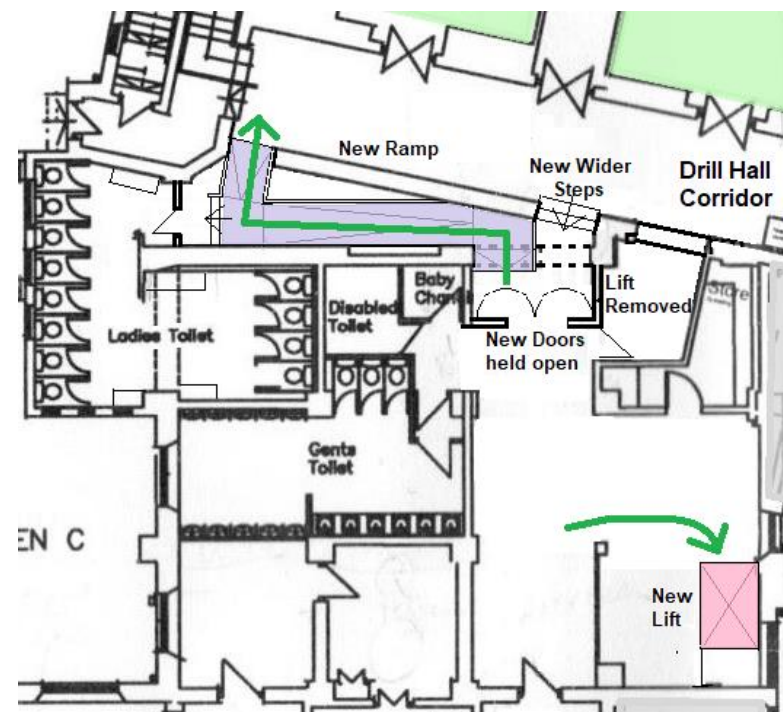
- The accessible route to the café, gallery, conference and other rooms beyond the Drill Hall Corridor would be ramped, so would not be reliant on the use of a slow platform lift.
- The stepped route would be designed to current access standards with handrails.
- There would be no ongoing servicing of the platform lift.
- Moving catering supplies and furniture around the building would be easier.

3.3 Feasibility Study C: New Passenger Lift to First Floor

A new passenger lift could be installed where the current Museum Shop is located, to provide a second lift route to the first floor event spaces.

Advantages

- This lift would arrive on the first floor landing (see plan on next page), in the same location as people climbing the main staircase. This would be better than using the existing lift in its out-of-the way location.
- The lift could also be used for transporting catering supplies, so they would not need to be wheeled through the public corridors at first floor level.



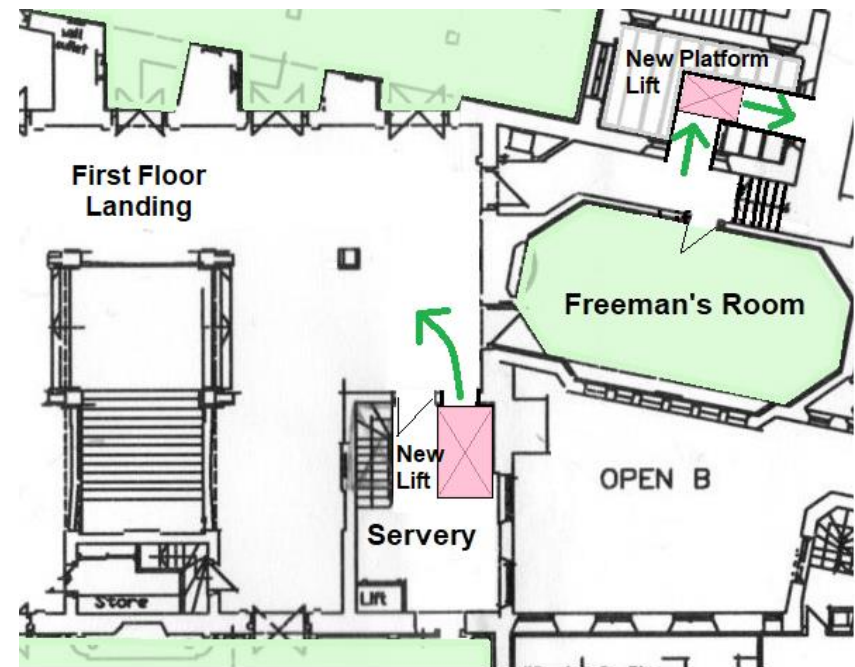
Sketch showing Feasibility Study B and C Works

3.4 Feasibility Study D: New Platform Lift to Court Room

A new platform lift could be installed in the lightwell adjacent to the steps leading down to the Court Room, and the incline platform lift currently installed on these steps would be removed. The feasibility study would need to explore the implications of roofing over this lightwell and forming two openings through existing windows on the corridors to reach the platform lift.

Advantages

- By installing a vertical rise platform lift this proposal would considerably improve the accessible route to the Court Room and other meeting rooms, because wheelchair users find using incline platform lifts very undignified and slow.
- The incline platform lift would no longer block the steps when it is in use.
- The vertical platform lift could also be used to move catering supplies and furniture to the Court Room and other meeting rooms.
-



Sketch showing Feasibility Study C and D Works

Access Audit Report of Oxford Town Hall and St Aldate's Chambers
Appendix A Approach Route Parking Audit Table

Access Audit Report of Oxford Town Hall and St Aldate's Chambers
Appendix B Oxford Town Hall Audit Table

Access Audit Report of Oxford Town Hall and St Aldate's Chambers
Appendix C St Aldate's Chambers Audit Table

Access Audit Report of Oxford Town Hall and St Aldate's Chambers
Appendix D Legislative Context

Appendix D Legislative Context

The Equality Act 2010 (formally the Disability Discrimination Act 1995/ 2005) sets out rights and duties for service providers, employers and institutions.

The Equality Acts defines a disabled person as ‘someone who has a physical and mental impairment, which has an effect on his or her ability to carry out normal day-to-day activities.’ The effect must be substantial, adverse and long-term.

Physical and mental impairment includes sensory impairments. It includes hidden impairments including, for example, mental illness.

a) Equality Act 2010

Under the Equality Act 2010 it is unlawful for service providers to treat disabled people less favourably because they are disabled. The service provider must not indirectly discriminate against a disabled person unless there is a clear reason to do so. They must also not treat a disabled person unfavourably because of something connected with their disability, unless there is a clear and fair reason. For this form of discrimination the service provider must know or should reasonably have been expected to know that the person is disabled.

A service provider must not harass a disabled person in relation to access to everyday services and there is protection from direct disability discrimination and harassment for people who are associated with a disabled person or who are wrongly believed to be disabled.

Service providers have to make reasonable adjustments for disabled people in the way they deliver their services. This is so that a disabled person is not put at a substantial disadvantage compared to non-disabled people in accessing the services.

Examples of reasonable adjustments could include:

- installing an induction loop for people who are hearing impaired
- providing disability awareness training for staff who have contact with the public
- providing larger, well-defined signage for people with impaired vision
- putting in a ramp at the entrance to a building which has steps

What is considered a reasonable adjustment for a large organisation like a bank, may be different from what is a reasonable adjustment for a small local shop. It is about what is practical in the service provider’s individual situation and what

resources they may have. They will not be required to make adjustments that are not reasonable because they are unaffordable or impractical.

Service Provider Provisions

The duty to make reasonable adjustments under the Equality Act 2010 Service Provider Provisions is an anticipatory duty owed to disabled people at large. It is not simply a duty to individuals. The duty to make reasonable adjustments, in relation to providing auxiliary aids and overcoming physical barriers to access, applies to the areas of the property where the service is provided, and the access to these areas.

Employer Provisions

Under the Equality Act 2010 there is a duty placed on employers to make reasonable adjustments to enable disabled people to take employment. Employers must take reasonable steps to alter arrangements made, or alter any physical feature that puts a disabled person at a substantial disadvantage. The duty to make adjustments is not anticipatory but is specific to the needs of individuals. There is no requirement to make wholesale changes in anticipation.

The organisation cannot fully anticipate a disabled employee's needs, since individual disabilities vary. Our review considers the

general circulation and facilities requirements for staff who may use mobility aids and other walking aids or who may have a visual or hearing impairment.

Once employment is offered to a disabled person, or an existing employee develops a disability, where this affects mobility, vision, hearing or other normal functions, his or her needs must be fully assessed. We recommend that the organisation holds confidential discussions with the individual and engages a professional access advisor to assess the need for suitable and reasonable adjustments to all work areas affected, including a personal emergency escape plan.

Equality Duty Provisions

The Disability Equality Duty requires all public bodies (e.g. councils, large institutions) to actively look at ways of ensuring that disabled people are treated equally. All of those bodies covered by the specific duties must also have produced a Disability Equality Scheme, which they should implement.

b) Historic Properties under the Equality Act

A key issue affecting access is how to reconcile access requirements to alter physical features with conservation objectives. The Equality Act does not override conservation legislation; what is 'reasonable accommodation' must take account of the architectural and historic nature of the buildings and landscapes.

Heritage England's guidance 'Easy Access to Historic Properties' (re-issued in 2015) provides useful guidance on alterations to historic properties for access. It provides the following guidance:- 'The access aim is to promote simple, uncomplicated movement up to, into and around historic properties. For those who can move or propel themselves independently, this should avoid their being carried, lifted or assisted in other ways. Ideally, it means using the property in the same way as everyone else in an easy dignified manner.'

It is preferable to provide independent means of access to allow visitors to 'use the property in the same way as everyone else'. However, in some historic buildings and landscapes, there will be occasions when it is not possible to make the necessary physical alteration to the premises. In some cases a changed route may be the only option to avoid features such as steps. But any 'alternative route must be reasonable and not pose an undue burden.'

c) Access standards

Building Regulations Part M and K

The design and construction of a new building, or the material alteration of an existing one, must comply with Building Regulations. For buildings in England and Wales, Building Regulations Part M, Access to and Use of Buildings and Building Regulations Part K, Protection from Falling, collision and impact, are intended to ensure that reasonable provision is made for people to gain access to and use buildings.

Guidance accompanying the Building Regulations (known as 'Approved Document M or K' or AD M or K) set out a number of 'provisions' as suggested ways in which the requirements of the Regulations might be met. It is unlikely to be reasonable for a service provider or employer to have to make an adjustment to a physical feature of a building which it occupies, if that feature accords with the relevant provisions of the most up to date version of AD M and K. Any works carried out under the previous versions of AD M and K are deemed to be acceptable for 10 years from the construction date under Equality Legislation.

BS 8300:2018

As the Building Regulations provide only a baseline standard of accessibility for new buildings and buildings undergoing redevelopment, a second document is essential reference when assessing the access requirements of disabled people to existing buildings and landscapes; the British Standard 8300:2018, *Design of buildings and their approaches to meet the needs of disabled people - Code of Practice*.

Indeed, it is unlikely to be reasonable for a service provider or an employer to have to make an adjustment to a physical feature of a building it occupies, if the design and construction of the physical features of the building is in accordance with the guidance in BS8300:2018.

Other Guidance

There are other 'best practice' guides, such as the Centre for Accessible Environments 'Designing for Accessibility', which gives advice concerning design issues not covered in AD M, AD K or BS8300:2018, and the Sign Design Guide, published by Royal National Institute for the Blind, 2000 (ISBN-10: 1858784123), providing useful information on signage.

To: Cabinet
Date: 12 June 2019
Report of: Head of Community Services
Title of Report: Fusion Lifestyle's Annual Service Plan for Oxford leisure facilities (2019/20)

Summary and recommendations

Purpose of report:	To recommend that the Cabinet endorse Fusion Lifestyles 2019/20 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford
Key decision:	Yes
Cabinet Member:	Deputy Leader, Leisure and Housing
Corporate Priority:	Strong Active Communities, Efficient Effective Council, A Cleaner Greener City.
Policy Framework:	Leisure and Wellbeing Strategy, 2015 to 2020.

Recommendations: That Cabinet resolves to:

1. **Note** the national and local context of the leisure market;
2. **Note** the overarching performance dashboard for 2018/19, as attached as Appendix 1; and
3. **Endorse** the Fusion Lifestyle Annual Service Plan as recommended by the Leisure Partnership Board and attached as Appendix 2.

Appendices

Appendix 1	Overarching performance dashboard, 2018/19
Appendix 2	Fusion Lifestyle's Annual Service Plan, 2019/20
Appendix 3	Risk Implications
Appendix 4	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 commencing 30 March 2019 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.
6. A study was undertaken in 2014 which showed Oxford's leisure centres deliver c£18m of social value each year.

State of the leisure industry

7. The last few years have 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 sector is transforming and challenging traditional service models and delivery.
8. The low cost (budget) market has continued to be the main driving force behind the private sector growth over recent years, with more clubs planned for the coming year.
9. More people are exercising outdoors, using technology to support their exercise and mass participation events are still increasing.
10. Whilst an increasing offer in the City is beneficial for our communities, recent research also suggests increased 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.
11. The ability to be flexible and respond to market changes is becoming increasingly important.
12. Sport England continues to encourage a collaborative approach with the development of hubs and facilities that deliver physical activity and provide other services rather than traditional 'sport' models.
13. Positively, Leeds has just become the first place in the UK to reduce obesity levels which they are putting down to a fully joined up approach that starts from birth. This can be seen as a full system approach where all the elements that impact someone's health and wellbeing are working effectively together.

Oxford context

14. Much of the Council's 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 leisure centres.

15. The Council's leisure provider Fusion Lifestyle is also feeling the squeeze that has resulted from a more competitive market place and they are continuing to work hard to try to tighten up their costs. That said Fusion's most recent accounts indicate good direction of improvement and they anticipate that this positive trend will continue in 2019.
16. After a fall in participation in 2017/18, the number of active participation visits increased in 2018/19 by 25%. Fusion are not sure why the usage dropped in 2017/18, however the dip may be attributed to a wide combination of economic, social and operational factors.
17. The Council has continued to deliver a strategic approach to increasing participation in sport and physical activity and has made a number of investments:
 - Community facilities (i.e. new multipurpose activity areas in Community Centres).
 - A gym at Oxford Spires Sport & Fitness Centre (Oxford Spires Academy).
 - Broader delivery through sport and physical activity programmes, community outreach and youth ambition.
 - Investment in the Council's green spaces (i.e. play areas, fitness trails, tennis courts and sports pavilions)
 - Oxford Sports Park (£4.9m).
18. The Council's Leisure & Wellbeing Strategy (2015 to 2020) recognised these changing trends with people wanting more variety and easily accessible opportunities to be active and the Council invested in opportunities to enable people to be active in the City's parks.
19. 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 there are now four 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.
20. 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, to now the least inactive district in the country, while Oxfordshire has become the least inactive county in the UK - according to Sport England's latest Active Lives Survey.
21. The result builds on success earlier in the year in achieving the national award of Highest Achieving Active Communities Team and achieving OUTSTANDING in Quest for Active Communities. (Quest is the UK quality standard for sport and leisure).
22. 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 the Council's ambitious participation targets.
23. All five of the Council's leisure facilities continue to be accredited to the UK quality award sachem for sport and leisure, Quest. In 2018/19 Barton and Ferry leisure Centres positively moved from a Good to Very Good rating.
24. Leisure Centres have a place in delivering the broader value and context of reaching the needs of those less active or inactive. They are an intrinsic vehicle and provider to part of a wider whole-systems approach for improving the quality of life physically, mentally, socially and economically for residents in our communities.

25. Fees and Charges are contractually proposed annually by Fusion¹ and approved by Council in line with budget process and timelines. In 2019/20 a review will be completed to explore how the Council can modernise leisure concessions. A future report will be brought to the Cabinet detailing any recommendation.

Steps to continuously improve

The steps are to:

26. Implement, monitor and report progress of the 2019/20 Fusion Lifestyle Service Plan for the continuous development, management and operation of leisure services in Oxford.
27. Maintain a positive client and contractor relationship to deliver growth whilst continuing with the depth and governance of service delivery.
28. Continue an approach of co-ordinated objectives and visions from the Council, Fusion, other health and wellbeing stakeholders and engagement with service users.
29. Continue to 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.
30. There is a clear vision and aspiration for world class leisure provision for everyone living, working or visiting the City. The Council aspires to ensure that City leisure facilities are available to all and offer the highest possible standards.
31. Fusion's 2019/20 Plan builds on the Council's approach to delivering world class leisure provision to Oxford's residents, recognising the changing market. As such, aspirational participation targets have been set for the year.
32. The 2019/20 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 member with the responsibility for leisure
 - Senior Council and Fusion Officers
 - Public Health
 - Oxfordshire Clinical Commissioning Group.
33. The function of the Board is to oversee the delivery of the Council's corporate objectives through the leisure contract.
34. Preparation of the 2019/20 Plan has incorporated:
- Review of performance from contract commencement.

¹ Appendix Two: Fusion Lifestyle's Annual Service Plan, 2019/2020. Fusion Annual Service Plan, 2019/20: Financial 1, Action Reference 2 *To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive.*

- Review of achievements in respect of national and industry relevant benchmarks.
- Consideration of the changing market
- Commitments and intentions set out in Fusion's tender submission.
- Liaison with stakeholders.
- Understanding the part the Council has in working to adapt its delivery model in light of the changing world.
- Linkage to the Council's Corporate Plan.

Performance Management

35. 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 2020/21 planning process.

Environmental

36. 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

37. Savings from the contract with Fusion are already reflected in the Council's budget.

Legal implications

38. By virtue of Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 the Council has discretion to provide, inside or outside its area, such recreational facilities as it thinks fit and those powers specifically include powers to provide indoor facilities for sports activities as well as premises for the use of clubs or societies having athletic, social or recreational objects

39. 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

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

Equalities impact

41. 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 Four).

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Job title	Leisure and Performance Manager
Service area or department	Community Services
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Background Papers: None

Appendix 1

Appendix One: Overarching performance dashboard, 2018/2019.

Participation

Review of overall active participation visits

April to March 17/18	April to March 18/19	April to March Change in visits	Year on year % Change
1,077,072	1,342,007	264,935	+ 25%



Overall member and non-member active participation visits

	Apr to Mar year on year % change
Member visits	+35%
Non-Member visits	+9%

Individual Participants

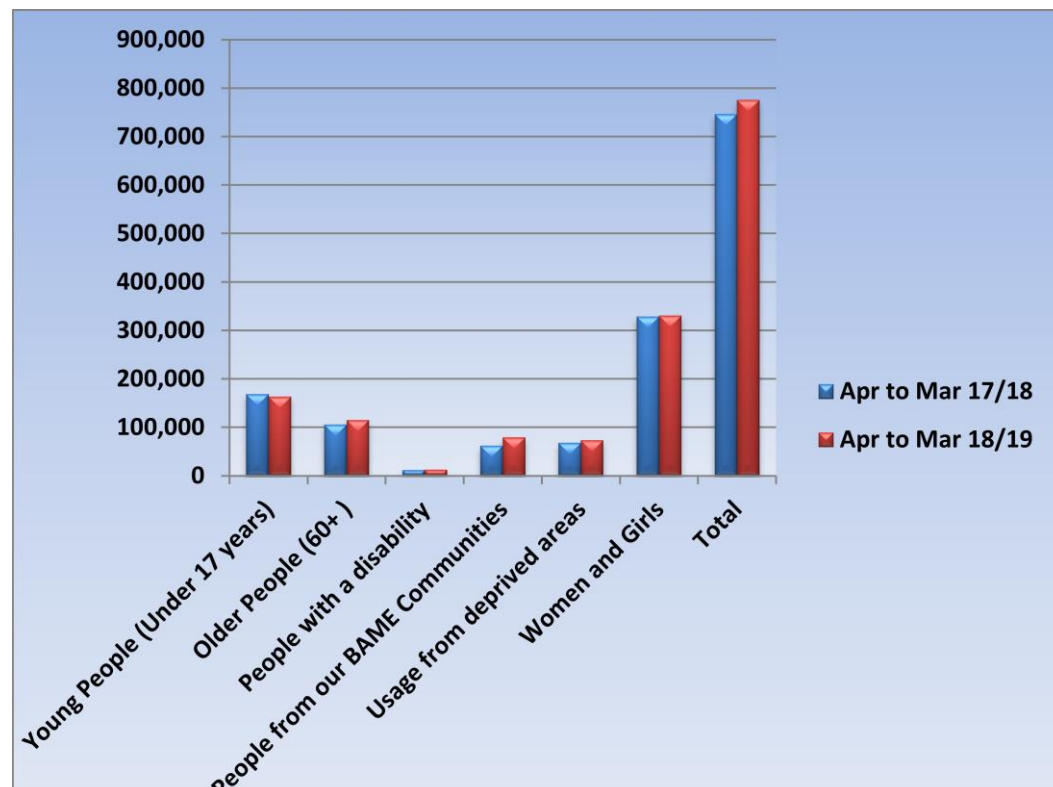
There are 3,529 individual active direct debit or annually paying members using our leisure facilities, in addition to casual pay as you play customers (circa 342,400 transactions). Local authorities and leisure providers use individual participation visits as a measure of usage for leisure centres. This is a standard performance indicator used for national benchmarking.

Review of target group active participation

	April to March 17/18	April to March 18/19	Year on year change
Young people (Under 17 years of age)	168,923	163,429	-5,494
Older people (60+ years of age)	105,936	115,448	+9,512
People with an impairment	12,321	13,021	+700
People from our BAME communities	62,511	79,634	+17,123
Usage from deprived areas	68,209	73,246	+5,037
Women and girls	328,832	330,925	+2,093
Total	746,732	775,703	28,971

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The Councils corporate leisure performance measure, ***the number of people from our target groups using our leisure facilities***, is demonstrating a good direction of travel; **a 4% year on year increase in visits.**



Facility Management

Continuous Improvement

Fusion Lifestyle has implemented a service development improvement programme for Oxford leisure facilities. This incorporates improvement actions identified through client audits, mystery visits, and customer feedback, amongst other stakeholder contribution that supports continuous improvement.

Progress against their development programme is owned and communicated by Fusion's Director for Operations and formally reviewed at monthly Client Performance review meetings. Since the last reporting period 60 % of 456 improvement actions identified were completed by Fusion, with the remaining 40% underway.

A collective of officers undertook work to assess stock, mechanical and electrical condition surveys and access audits for all five leisure facilities. Reports recommendations will help inform the sustainability of our leisure facilities, opportunities for re-development/ new delivery and budget requirements for the next 25 years. The surveys will also establish whether Fusion has undertaken their obligations under the terms of the contractual agreement, to at least – if not more than – a standard the Council would complete itself. This work is progressing.

Customer Satisfaction

Overall Customer satisfaction by theme, April 2018 to December 2018

Average Overall Satisfaction April to March 2019 83% Industry Average 72%¹	Satisfaction by category in March 2019								
	Staff	Range of Activities	Building Condition	Cleanliness	Value for money	Equipment	Ease of Booking	Ease of Gaining Info	Website
	91%	89%	83%	72%	90%	78%	84%	83%	82%

¹ APSE Sport & Leisure Trend Analysis, 2016/17

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Customer Engagement

Fusion has further strengthened user engagement and feedback with new well-advertised meet-the-manager sessions taking place allowing customers to relay concerns directly. Fusion has also made improvements to its website and social media handling, as well as its responses to customer emails and phone calls.

Quality

National Accreditation - [Quest](#)

Quest is the leading UK quality Award Scheme for sport and leisure. It continues to be the Sport England recommended Continuous Improvement Tool for leisure facilities and sports development teams, designed to measure how effective organisations are at providing customer service. It has been running for over 20 years now and continues to evolve with the changes within the industry. Quest is supported by Sport England, Sport Wales, Sport Scotland and Sport Northern Ireland as well as organisations like CIMSPA, ukactive, Chief Leisure Officers' Association and SPORTA.

- ***Barton Leisure Centre*** was previously rated Good. *In January 2019 the facility was awarded **Quest Plus – Very Good**.*
- ***Ferry Leisure Centre*** has ***Quest Plus - Good***
- ***Hinksey heated Outdoor Pool*** has ***Quest Entry - Registered***
- ***Leys Pools and Leisure Centre*** was previously rated Good. *In January 2019 the facility was awarded **Quest Plus – Very Good**.*
- ***Oxford Ice Rink*** has ***Quest Plus – Good***.

Inclusive Fitness Initiative - Gyms [\(IFI\)](#)

The Inclusive Fitness Initiative has been established for many years, supporting leisure centres to become more welcoming and accessible environments to those with an impairment. Achieving the 'IFI Mark' gym accreditation is key in addressing inequality in physical activity as it

enables leisure facilities to reach inactive populations and raise awareness of the benefits of exercise to get more disabled people physically active.

- ***Leys Pools and Leisure Centre is fully compliant***
- ***Barton Leisure Centre is fully compliant***
- ***Ferry Leisure Centre is currently being assessed for compliance.***

Independent evaluation

In 2018/19 an independent audit took place to assess and review the design of controls and their effectiveness with regards to the Fusion Partnership Arrangement. The focus of this review was principally on evaluating deeper the customer service arrangements in place and engaging more with the customer voice and how this is listened to and acted upon both reactively and proactively.

Overall awarded level of assurance was *moderate* and the audit has usefully highlighted some areas of operation that require improvement. The Council is already working with Fusion Lifestyle to make the necessary changes to deliver even better leisure opportunities for our communities.

The audit findings and recommendations were presented and reviewed by both the Council Scrutiny and Audit and Governance Committees.

The strong growth in participation performance was also validated by the independent audit report:

- Fusion was able to provide source data which validated 100% of the information selected
- Fusion was able to discuss and provide logical reasons for the assumptions applied.

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Auditors therefore identified this as good practice and no findings were raised on this area.

Finance

Statutory accounts December 2018

Fusions independently audited accounts for the year ended 31 December 2018, show improvement.

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ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2019**

To **March 2020**

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 2019 to March 2020.

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 2019 to 2020, 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 2020/21 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 2019 /20 pricing proposals, including general RPI increases across core prices and planning for 2020 /21 pricing.

PARTICIPATION:

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

*** P1 To deliver an aspirational 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 and cultural stakeholder groups and development of specific programmes and activities; Engage with those who are inactive.

*** P2 To deliver an aspirational 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 and cultural stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams, and Health partners in the further development of the healthy living initiatives; Engage with those who are inactive.

*** P3 To deliver an aspirational 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 and cultural 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 an aspirational 3% year-on-year increase in participation by users from BAMER groups**

Key actions include: mail campaigning, work with relevant local and cultural stakeholder groups; 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 an aspirational 3% year-on-year increase in participation by users with an impairment**

Key actions include: Commitment to achieving a GOOD rating in the QUEST module GPLUS 37 or similar; Further develop understanding of specific customer needs with an impairment, identify and implement a phased improvement plan. Development of specific access awareness, work with relevant local stakeholder groups and the Councils Sports and Physical Activity Team such as the Swans and development of specific programmes and activities; Engage with those who are less active or inactive; Inclusive Fitness Initiative accreditation at Barton, Ferry and Leys Pools and Leisure Centres.

*** P6 To deliver an aspirational 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 less active or inactive.

*** P7 To deliver an aspirational 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 less active or inactive.

*** P8 To deliver an aspirational 3% increase in participation by female 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 less active or inactive.

*** P9 To deliver an aspirational 3% increase in overall 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 less active or inactive; Reception and activity access control.

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. Customer Service KPI improvement year on year in each Centre**
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; Improved telephony management.

*** CR4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and are well attended**
Key actions: All centres to provide User group or "Meet the Manager" meeting dates; each Centre to aim to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings; Offer incentives to service users who regularly attend the quarterly Leisure Partnership Board; 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;

*** CR 5 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; maintaining and improving existing customer and stakeholder relationships and forums.

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, reception and activity access control, 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, Very Good at Leys Pools & Leisure Centre and Barton Leisure Centres, Good 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:

<p>Three strategic objectives have been identified in respect of "staffing" themes :</p> <p>* S1 To ensure that the Right People are in the Right Place at the Right Time</p> <p>Key actions include implementation of standard management and staffing structures, continuing to proactively deliver recruitment campaigns with stakeholders, full compliance with HR policies and procedures delivery of training and personal development plans and implementation of succession plan.</p> <p>* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall</p> <p>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.</p> <p>* S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</p> <p>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.</p>

MARKETING:

<p>Six strategic objectives have been identified in respect of "marketing" themes:</p> <p>* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</p> <p>Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and on-going liaison with representatives from the Council communications department; Increase targeted campaign work.</p> <p>* M2 To deliver a 1% increase in the total membership</p> <p>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, BAMER groups, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature; Engage with those who are inactive.</p> <p>* M3 To establish and maintain the highest standards of facility presentation</p> <p>Key actions include delivery of specific action plan to include notice board presentation, and customer journey.</p> <p>M4 To establish and maintain the highest standards of web and social media promotion</p> <p>Key actions to include: Websites and social media are kept up to date and are innovative; Engage with those who are less active or inactive.</p> <p>M5 To develop connections and outreach with local school, youth clubs and Under18's</p> <p>To improve relationships with schools and youth groups and so promote health and fitness.</p> <p>M6 To launch new collateral designs and reduce print wastage</p> <p>Launch new concept marketing designs and literature and reduce waste.</p> <p>* M7 To increase Reward Card usage, registration, Bonus Concessionary Offer & Free Swimming Schemes</p> <p>Key actions: promote the Rewards Card scheme to over 8s; promote the Bonus Concessionary Offer and Free Swimming Schemes;</p>
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SPORTS AND COMMUNITY DEVELOPMENT:

<p>Six strategic objectives have been identified in respect of "sports and community development" themes:</p> <p>* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</p> <p>Key actions include the updating of the specific list of relevant health, cultural, community and local club 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.</p> <p>* SCD2 To develop and maintain positive and proactive relationships with local sports clubs</p> <p>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.</p> <p>* SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</p> <p>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, diversity and special characteristics of communities, cultural and social value alongside income and participation numbers.</p> <p>* SCD4 To proactively explore opportunities for external funding</p> <p>Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to General Managers.</p> <p>* SCD5 To positively promote the benefits of healthy living and active lifestyles</p> <p>Key actions include use of Sports and Community Development notice board and development of joint initiatives with key partners including to include the Councils Communities, Youth Ambition, Culture and Events 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.</p> <p>* SCD6 Develop & maintain relationships with schools, cultural and educational groups</p> <p>Key actions include: consultation and liaison with schools, colleges, cultural and educational groups; facilitating work experience and delivering taster sessions .</p> <p>* SCD7 Badminton development</p> <p>Key actions: ensure the Fusion Badminton Development Plan is delivered in Oxford leisure facilities; implement the 'Racket Packet' Junior Badminton session;</p>
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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 Leisure 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 Oxford Sports Park and potential crèche facilities at Ferry Leisure Centre.

To fully open Oxford Sports Park and work with the local community to maximise usage;

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.

LEISURE 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; Control of admission and access arrangements; Repairs & Maintenance; Data gaps & analysis focus; Data for visits and demographics of those from priority areas).
- * Oxford 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, cultural groups 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, BAMER 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. Developing understanding of specific customer needs with an impairment and delivering a phased improvement plan; Green travel; 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.

2018/19 PERFORMANCE:

Fusion Lifestyles Annual Performance Report for 2018/19 will be taken to the May 2019 Leisure Partnership Board for review and comment. The key performance headlines will be inserted into this section when signed off by the Board.

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

Key commitments agreed within the business planning process are:

As per the Leisure Partnership Board objectives provided above.

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the last part of 2018, Sport England National Benchmarking Surveys were published for Barton Leisure Centre, Oxford Ice Rink, Ferry Leisure Centre and Leys Pools and Leisure Centre were published. The Survey processes involved an analysis of financial and usage statistics for the facilities and sample surveys of customer satisfaction undertaken.

Leys strengths are; high levels of visits by people from ethnic minority backgrounds, people aged 26-64 years and a high frequency of visits per user per month. Weakness reported was a low level of visits by female users.

The satisfaction and importance scores reported by customers show the following relative strengths and weaknesses. The primary strengths are; standard of coaching/instruction, value for money of activities and activity available at convenient times. The primary weaknesses are cleanliness of changing areas, cleanliness of activity spaces and quality of equipment.

Ferry strengths are; high levels of visits by people aged 65+ years, disabled, people aged 65+, disadvantaged card holders and a high frequency of visits per user per month. Weaknesses are the relatively low levels of visits by people aged 14-25 and female users.

The satisfaction and importance scores reported by customers show the following relative strengths and weaknesses. The primary strengths are; standard of coaching/instruction and activity available at convenient time. The primary weaknesses are; cleanliness of changing areas and cleanliness of activity spaces.

Barton's strengths are; high levels of visits by people aged 65+, disabled people 65+ and first time visitors. Weaknesses are; the low levels of visits by people aged 14-25 and unique users per month.

The satisfaction and importance scores reported by customers show the following relative strengths and weaknesses. The Primary strengths are; standard of coaching/instruction and activity available at convenient times. The primary weaknesses are; cleanliness of activity spaces, cleanliness of changing areas, value for money of activities and quality of equipment.

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 heated 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 BAMER 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:

Oxford has a population of 154,600
21.8% (33,640) of the city's adult population are full time students
32% of the population are aged between 18 and 29 years
28% of residents were born outside of the UK
At least 46,000 people commute into Oxford for work
10 out of 83 neighbours are amongst the 20% most deprived in England

Deprived Wards:

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:

24% of the population are aged 50+

Users over 65 year olds (based on NBS reports) top quartile for both Ferry and Barton. Leys Pools & Leisure Centre showing as 2nd quartile.

Users under 16:

14- 25 year olds (based on NBS reports) is in the bottom quartile for Barton Leisure Centre. 25% quartile for Ferry Leisure Centre and the 2nd quartile for Leys Pools & Leisure Centre

Users women & girls

Users females (based on NBS reports) is in the bottom quartile for Ferry Leisure Centre and Leys Pools & Leisure Centre. 2nd quartile for Barton Leisure Centre.

Users from BME groups:

Users of ethnic minorities (based on NBS reports) top quartile for both Leys Pools & Leisure Centre. 3rd quartile for Ferry Leisure Centre and Barton Leisure Centre.

Findings from non-user survey:

Non-user surveys are undertaken on a bi-annual basis. A street survey was undertaken in March 2018. A total sample of 1168 people were surveyed near Spice Lounge Restaurant - 399 surveys completed, near up and running - 380 surveys completed and in Templars Square Shopping Centre - 389 surveys completed. 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 91% felt it was "important/very important" to regularly exercise. 86% "agree/strongly agree" exercise is good for health even when moderate. 86% "agree/strongly agree" even if activity is for only 10 minutes at a time

Current activity level: 25% did no exercise in an average week. 54% exercised moderately at 1-3 days a week. 21% exercised heavily at 4 or more days per week. 26% "agree/strongly agree" you can get enough exercise without doing sport or exercise

Most would like to exercise more for health and image, but they see the lack of time at work and at home as top barriers: 60% would like to do more physical exercise. 50% to improve/maintain health. 25% to maintain/lose weight. 14% improve/maintain body tone/shape. 12% say they are "quite/very likely" to increase their exercise in the near future.

Barriers to doing more exercise: 43% say they don't have enough time due to work. 4% say they don't have enough time due to home.

Only 1 in 3 would consider using Fusion Lifestyle's leisure centres/facilities. No time, costs, and other are most often cited as detractors. 53% do not use a leisure centre/health club for most of their exercise. 39% would not consider using any of Fusion Lifestyle's leisure centres/facilities.

Main reason for not considering Fusion Lifestyle's leisure centres/facilities: 29% "no time". 26% "cost". 13% "other". 61% would consider using any of Fusion Lifestyle's leisure centres/facilities. "Strongly encourage" use of Fusion Lifestyle's leisure centres/facilities. 22% "lower cost/prices". 14% "improve facilities". 15% "better range of facilities/equipment."

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:

- * 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 Oxford Ice Rink & Ferry Leisure Centre
- * high and variable staff costs (as a percentage of income);
- * loss making contract

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 development of the budget gym market in Oxford
- * oversubscribed classes with bonus only membership

Supporting Documentation:

Market Force non-user research March 2018
Oxford City Council Oxford Profile 2018
Oxford City Council Population Facts - https://www.oxford.gov.uk/info/20131/population/459/oxfords_population
NBS surveys 2018

INTRODUCTION

INTRODUCTION TO THE ANNUAL SERVICE PLAN:

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 2019 to March 2020.

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 '18: Leisure Partnership Board initial discussion regarding primary service objectives;
- * November '18: Presentation of draft Annual Service Plan to Client Performance meeting for review;
- * January '19: Presentation of the final Annual Service Plan to the Leisure Partnership Board;
- * June 19: Endorsement of the Annual Service Plan by the City Executive Board.

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

- * February 2019: communication to Fusion management team and staff;
- * June 2019: Presentation of the Annual Service Plan to the Council City Executive Board for endorsement
- * June 2019: Communication to customers and key stakeholders.

REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

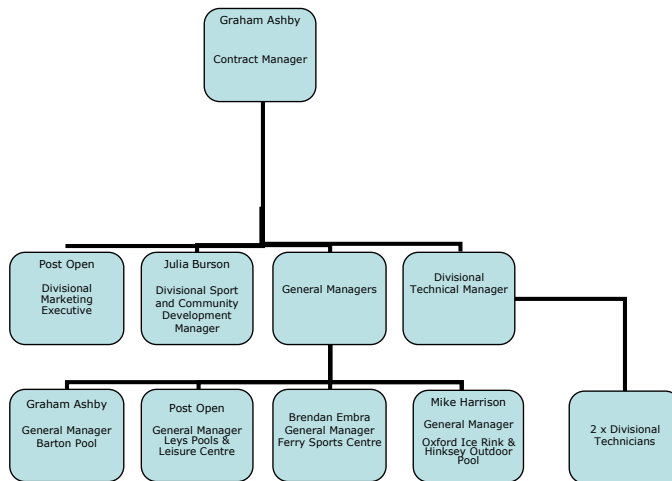
We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

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;
- * monthly meeting with Senior Council and Fusion Finance stakeholders.

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

Oxford Divisional Staffing Structure:



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 -	April 2019 - March 2020	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 2019 onwards	Monthly Reviews conducted	CMgr (with GMs)
3	Implement the Council endorsed fees and charges for 2019/20	April 2019 onwards	Action plan implemented.	CMgr (with GMs)
4	To undertake weekly trading reviews with General Managers.	Weekly	Weekly trading meetings instigated at each site.	CMgr (with GMs)
5	If loss making programmes, promote to reduce losses	Monthly	Business plan projections prepared.	CMgr (with team)
6	To increase the use of the 3G Football Pitches/Pavilion at Leys Pool and Leisure and to achieve all financial targets	April 2019 - March 2020	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
	Value for Money for food and beverage	April 2019 - March 2021	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 2019	Business plan projections finalised.	CMgr (with team)
8	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2019	Business Plan targets and budgets communicated to all relevant staff.	CMgr (with team)
9	Review and develop the retail offer across all facilities; including investigating potential of a dedicated sales area/ shop at the Ice Rink.	April 2019 - March 2020	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year; Feasibility and business base presented for a dedicated Ice Rink retail offer.	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-19	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 2020/21 Annual Service Plan.	September - December 2019	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.			
3	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 2019	Formal review conducted	CMgr
4	To agree pricing proposals for 2020/21; including proposals for changing the Bonus pay and play offer and Bonus Direct Debit membership.	December 2019	Pricing proposals agreed.	CMgr
5	To agree process of consultation and communication in respect of 2019/20 pricing	December 2019 - January 2020	Process agreed.	CMgr
6	To implement agreed process of consultation and communication in respect of 2019/20 pricing	January - March 2019	Process implemented.	CMgr (with GMs)
7	To add further value to loyal membership holders.	April 2019 to March 2020	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 an aspirational 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	On-going	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2019/20	On-going	Participation targets established	CMgr
3	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 reach those on low incomes and engage with those who are inactive. Promoting classes to Bonus pay and play members with the view of upgrading to the Bonus Choice offer.	On-going	3% increase	CMgr
4	To maintain links with appropriate health, cultural and community groups within each of the target wards and engage with those who are less active or inactive.	On-going	Attend at least three community events in the year; partnership working with OCC Community Locality Officers	DSCDMgr (with GMS)
5	To deliver, engage with those who are less active or inactive and promote the Free Swimming schemes across the city and to review effectiveness of pool programming at each Centre in order to maximise participation	On-going	Pool timetables and free swimming schemes promoted and delivered.	DSCDMgr (with CMgr & GMS)

P2 To deliver an aspirational 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 2019/20	On-going	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. Review the older peoples Needs Analysis	On-going	Up-to-date partners identified and reviewed.	DSCDMgr (with CMgr & GMS)
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 less active or inactive.	On-going	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMS)
	Promote 50+ gym usage and class activities and engage with those who are less active or inactive.	On-going	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMS)
	Promote GP referrals.	On-going	Target / KPI achieved	DSCDMgr (with CMgr & GMS)

P3 To deliver an aspirational 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 2019/20	On-going	Participation targets established	DSCDMgr (with CMgr)
2	Increase Learn 2 Swim Programme	On-going	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.	On-going	Stakeholder partners reviewed.	DSCDMgr (with GMS)
4	To increase Skate school participation by 3%	On-going	Stakeholder partners reviewed.	Skate School Lead
5	Promote safety of swimming to Oxford Primary schools - Swimming Week	On-going	Programme created.	DSCDMgr (with CMgr & GMS)
6	Proactive promotion of the Council funded free swimming schemes for Young People, subject to OCC funding review.	On-going	Pool timetables and free swimming schemes promoted and delivered.	DSCDMgr (with CMgr & GMS)
7	Engage with those who are less active or inactive	On-going	Programme created and delivered	DSCDMgr (with CMgr & GMS)
8	Maximise the benefits for young people, review the offer and ensure it is effectively meeting the needs of young people	On-going	Review offer	DSCDMgr (with CMgr & GMS)

P4 To deliver an aspirational 3% year-on-year increase in participation by users from BAMER groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review health, cultural and community stakeholder partners who can support the development of activities and increase in participation by people from BAMER groups.	April - June 2019	Stakeholder Partners reviewed	DSCDMgr (with GMS)
3	To maintain association with BAME partners with whom to work to promote accessibility to the leisure facilities for BAME groups.	On-going	Stakeholder partners identified and engaged with.	DSCDMgr (with GMS)
4	To review and implement a revised programme of work with BAMER partners.	October 2019 March 2020	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 2019	Campaign undertaken.	CMgr (with DSCDMgr & GMS)
6	Engage with those who are less active or inactive	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMS)

P5 To deliver an aspirational 3% year-on-year increase in participation by users with an impairment				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To review inclusiveness and accessibility at Hinksey and remedy any shortcomings before the 2019 season starts	Apr-19	Disabled access and facilities up to required standard	DFM, GM ands CMgr
3	To review stakeholder partners who can support the development of activities and increase in participation by people with an impairment.	April - June 2019	Stakeholder partners reviewed.	DSCDMgr (with GMs)
4	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 2019 - March 20	Promotion of IFI facilities	DSCDMgr
5	Engage with those who are less active or inactive	April 2019 - March 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)
6	Further develop understanding of specific customer needs with an impairment and identify a phased improvement plan.	April 19 to Mar 20	Specific needs review completed and phased improvement plan created with delivery started.	DSCDMgr (with CMgr & GMs)
7	Commitment to achieving a GOOD rating in the QUEST module GPLUS 37 or similar.	On-going	Barton, Ferry and Leys Pools and Leisure Centres accredited to IFI.	CMgr

P6 To deliver an aspirational 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 and promote the allocated hours for free swimming	April 2019	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 sessions and 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 2019 - March 2020	Programme developed and implemented	DHT (with GMs)
5	Engage with those who are less active or inactive	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P7 To deliver an aspirational 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 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2019 - March 2020	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 less active or inactive	April 2019 - March 2020	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 2019 - March 2020	Programme developed and implemented	CMgr (with DSCDMgr & GMs)

P8 To deliver an aspirational 3% year-on-year increase in participation in Female Activities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation in female activities.	April - June 2019	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2019	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative re increasing female use.	July - December 2019	Joint initiatives implemented.	DSCDMgr
5	Engage with those who are inactive	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)
6	To use This Girl Can campaign to promote female only activities	April 19 to Mar 19	Social Media Campaign Plan Created and Delivered. Case Studies/people stories used to help promote	DSCDMgr (with CMgr & GMs)
7	Improving the exciting female only offer, particularly at Leys Pools and Leisure Centre and in line with any improved child care offer	April 19 to Mar 20	Programme created and delivered	DSCDMgr (with CMgr & GMs)

P9 To deliver an aspirational 3% increase in overall participation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2019/20	Apr-19	Participation targets established	CMgr (with DSCDMgr)
2	To achieve an aspirational total of 3% growth	April 2019 to March 20	To achieve a total of 3% growth	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 2019 to March 20	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, Cultural and Events and Sports and Physical Activity teams	April 2019 to March 20	3% increase in overall participation	CMgr (with DSCDMgr)
5	Innovative programming that links with OCC priority & focus sports themes	April 2019 to March 20	Plan created and implemented	CMgr (with DSCDMgr)

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 increase overall 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 2019 and on-going.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board, which also identifies and includes contact details for facility General Manager.	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 2019	User Group composition, 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 2019 to March 2020	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 2019/20 targets for Good / Satisfactory figures for each Centre based on 2018/19 actuals	Apr-19	Marketforce PTUWYT and Net Promoter Score	GM
2	Aim on achieving customers rating their satisfaction levels Good or Excellent (GE) greater than 2018/19	Monthly	PTUWYT	GM
3	Achieve 95% satisfactory/good/ rating for staff score	Monthly	PTUWYT - Staff Score	GM
4	Aim to improve the Net Promoter Score year on year in each facility	Mar-19	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
4	Improved monitoring and response management to social media feedback	On-going	Social Media champions for sites	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 2019/20 year	Apr-19	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 19, July 19, October 19, Jan 19	Attendance recorded	CMgr, DMMGR (with GMs)
3	Offer incentives to service users who regularly attend the quarterly Leisure Partnership Board	April 19, July 19, October 19, Jan 19	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 19, July 19, October 19, 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 6% 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.	June 2019 - March 2019	Calendar developed.	CMgr, DMMGR (with GMs)
4	Improve engagement and linkage with OCC campaigns	April 2019 - March 2020	Calendar 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 2019 - March 2020	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 (week days) 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 2019 - 2020	Review undertaken and action plan created.	CMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2019 - 20	Action plan implemented.	CMgr (with GMs)
4	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	CMgr (with GMs)
5	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 2019 - March 2020	GM feedback to DFM weekly	DFM (with GMs)
6	Ensure that the basics are right (i.e. systems and procedures; Responsive & timely Repairs & Maintenance; Reception and activity access control, etc.)	April 2019 - March 2020	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.	April 2019 - March 2020	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).	April 2019 - March 2020	Plan implemented.	CMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2019 - March 2020	Accreditation maintained	CMgr (with GMs)
5	Promote Cycle to Work Scheme & work with other cycling stakeholders to increase awareness of green travel arrangements (i.e. 'Pop Up' Cycle schemes)		to have 10+ on scheme	CMgr (with GMs)
6	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)
7	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2019	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
8	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 2019	Action plan created.	CMgr (with GMs)
4	To complete Baseline assessment for each site	On-going	baseline assessment completed	GMs
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to attain a 50/50 split	Apr-19	Quantitative method to measure	CMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2019 - March 2020	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 2019	Programme established.	CMgr (with GMs)
2	To implement high level and deep clean schedules.	April 2019- March 2020	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).	April 2019- March 2020	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

FMS				
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 2019/20 and draw up relevant remedial action plan.	April 2019	Performance reviewed and action plan drawn up.	CMgr
2	To implement remedial action plan for FM performance.	April - June 2019	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)
4	To approve programme of lifecycle maintenance works for 2019/20.	April - May 2019	Lifecycle maintenance programme established.	CMgr
5	To implement equipment replacement programme for 2019/20. (CAPEX)	April 2019 - July 2019	Programme implemented.	CMgr (with GMs)
6	To review full equipment inventory for all leisure facilities.	April 2019 and on-going	Equipment inventory reviewed	CMgr (with GMs)

FM6				
To maintain Quest accreditation at a minimum Good at Ferry Leisure Centre, very good at Leys Pool & Leisure and Barton Leisure Centres, Good at Hinksey heated Outdoor Pool and Oxford Ice Rink.				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain and Implement relevant continued service improvement plan.	April 2019 and on-going	Plan drawn up and maintained.	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 2019 - March 2020	Staffing structures in place	CMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford that work 20 hours per week or more .	April 2019 - March 2020	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 and implement	April 2019 - March 2020	Training and development plan drawn up.	CMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2019 - March 2020	Compliance training 100%	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 2019 - March 2020	100% compliance achieved.	CMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2021 and increase trust index score by minimum 2 points	April 2019 - March 2020	Minimum of 70% participation achieved.	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
1	To create and implement a programme of promotion to establish Fusion as an employer of choice in Oxford.	April 2019 - March 2020	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)
2	Work with recruitment software Springboard for external and internal recruitment	April 2019 - March 2020	Information collected and analysed.	CMgr (with GMs)
3	To deliver induction training for staff in respect of equality and diversity.	April 2019 - March 2020	Training delivered.	CMgr (with GMs)
4	Fusion 500 Apprentice scheme - 2 X Leisure Professionals per site (target)	April 2019 - March 2020	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 continue to deliver PR communications in respect of the leisure contract and partnership overall	April 2019- March 2020	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 1% on 2018/19.	April 2019- March 2020	Measurable KPIs reviewed.	RMM (with CMgr)
3	To continue with 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, BAMER, those with an impairment, etc.)	April 2019	Programme established.	RMM (with CMgr ,DSCM, GMS & CRM's)
4	To deliver the programme of general PR communications.	April 2019- March 2020	Programme implemented.	RMM (with CMgr ,DSCM, GMS & CRM's)
5	To agree approach to Healthy Choices promotions and Healthy Vend machines across the Contract, linking in with the sugar smart campaign.	April 2019- March 2020	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 2019	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 2019 - March 2020	Programme implemented.	RMM (with CMgr)

M2 To deliver a 1% increase in total membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plan for the contract maintaining visibility of the Oxford branding.	April 2019	Plan created.	RMM (with GMS, CRM's)
2	To create a specific action plan to increase deprived usage, including increasing the Bonus concessionary and Choice memberships	April 2020	Plan created and implemented.	RMM/SCD (with GM's , CRM's)
3	Carry out targeted work in respect of deprived wards and areas of regeneration, 50+ age group, females, BAMER and those with an impairment; work with relevant partners/stakeholders and review of core literature; engage with those who are less active.			

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; prioritising the Ice Rink facility	April 2020	Audit undertaken and plan developed.	RMM (with CMgr & GMS)
2	Continue to review the customer journey action plan and make updates where required.	April 2019 - March 2020	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. This will include clear timetables and heightened promotion of the OCC funded free swimming schemes and Bonus Concessionary offer (subject to a review of the free swimming programme by OCC).	April 2019- March 2020	Website up to date and live	RMM (with HoM)
2	To continue to utilise 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 2019- March 2020	Action plan implemented.	RMM (with CMgr, DSCM, GMS & CRM's)

M5 To develop connections and outreach with local schools, youth clubs and Under18's				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to use social media to reach members and general public. Including Facebook, Twitter and Instagram	April 2019 - March 2020	Action plan implemented.	RMM (with CMgr ,DSCM, GMS & CRM's)
2	To promote the Rewards Card scheme to over 8s	April 2019- March 2020	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	Continue with roll out of new collateral designs for core literature and sales materials	April 2019	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 2019 - March 2020	Waste reduced.	RMM (with HoM)
3	All sites to full implement the usage of the bespoke Marketing suite	April 2019	New materials launched and on site	RMM (with HoM)

M7 To increase Reward Card usage, registration, Bonus Concessionary Offer & Free Swimming Schemes				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To promote the Rewards Card scheme to over 8s	April 2019 - March 2020	Action plan implemented; New materials launched and on site	RMM (with CMgr ,DSCM, GMS & CRM's)
2	To promote the Bonus Concessionary Offer and Free Swimming Schemes (Subject to OCC funding)	April 2019 - March 2020	on-going	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 2020	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2019	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports & Physical Activity team to initiate joint working.	April 2019	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Physical Activity Team for 2019 /20.	April - May 2019	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2019 - March 2020	Plan delivered	DSCDMgr
6	To use 'This Girl Can' Campaign to drive female participation across the centres	June 2019 - March 2021	Increase usage in KPI area.	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)
8	Work with the OCC Sports Physical Activity Team and Youth Ambition Teams to improve relationships with schools and youth clubs to promote health and fitness - work with 5 identified schools.	April 2019 - March 2020	Plan completed and implemented	SCD (with RMM, CMgr ,DSCM, GMs & CRM's)

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 19	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 2019	Links maintained/created	DSCDMgr
5	To establish a process of consultation/liaison with other key sports clubs.	July - September 2019	Programme established.	DSCDMgr
6	To implement process of consultation/liaison with other key sports clubs.	October 2019 - March 2020	Programme implemented.	DSCDMgr
7	To work in partnership with key local clubs inc:- City of Oxford Swimming Club Oxford United and local football clubs Blackbird Football Clubs Oxford Swans Disability Swimming Club Oxford City Stars Ice Hockey	On-going	plan established & implemented	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, revise and implement the Swimming Pool Programmes	April 20	Strategy and Plan Produced	DSCDMgr
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 diversity of communities, health and social value, alongside income and participation numbers.	April 19	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 19	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 19	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours, Inc Bank Holidays at all leisure facilities and prepare proposals for change and implement as required.	April 2019	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
6	Pop Up taster sessions in communities to further reduce barriers to participation.	Summer events	Programme implemented. Case Studies produced	DSCDMgr (with GMs)
7	To implement a drop in child care service, based on OCC agreement and funding.	April 2019 - June 19	Service implemented	CMgr (with GMs)

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 2019	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2019	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2019 - March 2020	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2019	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 2019	Partners identified.	DSCDMgr (with GMs)
3	To ensure we are a partner in the Older peoples Day	Oct-19	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 2019	Programme created	DSCDMgr
6	Monitor, evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	April - June 2019	Evaluations and reviews undertaken with meetings attended	DSCDMgr
7	To attend health sub group meetings where beneficial		Attend Meetings	DSCDMgr
8	To actively develop links with GP surgeries to increase Exercise on Referral numbers	April - June 2019	Plan created Visits made and sign-ups increased	DSCDMgr DSCDMgr
9	To continue to support Cardiac phase 3 rehab at Leys Pools	On-going	Work in partnership	DSCDMgr & GM's
10	Proactively engage, implement, promote to demonstrate commitment to the Sugar Smart Oxford initiative.	On-going	Work in partnership	DSCDMgr & GM's
11	Develop new initiatives with key partners (i.e. Public Health, Clinical Practitioners).	April 2019 - March 2020	Work in partnership	DSCDMgr & GM's
12	Further demonstrate impact, outcome and social value of delivery	April 2019- March 2020	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 2019- March 2020	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 19	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools.	Apr-19	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 19 - March 20	Games planned and delivered with Fusion contribution	DSCDMgr
6	To lead and offer a Schools Swimming Service	April 19 - March 20	Liaison established and maintain service with schools.	DSCDMgr
8	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 19 - February 20	At least 500 pupils attending	DSCDMgr
9	To develop a school event calendar to celebrate sporting events for the centres	April 2019 - June 19	Programme implemented	DSCDMgr

SCD 7 Badminton development				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure the Fusion Badminton Development Plan is delivered in Oxford leisure facilities	April 19	Calendar established.	DSCDMgr (with GMs)
2	To implement the 'Racket Packet' Junior Badminton session.	Apr-19	Programme implemented	DSCDMgr (with GMs)

Abbreviations:

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

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 2020/21 business planning / Annual Service Planning processes.	April 2019 and on-going	Business cases developed and presented to the Council representative	CMgr
2	To continue to explore opportunities for child care provision facilities at Ferry Leisure Centre; Include options as business case/s in the presentation to the Council representative.	April 2019 and on-going	Feasibility study produced and presented	CMgr
3	To work as Oxford City Councils preferred supplier of Leisure Provision	April 2019 - March 2020	Partnership & Contractual opportunities	CMgr
4	Investigate potential of a dedicated sales area with in key facilities.	April 2019 - March 2021	Business cases developed	CMgr

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 2019/20. To ensure 100% compliance with agreed client-contractor meeting arrangements, unless all parties agree to any changes.	April 2019 - On-going	All details agreed.	CMgr
2	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2019 and on-going	100% compliance.	CMgr
3	To fully agree the format, content and timing of all reporting arrangements for 2019/20. To ensure 100% compliance with agreed reporting arrangements.	April 2020	All details agreed.	CMgr
4	To submit and present the draft 2020/21 Annual Service Plan to the Leisure Partnership Board. With the final copy being submitted by March	January 2020	Draft Annual Service Plan submitted.	BMgr
5	To review relevant partnership risk registers at Officer Operations & the Leisure partnership Board meetings at least twice a year	Mar-20	Risk registered reviewed; mitigating actions and ownership understood; outcomes minuted	BMgr

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 and implement as jointly agreed.	April 2019 onwards	List identified and course of action agreed.	BMgr
2	To continually propose added value and increased facility provision if necessary	2019/20	Business case developed/amended and presented to the Council representative.	BMgr

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 2019	Processes reviewed.	CMgr
	To review the monthly performance 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	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL 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	4	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

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
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:
 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:
 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;

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Appendix 3

Appendix 3 Risk Implications

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		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 and priorities; 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.	26.04.19	Head of Service	2	2	2	2	1	1	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 2019/2020 Annual Service Plan strategic aims do not reflect corporate priorities	Threat	Lack of assimilation with the Council's Corporate Plan and priorities	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	26.04.19	Head of Service	3	3	2	2	2	1	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 2019/ 2020 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 2019/ 2020 Annual Service Plan.	Value for money not achieved.	26.04.19	Head of Service	3	3	2	2	3	1	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.	26.04.19	Fusion Lifestyle	3	2	2	2	2	2	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	26.04.19	Fusion Lifestyle	2	3	1	2	1	2	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.	26.04.19	Head of Service	2	1	2	2	2	1	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 Finance 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.	26.04.19	Head of Service	2	1	3	3	2	1	Strong Contract management governance regime; Open and transparent local and senior stakeholder relationship management.	On-going governance	Open	75%	Leisure & Performance Manager
Changes in the market sector impacting on Fusion as a Charity	Business Continuity	Threat	Brexit; Increasing competition; Health & Safety Compliance	Lack of investment to the Oxford contract; profit from the Oxford contract reallocated across the wider leisure portfolio.	26.04.19	Fusion Lifestyle	2	1	3	3	2	1	Fusion keeping up to date on regulatory changes and best practice; design, maintain and review policies and procedures; design and operation of a comprehensive audit programme; report audit findings and other issues to it's Trustees.	On-going governance	Open	75%	Fusion Lifestyle

Appendix Four:

Fusion Lifestyle 2019/2020 Annual Service Plan for the management of the Council’s leisure facilities.

Initial Equalities Impact Assessment



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<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: 26 April 2019</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 2019/ 2020 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>

Appendix 4

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 2019-2023

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.

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<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 60 years; Black, Asian, Minority, Ethnic and Refugees groups; those with impairment; Women and girls; Those resident in the most deprived areas of the City; those on a low income (and their dependants). • City communities.

Appendix 4

<p>4. What outcomes are wanted from this policy/ plan?</p> <p>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.</p> <p>The vision for delivery of leisure facility provision is to:</p> <ul style="list-style-type: none"> • 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. 			
<p>5. What factors/forces could contribute/ detract from the outcomes?</p>		<ul style="list-style-type: none"> • The general economic climate. • Competition from the wider leisure industry • Health & Safety legislation. 	
<p>6. Who are the main stakeholders in relation to the policy/ plan</p>	<ul style="list-style-type: none"> - Oxford City Council; - Councillors; - Fusion Lifestyle; - Facility users; - Residents; - Partners - Communities 	<p>7. Who implements the policy and who is responsible for the policy/ plan?</p>	<p>Community Services – Active Communities; Head of Service; Executive Director Community Services</p> <p>Fusion Lifestyle – Contract Manager</p>
<p>8. Are there concerns that the policy/ plan <u>could</u> have a differential impact on racial groups?</p>	<p>∓</p>	<p>No</p>	

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<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 or cultural group.</p>
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Appendix 4

<p>9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?</p>	<p>Yes</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>	

Appendix 4

<p>10. Are there concerns that the policy/ plan could have a differential impact due impairment?</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>	

Appendix 4

<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>	

Appendix 4

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>	

Appendix 4

13. Are there concerns that the policy/plan <u>could</u> have a differential impact on people due to their religious belief?	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>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>	

Appendix 4

17. Are there implications for the Service Plans?		YES	No	18. Date the Service Plan will be updated	1 April 2019	19. Date copy sent to Diversity & Inclusion Manager	
20. Date reported to Equalities Board:		n/a		21. Date to Scrutiny (4 June 2019) and CEB (12 June 2019)	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
	✓	No	If Yes, is there enough evidence to proceed to a full EIA:			No	
25. Should the policy/ plan proceed to a partial impact assessment?	✓	No	Date on which Partial or Full impact assessment to be completed by			n/a	

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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
Diversity & Inclusion Manager
Leisure and Performance Manager

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To: Cabinet
Date: 12 June 2019
Report of: Assistant Chief Executive
Title of Report: Oxford City Council Safeguarding Report 2018/19

Summary and recommendations	
Purpose of report:	To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2018/19
Key decision:	Yes
Cabinet Member:	Cllr Tom Hayes - Safer, Greener, Environment
Corporate Priority:	Strong and Active Communities
Policy Framework:	Corporate Plan. Safeguarding Policy
Recommendations: That Cabinet resolves to:	
1.	Note the key achievements of the Safeguarding work delivered through Oxford City Council during 2018/19
2.	Agree the Safeguarding Action Plan 2019/20 set out in Appendix 1; and
3.	Approve Oxford City Council's safeguarding policy updated April 2019

Appendices	
Appendix 1	Oxford City Council's Safeguarding Action Plan 2019/20
Appendix 2	Oxford City Council participation in Safeguarding Boards and Working Groups
Appendix 3	Oxford City Council Policy and Procedures for safeguarding children, and adults with care and support needs

1 Introduction

- 1.1 This report aims to:
- Outline Multi- agency safeguarding arrangements in Oxfordshire
 - Share the results of the safeguarding self-assessment audit 2018.
 - Highlight the key achievements and progress made in relation to the safeguarding work delivered by Oxford City Council.
 - Focus on areas identified for further improvement in 2019/20 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.
- 1.2 Oxford City Council has a legal duty of care to ensure children and adults at risk are protected within the facilities, services and activities under the direct remit and control of the Council. The Council has specific legal responsibilities under the Children Act 2004 (section 11) and the Care Act 2014 (sections 42-46) which aim to make sure the welfare and development needs of children are met and that children are protected from harm.
- 1.3 Safeguarding is the action that is taken to promote the welfare of children and vulnerable adults and protect them from harm as well as protecting children and vulnerable adults from abuse and maltreatment, preventing harm to children's health or development and ensuring that they grow up with the provision of safe and effective care enabling them to live free from harm, abuse and neglect.
- 1.4 Oxford City Council's Safeguarding Policy builds upon existing good practice across its services and sets out its safeguarding policies and procedures.

2. Oxfordshire Multi Agency Safeguarding Arrangements

- 2.1 Safeguarding children and adults with care and support needs remains one of the Council's key priority objectives. Under the core objectives in the Corporate Plan 'Strong and Active Communities' the Council aims to safeguard and protect vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation. The Council therefore takes its safeguarding responsibilities seriously and fully engages in multi-agency partnership work across Oxfordshire.
- 2.2 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).
- 2.3 The Children and Social Work Act 2017 introduced flexibility to replace Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements. It also established that collective responsibility and accountability of these arrangements lies with Oxfordshire County Council, the Clinical Commissioning Group and the Police, "the three safeguarding partners".
- 2.4 In response to these changes, the three safeguarding partners in Oxfordshire have made arrangements to work together as an Executive Group with overall accountability for safeguarding consisting of the Chief Executive of Oxfordshire

County Council, the Assistant Chief Constable of Thames Valley Police and the Accountable Officer of The Clinical Commissioning Group.

- 2.5 The Executive Group will work with relevant partners through the Oxfordshire Safeguarding Children Board (OSCB), under the leadership of an Independent Chair, Richard Simpson. This includes representatives from all of the neighbouring District Councils. The Oxford City Council's representative on this group is the Assistant Chief Executive.
- 2.6 The existing OSCB Executive Group will become the Business Group and continue to work operationally under the OSCB. The Council's Policy and Partnership Team Manager is a representative on the group. The Oxford City Council is further represented on the performance and quality assurance group, training sub groups, exploitation sub group, neglect strategy group, as well other task and finish groups. A flow chart is available in Appendix 2 for reference.
- 2.7 There are no proposed changes to the Adult Safeguarding Board, OSAB, which will continue to have an independent Chair, Dr Sue Ross. The Policy and Partnership Team Manager is the Oxford City Council's representative on this Board.

3. City Council Safeguarding Responsibilities

- 3.1 The Council has a statutory duty 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. Day to day safeguarding challenge are managed by the Safeguarding Champions in each Service Area with oversight across all areas being provided by the Safeguarding Coordinator and Designated lead officers
- 3.2 Every year the Council is required to complete an annual self-assessment to evidence standards in the quality of its safeguarding work. The self- assessment audit, which is a joint audit between the OSCB and OSAB spans across all Council departments, is approved by the Council's Strategic Safeguarding Group and the Assistant Chief Executive. The audit then goes through a vigorous peer group assessment process with the Council's County-wide partners for challenge and approval. This year the Council was able to evidence best practice in all areas.
- 3.3 Adult safeguarding procedures support adults who are at greatest risk. Those who rely on others (staff, family and neighbours) for their care and support. In Oxfordshire this is about 43,222 people.
 - In 2017-18, Oxfordshire County Council was contacted 6639 times about concerns that a person with care and support needs was experiencing abuse or neglect.
 - 1666 (1 quarter) of these concerns resulted in further enquiries being conducted.

- 84% of the enquiries¹ resulted in action being taken to reduce the risk of harm.

3.4 The child population of Oxfordshire has grown by 6% in the last ten years and is estimated to stand at 141,800 young people aged under-18. Alongside this growth there has been increased demand for services particularly towards the high end of the continuum of need. Key data presented by the OSCB shows that the local context is one of continued increasing demand on services and higher rates of escalation into child protection and care.

- The number of children on a child protection plan rose from 569 March 2017 year to 730 at the end of March 2018 (higher than national average).
- Neglect is the most common reason for children to be subject to child protection plans (65%). This is higher than the national average

4 Safeguarding Audit 2018

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

- (1) Leadership, Strategy and Working Together
- (2) Commissioning, Service Delivery and Effective Practice
- (3) Performance & Resource Management
- (4) Outcomes for, and Experiences of, People Who Use Statutory Services

4.2 The evidence provided is given the following BRAG rating:

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

4.3 Oxford City Council's assessed standards were as follows:

2018

	1A	1B	1C	2A	2B	2C	2D	3A	3B	4A
Oxford City Council	B	B	B	B	B	B	B	B	B	B

The full Self-Assessment is available here: [Self-assessment 2018](#)

¹ An enquiry is any action that is taken (or instigated) by a local authority, under Section 42 of the Care Act 2014, in response to indications of abuse or neglect in relation to an adult with care and support needs who is at risk and is unable to protect them because of those needs.

5. Key achievements to note 2018/19

5.1 Leadership, Strategy and Working Together

5.2 The Assistant Chief Executive has overall responsibility for Safeguarding. Four senior staff members are designated as safeguarding leads. These members of staff have been consistent and engaged throughout.

- The Council's Policy and Partnership Team Manager / Assistant Chief Executive have attended all four board meetings and Executive board meetings for both OSCB and OSAB this year.
- The Council's partnership support and input as a council has been noted at OSCB executive board level.
- The Council's Policy and Partnership Team Manager has participated in the development of the safeguarding in housing sub group of the OSCB
- The Policy and Partnership Team Manager and Assistant Chief Executive were involved in the interview process for the new independent chair of the OSAB
- The Policy and Partnership Team Manager co-ordinated an external deep dive audit of housing providers' safeguarding practice across Oxfordshire on behalf of the Partnership. This audit is in its final stages.

5.3 The Policy and Partnership Team Manager provides the link between the OSAB, OSCB and the Council's strategic safeguarding group which oversees the safeguarding champions and supports the co-ordination and decision making about safeguarding practice across the Council.

5.4 The Council's Safeguarding Coordinator has been responsible for sourcing, procuring and implementing the new central recording system MyConcern. The MyConcern application has had a positive impact on the safeguarding culture within the Council. Quarterly reports are published on the intranet to show staff across the organisation the current areas of concern. Reporting trends in relation to topic or service area are brought to the attention of the strategic safeguarding group for discussion and further consideration.

5.6 Commissioning, Service Delivery and Effective Practice

5.7 The Council has a robust system for ensuring that any grant and commissioned services have a suitable safeguarding policy and procedure before committing any funding.

5.8 In 2017 Oxford City Council ran a pilot of the commissioned services safeguarding audit. This means organisations that receive grants or funding from Oxford City Council were asked to complete a self- assessment of their safeguarding practices and policies. In 2018 the audit was expanded to 14 organisations that work directly with, provide services to, or have contact with children or adults with care and support needs. The audit included the Council's leisure provider Fusion,

Homeless Oxfordshire as well as smaller organisations such as Oxford Friend and Arts at the Old Fire Station

5.9 The recommendations below from the audit have been provided to the service providers and commissioning departments as part of their feedback:

- Service providers are advised to inform the commissioning team manager of all safeguarding incidents that result in an adult safeguarding enquiry² or child protection procedures³.
- Service providers are advised to complete the annual safeguarding audit and discuss any issues as soon as possible with the commissioning agent and safeguarding coordinator if necessary.
- Commissioning teams within the Council are advised to inform all commissioned services of their safeguarding responsibilities and request that an annual audit is completed.
- The Council's commissioning teams should inform one of the four designated safeguarding leads when a safeguarding enquiry is raised from an external commissioned service.

5.10 Performance & Resource Management

5.11 Now that the MyConcern application is fully implemented the Council is able to track the number of safeguarding concerns raised, referral rates and reporting trends. From 1st August 2018 – 30th April 2019 there have been 135 concerns logged. The proportion of adult concerns to child concerns is 70%-30%.

5.12 From these 135 concerns, 63 were referred to either adult or child safeguarding teams or directly to emergency services. The remaining concerns, not referred further, were managed internally or sign posted to a different service for support.

5.13 The Council has continued to provide a bespoke one hour safeguarding briefing for all members of staff. This briefing is an introduction to safeguarding awareness, policies and procedures and real life scenarios for discussion on what to do and who to speak to. It is the Council's policy to remind staff that they must share their concerns but must also work with other agencies and internal teams to provide safe outcomes.

5.14 The Council's one hour awareness briefing is updated annually; it is shared with the other District Councils and with the two safeguarding boards. This year's update addressed all forms of exploitation (e.g. cuckooing and county lines), hate crime statistics and information on PREVENT and how to safeguard people and communities at risk of becoming or supporting terrorists.

² See footnote 1.

³

Section 17 of the Act places a general duty on all local authorities to 'safeguard and promote the welfare of children within their area who are in need.' Basically, a 'child in need' is a child who needs additional support from the local authority to meet their potential.

Section 47 of the Act requires the local authority to investigate the child's circumstances where they have 'reasonable cause to suspect that a child ... is suffering, or is likely to suffer, significant harm,' and to 'take any action to safeguard or promote the child's welfare.'

5.15 In addition the Council has provided internal level 2 safeguarding adults and child courses, meaning a further 50 staff members have renewed or completed their appropriate level training. There have been three sessions provided so far for councillors with 19 out of 48 members attending one of those sessions.

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

5.17 The MyConcern application is also available to staff at Oxford Direct Services Limited (“ODSL”). ODSL team managers completed the introductory training so they are able log safeguarding concerns raised from home visits. ODSL staff have identified and reported child neglect, self-neglect, mental health concerns, financial abuse and suicidal thoughts.

5.18 As part of the Health Inequalities Project the Council has funded two embedded mental health workers who sit within the Tenancy Sustainment Team. The team manage high risk tenants with complex needs. The two mental health professionals are supporting housing officers to better understand mental health issues, risk and management of concerns and navigate the most appropriate pathways for support for these clients. The Council is evaluating the client experience of this project and will provide a full report to the Health and Wellbeing Board at the end of the project. The project has also provided mental health first aid training for front line workers in the Housing and Community Safety Teams. The Health Inequalities Project reports progress into the Health Inequalities Commissioning Group, which works in partnership with many agencies across Oxfordshire and is currently chaired by Oxfordshire Clinical Commissioning Group.

5.19 The inclusion of modern slavery in the Care Act 2014 as a form of abuse means that the subject of modern slavery is included in the remit of adult safeguarding in England. Oxford City Council As part of the Thames Valley Partnership is hosting the Victims First Willow Project⁴. The Thames Valley-wide service seeks to identify and support those individuals who are assessed as being victims of exploitation or who are deemed to be at risk of exploitation. The project has also provided in house modern slavery training to front line staff in the Anti-Social Behaviour and Community Response Teams. Research is currently being carried out by out by Elmore Community Services, the research project was set up to investigate the nature and extent of modern slavery and trafficking in Oxford. The findings will be used by city and county-wide bodies responsible for community safety to:

- Identify where exploitation is happening and who is vulnerable
- Understand how to protect and support victims better
- Make it harder for exploiters and traffickers to operate in our area

⁴ [The Willow Project is part of ‘Victims First’ and is one of a number of services for victims commissioned by the PCC. It will be delivered by Thames Valley Partnership under a two year contract with the Office of the Police and Crime Commissioner.](#)

6 The key areas of focus for 2019/20

6.1 To support the priorities of the OSAB and OSCB and to improve safeguarding provision in all of the Council's Service areas the key areas of focus will include:

- Identifying lessons learnt through the MyConcern application and assessing training needs in specific service areas including ODSL.
- Recognising and naming neglect early
- Increasing Councillor safeguarding training participation
- Providing staff with support and training for incidents involving suicide threats
- Continuing to strengthen the work with the Council's Thriving at Work programme to support staff where safeguarding concerns have been raised.
- Incorporating the principles of contextual safeguarding into the Council's safeguarding culture i.e. understanding, and responding to, young people's experiences of significant harm beyond their families.
- A strategic, planned approach to domestic abuse, modern slavery and peer on peer abuse
- Internal audit of safeguarding across the Council's housing services and identification of further training needs / procedures.

7. Risks and Challenges

7.1 This year has seen changes to service areas, the creation of Oxford Direct Services Limited as well as changes in senior management roles and team leadership. It is important in the next 12 months to ensure that:

- Safeguarding is embedded across all services areas
- Team managers are able to support staff with safeguarding concerns
- Staff can confidentially raise concerns for colleagues
- New staff induction programmes include access to MyConcern and appropriate training
- Members receive training and understand how to report safeguarding and handle sensitive information
- Training addresses local and national concerns
- Sufficient horizon scanning is conducted to allow the Council to predict impending trends and changes to government priorities and funding opportunities
- Staff are listened to through the internal survey about what they feel they need support with most in relation to good quality safeguarding practice.

7.2 Following the deaths of 5 individuals who were or had previously been through the Oxfordshire homeless pathway Oxford City Council made a referral to the OSAB to undertake a Safeguarding Adult Review (SAR). The OSAB concluded that (under the Care Act 2014 definition) the 5 individuals did not have care and support needs, so therefore did not fit the criteria for a formal adult safeguarding review. It did however recommend that an investigative review is established into the systems that are in place to support those who are on the homeless pathway but are not engaging in services, but do have significant health issues and care

and support need . The scope of this review is being developed with input from Council Officers.

8. Financial implications

8.1 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 Council has two members of staff who are active trainers who contribute to the OSCB training pool and one for the OSAB training pool.

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

9 Legal issues

9.1 The Council's legal responsibilities are set out in the body of the report and otherwise there are no legal implications arising from the report.

10. Equalities impact

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

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Background Papers:	
1	Oxford City Council Safeguarding Self- Assessment 2018

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Appendix 1

Appendix 1: Oxford City Council Safeguarding Action Plan June 2019 to June 2020



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.

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Area identified for Improvement	Action	Measure	Outcome	Impact	Lead	Completion date
Leadership, Strategy and working together	<u>Policy and Procedure</u> Monitor safeguarding activity through MyConcern and provide quarterly updates to DSLs.	Concerns, trends and issues highlighted at Strategic Safeguarding meeting.	Awareness of changes to reporting themes and safeguarding challenges faced by staff	Training and information targeted at specific issues	RW	All year
	Child and adult neglect concerns monitored through MyConcern.	Number of referrals to MASH/ASC where neglect is primary factor	Identify neglect early and provide early help where possible	Reduce number of CP plans for neglect	RW	All year

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Develop and adapt neglect screening tool for district use.	Screening tool suitable for all staff at City and districts agreed by Neglect strategy group	Early warning signs communicated through districts and early help signposted.	Greater understanding of early help services, reduce number of neglect CP plans	RW	June 2020
Safeguarding Policy update	Annual policy review and update	CEB sign off and circulated to all staff	Easily accessible policies and guidance for all staff	RW	April 2019
Safeguarding procedures document update	Annual review and update	CEB sign off and circulated to all staff. Referred to in safeguarding briefing.	Easily accessible procedural guidance and support for all staff.	RW	April 2019
Suicide Threat guidance	Identify areas of needs and desired outcomes in line with County prevention plan	Training offering and support structure for staff managing suicide threats	Support and guidance for all staff	RW LJ	Aug 2019
<u>Communications</u>					
Safeguarding newsletter released quarterly	Newsletter containing MyConcern data circulated every three months via intranet and news page.	Visual representation of the safeguarding work done by everyone.	Provide feedback to staff	RW	All year
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.	Bi-annual 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

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133	Provide agency updates at subgroup meetings and coordinate actions across districts.	Attendance at PIQA, PAQA and joint training sub-group	Provide single agency update to partners and share news	Share good practise and highlight concerns	RW	All year
	<u>Oxford 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
	Develop Champions Network at ODS	Champions network to provide support and guidance to ODS colleagues	Improve reporting standards and referral times	Raising standard of	RW TB	Aug 2019
	Support ODS Safeguarding Lead with training development	Update awareness briefing and include reporting procedures	Early identification of issues affecting welfare. Share information and concerns.	Early help services utilised and reduce number of MASH/ASC referrals.	RW TB	July 2019
	<u>Modern Slavery Strategy group</u> Membership of Modern Slavery Strategy Group - 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.	LL	On-going
	Where Modern Slavery is suspected on a premises, disclosed or person is at risk of MS record details on MyConcern	Centrally recorded data on MS cases identified in City.	Identify training need and reporting trends in service areas.	Raise awareness of risks and signs that MS is present	LL	All year

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134	<p><u>Domestic Abuse Strategic Group</u></p> <p>Membership of Domestic Abuse Strategic Group and Oxfordshire Domestic Abuse Advisory Group</p>	Implement and Coordinate domestic abuse County strategy in City and districts	Service user engagement, referral to services for victims and perpetrators.	Improve outcomes for victims, children and families, and perpetrators	LJ	All year
	<p><u>Child Sexual Exploitation and exploitation sub-group</u></p> <p>Continue to work with OSCB CSE (Child Sexual Exploitation & Exploitation) Sub-group and Kingfisher Team in delivering the CSE Action plan aims</p>	Regular attendance at CSE sub-groups and associated meeting and carryout any agreed actions	Multi-agency information sharing and guidance.	Joint response to reduce crime and protect children exploitation and serious harm	RA	On-going
	<p>Screening tools to be agreed by strategic safeguarding group and available to all staff on Intranet.</p>	Training to specific teams, use recorded no MyConcern	Multi-agency approach and consistency in referral	Accurate measure of individuals believed to be at risk of exploitation.	RW RA	Dec 2019
	<p>Hotel Watch scheme to continue. Statement of intent for all hotels in City.</p>	All hotels to be contacted by city and council.	Raise awareness of safeguarding and exploitation in all of city's hotels.	Reduce opportunity for safeguarding and exploitation in the city.	LL RA	On-going
<p>Commissioning service delivery and effective practice</p>	<p><u>Procurement</u></p> <p>Ensure all grant and commissioned services are required to and evidence suitable safeguarding policy and procedure before funding is committed</p>	Safeguarding policy and contracts 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

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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 2019
Provide feedback and support to agencies to complete action plan updates	Evaluate results of small audit returns and provide feedback	Engage commissioned services in safeguarding	Improve safeguarding across all services	RW	June 2019
Continue our grants programme to support the voluntary and community sector deliver services.	Percentage of grant applications received from target communities (groups/ areas) High quality commissioned services	Better services for target communities	Strong and active communities	LC	On-going
<u>Housing and homelessness</u> Ensure all commissioned services complete annual safeguarding audit.	Contracts include requirement to complete audit	All commissioned services have safe practises Written evidence in procurement process, contracts and contract monitoring visits	Efficient effective council	RW	Aug 2019
Service providers to notify City of all safeguarding incidents referred under Section 42 Care Act and Section 47 Children's Act.	Serious safeguarding incidents centrally recorded.	Move from good practise to best practise	Improve practise and information sharing	RW	All year
<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

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">136</p> <p>Performance and resource management</p>	<p><u>Training</u> Annual review of training needs and content to be included in all staff awareness briefing</p>	<p>Horizon scanning, emerging trends identify local issues.</p>	<p>Current and relevant material aligned with Safeguarding board priorities.</p>	<p>Workforce of aware of city priorities and county wide and national trends.</p>	<p>RW</p>	<p>Feb 2019</p>
	<p>Measure training outcomes in practice and assess effectiveness of training staff.</p>	<p>Review evaluation forms, referrals and staff survey</p>	<p>Accurate picture of effectiveness of safeguarding training.</p>	<p>Ability to capture staff views and improve service.</p>	<p>RW</p>	<p>Dec 2018</p>
	<p>To promote the support available to staff through the Employee Assistance Programme 'Health Assured' and to develop further support where required.</p>	<p>Include details on safeguarding awareness briefing.</p>	<p>Employees encouraged to consider own welfare when managing challenging situations.</p>	<p>Healthier workforce, positive safeguarding culture.</p>	<p>RW</p>	<p>On-going</p>
	<p>Continued data reports to service heads from HR</p>	<p>Training renewal dates monitored and monthly reports sent to service heads.</p>	<p>Renewal dates are aligned with Safeguarding Board standards.</p>	<p>Employee trained to local standards.</p>	<p>BM</p>	<p>All year</p>
	<p>Continue to deliver internal safeguarding awareness briefing throughout the year</p>	<p>Clear framework for delivering messages. Meaningful and relevant to services.</p>	<p>Quarterly sub training group meeting – plan and support the delivery and development of internal training packages.</p>	<p>All employees able to meet safeguarding training requirements.</p>	<p>RW</p>	<p>All year</p>
	<p>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</p>	<p>Represent on training sub-group and attend meetings regularly.</p>	<p>Provide a collective report to safeguarding raining</p>	<p>Effective partnership working.</p>	<p>RW</p>	<p>On-going</p>

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		sub group to continually improve our training by listening to staff feedback.			
Identify teams that will be required to attend child exploitation training once finalised by subgroup	Staff working directly with children or public facing roles to be offered exploitation training.	Staff aware of multi-agency procedure and partnership protocols.	Increase number of victims accessing support.	RA	Dec 2018
Identify teams that should attend domestic abuse training and promote course attendance	Staff working directly with children or public facing roles to be offered training.	Staff aware of multi-agency procedure and partnership protocols.	Increase number of victims accessing support.	RW	On-going
Councillor training to become mandatory	Safeguarding awareness briefing adapted to meet the needs of Councillor training	All employee and Councillors training to minimum level.	Provide safeguarding in the community	RW	
Identify teams required to attend Modern Slavery and Exploitation training once finalised by the Safer Oxfordshire Partnership's Exploitation Training Strategy	Staff will have clear knowledge of their responsibilities as a First Responder	Staff and Councillors training to the minimum level	Increase number of victims accessing support	LL	On-going
<u>Community Engagement</u> Complete and the VCS safeguarding policy for Community Associations	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

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138	Outcomes and experiences of service users using statutory services	<p><u>Youth Ambition</u> Ensure all child safeguarding concerns are recorded on MyConcern.</p>	Youth Ambition staff has 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 carer's 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	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.	Services and Youth sessions available to young people identified through safeguarding concerns	JB	On-going
		<p><u>Adult Safeguarding</u></p> <p>Promote use and awareness of joint protocols e.g. Adults who don't engage, multi-agency self-neglect policy and Hoarding Protocol</p>	Engage partner agencies to provide outcomes and options for individuals who don't engage or use services.	Improve partnership working and highlight specific problem areas in the City	Greater emphasis on partnership protocols	RW	All year
		<p><u>Modern Slavery</u></p> <p>Victims of modern slavery referred to Willow Project</p>	Victims identified or suspected to be referred for support through Willow Project	Prevention work, crisis intervention and ongoing long term support and work directly with victims and their	Specialist support to victims of other forms of serious crime who have developed complex needs	LL	All year

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			families	as a result.		
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Document Control

Document	Oxford City Council Safeguarding Action Plan 2019/20
Owner	Caroline Green Assistant Chief Executive
Author	Rosie Woollcott Safeguarding Coordinator
Date last reviewed	April 2019
Next Review Date Due	Oct 2019
Version	1

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Name: 'Oxford City Council Safeguarding Action Plan'

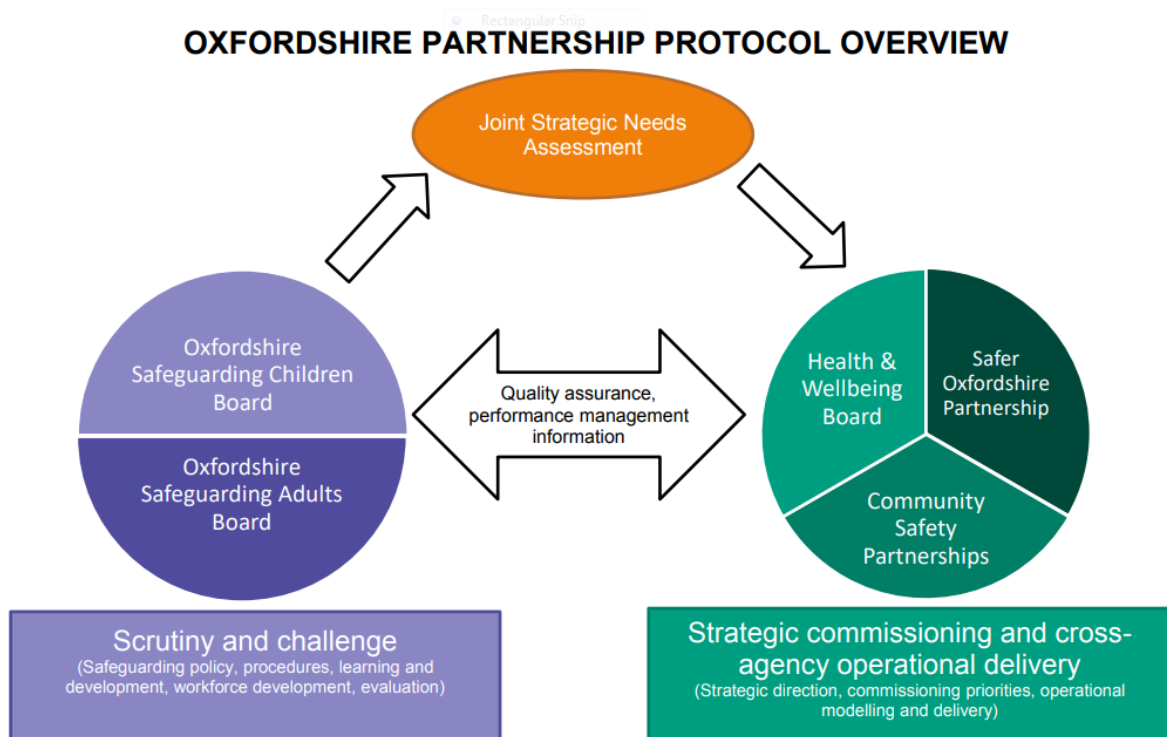
File Location: M:\Assistant Chief Executive\Safeguarding\CEB 2019

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Appendix 2

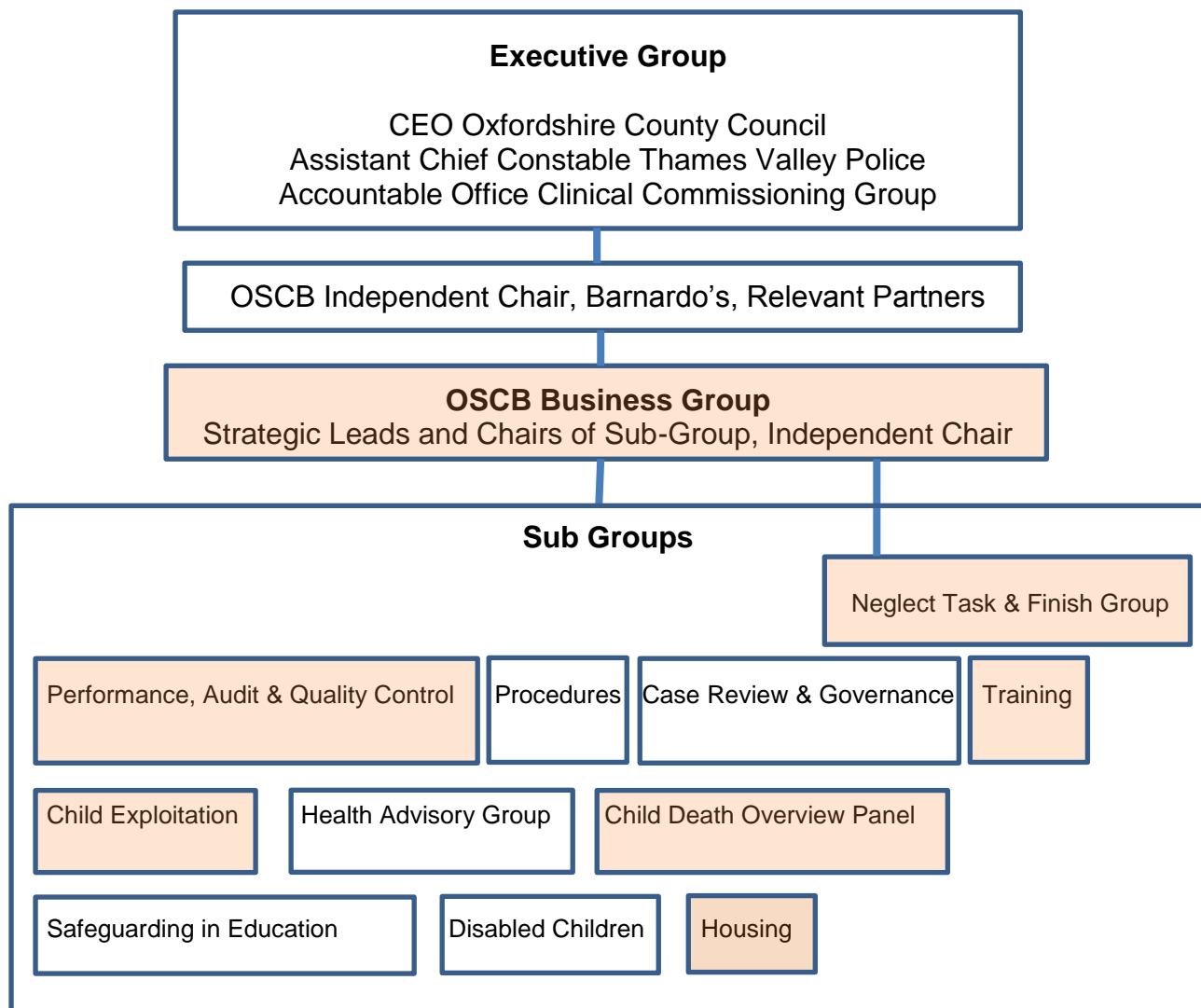
Oxfordshire Partnership Protocol Overview and Safeguarding Board involvement

The diagram below shows where the safeguarding boards fit within the JSNA and key partnerships.



Oxfordshire Multi-Agency Child Safeguarding Arrangement

Draft Structure chart – highlighted areas show Oxford City representation



Oxfordshire Adult Safeguarding Board

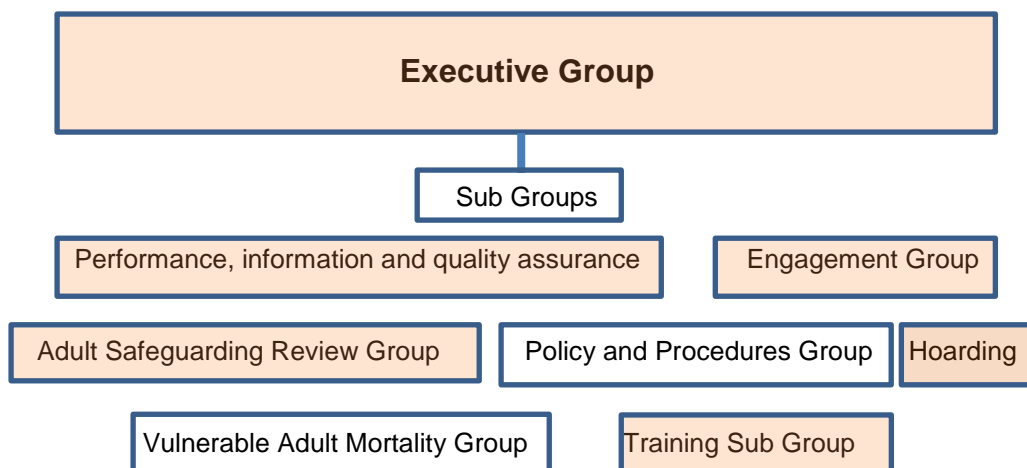
The three key members on the Oxfordshire Safeguarding Adults Board are:

- The Director of Adult Social Care, Oxfordshire County Council
- The Director of Quality, Oxfordshire Clinical Commissioning Group
- The Detective Chief Inspector, Protecting Vulnerable People, Thames Valley Police

There are senior representatives on the board from the following organisations:



Oxfordshire Adult Safeguard Board structure and sub-group participation



Appendix 3

Corporate Policy, Partnership and Communications

www.oxford.gov.uk



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, ACEX
Author	Rosie Woollcott
Date Reviewed	April 2019
Review due	April 2020
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
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11.	January 2016	Revised to reflect restructure in Designated Safeguarding Officers

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13.	April 2019	Policy and procedures revision updates for approval June 2019

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Section A – Safeguarding Policy

1 Introduction

- 1.1 Oxford City Council undertakes a range of activities that bring 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.

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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.
- 2.4 Safeguarding role and responsibilities are located appendix 4

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.

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- 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

- 5.1 This policy has been developed in accordance with the principles established by relevant legislation and guidance including:
 - The Children Act 1989 and 2004
 - Working Together to Keep Children Safe 2018
 - The Care Act 2014
 - The Mental Capacity Act 2005

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.

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- 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](#)
- [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](#) 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 All contracts include standard safeguarding requirements:
1. 'Where applicable the Organisation shall have policies and procedures in place that comply with Oxfordshire Safeguarding Adults Board recommendations as amended from time to time.'
 2. 'Where applicable the Organisation will ensure that it has in place protection and prevention of abuse and child protection policies consistent with Oxfordshire Safeguarding Children Board procedure manual as amended from time to time and will ensure compliance with these policies.'
- 8.5 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.

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

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- 8.6 Safeguarding guidance is included throughout our grant process within all service areas and through our formal procurement portal process.
- 8.7 When groups apply for grant funding from Oxford City Council, the organisation must provide its safeguarding policies.
- 8.8 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

- 9.1 The Safeguarding Coordinator will complete an annual safeguarding audit to measure the organisation's performance against standards set by the local safeguarding boards.
- 9.2 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.
- 9.3 This policy will be reviewed annually and goes through the Council's Scrutiny Committee and City Executive Board clearance process.

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Section B

Safeguarding Procedures

This section sets out the range of work that supports the implementation of the safeguarding policy. Step by step reporting and recording procedures are located in Appendix 1.

10 Training

- 10.1 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 encouraged to complete safeguarding awareness level training as a minimum. This should 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.

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- 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.

11 Safer Recruitment

- 11.1 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
- 11.2 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
- 11.3 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.'

12 Information Sharing

- 12.1 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.

² Protection of Freedoms Act 2012

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12.2 To meet the statutory requirements of The Care Act 2014 and The Children's Act 2004 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
- [Oxford City Council Data protection policy](#)

12.3 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.

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

12.5 There are 7 golden rules to information sharing:

- 1) Remember that the GDPR 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

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13 Modern Slavery and Duty to Refer

13.1 The Council has additional responsibilities to report all 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](#)

13.2 For procedures on reporting and referring an incident of Modern Slavery at Oxford City Council see Appendix 1.

13.3 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](#)

Section C

Safeguarding Guidance

14 General Guidance

14.1 What are your responsibilities?

- To keep safeguarding in mind at all times
- To carry out your duties in a way that safeguards
- To share your concerns
- To protect yourself from any allegations
- Remember to 'Think Family'. If you have concerns about an adult, consider the impact on the wellbeing of any children

14.2 How you may become concerned

You may become concerned about the safety or welfare of a child, young person or adult with care and support needs in a number of ways:

- The person may tell you
- The person may say something that worries you
- A third party may voice concerns

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- You may see something – an incident or an injury or other sign

14.3 What to do if someone discloses abuse to you:

- Listen – don't interrupt
- Don't show shock – react calmly
- Don't allow your shock/ distaste to show
- Do not speculate or make assumptions. Let them speak freely – don't ask leading questions
- For adults, ask them what they would like to do about what happened (unless you think they are at risk)
- Don't promise to keep it quiet
- Do not approach the alleged abuser
- Alert a Safeguarding Champion and your line manager within 24 hours

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

15.1 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

15.2 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.

15.3 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.

15.4 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 exploitation and abuse can take place for example sexual, drug, criminal and domestic abuse. Employees, members and volunteers should be aware that in conferring special attention as a favour upon a child, young person or adult at

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risk might be construed as being a part of a 'grooming' process, which is an offence.

15.5 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

15.6 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.

15.7 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.

15.8 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

15.9 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.

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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.

15.10 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.

15.11 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.

15.12 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

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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.

15.13 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.

15.14 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.

15.15 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.

15.16 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.

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

16.1 For the purposes of work experience placements, all students are regarded as employees.

16.2 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.

16.3 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:

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- 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.

17 Guidance on risk assessments

- 17.1 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.
- 17.2 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.
- 17.3 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](#)

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

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- 18.1 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.
- 18.2 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.
- 18.3 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

19 Use of taxis

- 19.1 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.
- 19.2 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](#)
- 19.3 Checklist for booking transport for children is available in *Appendix 4*
- 19.4 A Taxi booking form can be found in *Appendix 5*

Appendix 1

Procedures for reporting, referring and recording safeguarding concerns

These procedures are designed to be read and followed in conjunction with Oxford City Council's safeguarding children, young people and adults with care and support needs policy.

1 Safeguarding Procedures

1.1 Emergencies

Call police using 999 if

- There are immediate concerns for the person's safety or urgent welfare checks where there are serious concerns for the individual.
- You witness a crime (such as physical abuse) or if you are a victim of crime e.g. public order offences. You don't have to be the intended victim; you can be caused harassment, alarm or distress by someone's actions towards another.
- Someone discloses to you that they have just been the victim of crime and the perpetrator is still in the vicinity.
- ***Inform your line manager and a safeguarding lead at the earliest opportunity. Make a written record of the incident.***

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1.2 Raising a concern

Step 1. Inform your line manager. If you have concerns about a person's welfare you must inform your line manager and keep them updated about subsequent action.

Step 2. Consult a safeguarding champion. Safeguarding champions have completed advanced level safeguarding training. They will guide you through the referral process. Safeguarding champions will not take ownership of the concern or make referrals on your behalf; they are a resource for support and guidance.

Step 3. If necessary make a referral. In Oxfordshire there are different referral pathways for adults and children. A safeguarding champion will advise on the most appropriate action. See sections 2 and 3 for guidance.

Step 4. Record your concern on the Oxford City Council central reporting system MyConcern.

2 Adult Safeguarding

2.1 Adult Safeguarding Triage Team

- Tel: 01865 328232

If you've encountered an issue and are unsure if it is a safeguarding issue or not you can call and request a consultation with the Safeguarding Triage Team.

2.2 Safeguarding enquiry criteria

To enable the safeguarding team to begin investigating, your safeguarding concern will need to meet the criteria for a Section 42 (S42) safeguarding enquiry under the requirements of the Care Act 2014?

The requirements 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?

2.3 Safeguarding Referral

Safeguarding referrals go to Adult Social and Health Care. You can report:

- Online: [Safeguarding referral form](#)

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When a concern is raised with the Social and Health Care team, they will pass this information to the Adult Safeguarding Team. The wishes of whoever is the subject of the concern will always be listened to and acted upon, and then a decision will be made about what needs to happen next.

Safeguarding Champions should consult [The Adult Safeguarding Threshold of Need Matrix](#) before advising on a referral pathway.

2.4 Consent

Unless there is a risk to the person's safety you should gain the person's consent before making a referral. Always advise the person of your concern and explain the steps you will take. It is important that the person's wishes are known, when making a referral you will be asked if you have the person's consent and what they want to happen. You can make a referral without the person's knowledge if you have good reason to. The person making this decision must make a written record of their decision. If you are unsure seek advice from the Safeguarding Triage Team.

2.5 Urgent concerns

If you have urgent concerns for the safety or wellbeing of a person (that do not require police) contact Social and Health Care during office hours

- Tel: 0345 050 7666
- 8.30am - 5pm Monday - Thursday
- 8.30am - 4pm Friday
- In an emergency, out of hours please contact 0800 833408.
-

2.6 Care needs assessment

If your concerns is not about abuse or neglect but someone not receiving care when you think they should, you should request a Care Needs Assessment using the: [Assessment Form for Professionals](#).

2.7 Extremism

Protecting those vulnerable to extremism is a safeguarding issue: similar to protecting people with care and support needs from other harms e.g. neglect or exploitation.

If you are concerned about an individual being drawn into extremism you should follow safeguarding procedures.

- Inform your line manager
- Get advice from a safeguarding champion
- Refer Social and Health Care Team Tel: **0345 050 7666**

For more information see the [PREVENT](#) intranet page.

3 Child Safeguarding

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3.1 Multi Agency Safeguarding Hub

For urgent safeguarding concerns contact the Multi-Agency Safeguarding Hub (MASH) on **Tel: 0345 050 7666**

You should call MASH immediately if there is an urgent safeguarding concern, for example:

- allegations/concerns that the child has been sexually/physically abused
- concerns that the child is suffering from severe neglect or other severe health risks
- concern that a child is living in or will be returned to a situation that may place him/her at immediate risk
- the child is frightened to return home
- the child has been abandoned or parent is absent

Following a conversation with the MASH team you may be asked to submit a referral form.

[The Oxfordshire MASH Referral Form](#) for professionals only to refer children to social services.

Or you can email a report to MASH on the secure email on: mash-childrens@oxfordshire.gcsx.gov.uk

3.2 Locality Community Support Service

For emerging concerns that do not require an immediate safeguarding response contact LCSS on Tel: 0345 2412705 or email LCSS.Central@oxfordshire.gov.uk

Contact the LCSS if you wish to complete a No Names Consultation. This means you can discuss the issue and get help and advice without giving the name of the child or family.

3.3 Consent

When gaining advice or making a referral you should ideally do so with the families knowledge and consent. The MASH and LCSS will ask you if you have parental consent to share the child's details. If you wish to discuss a concern without a family's knowledge or consent you can do so via a No Names Consultation only.

There will be situations where it is not appropriate to ask for consent e.g. if the parent is suspected of abuse and doing so may put the child at increased risk. For further information sharing guidance please see the document below:

[Information sharing for practitioners](#)

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3.4 Child sexual exploitation

If a child has made a disclosure regarding sexual exploitation, or if you think a child may be at risk of being sexually exploited, please contact the Kingfisher Team on: **01865 309196**. Out of hours calls to this number will be diverted to the Thames Valley Police Referral Centre.

3.5 Radicalisation

If you are concerned that a child or young person is being radicalised;

- 1) Make safe, call 999 if you have concerns for the safety of the child, young person or the public.
- 2) Follow child safeguarding procedures
- 3) For more information see Oxford City Council [PREVENT](#) intranet page

3.6 Position of trust

If you have a concern about a professional or person in a position of trust you should speak to a safeguarding champion. They will contact the Local Authority Designated Officer (LADO) to report an allegation or concern.

- Tel: 01865 810603
- Email: LADO.safeguardingchildren@oxfordshire.gov.uk

3.7 Further information

Visit the OSCB procedures page to find out more about topics such as:

- private fostering
- child sexual exploitation
- female genital mutilation
- disabled children
- forced marriage
- children missing education
- preventing extremism

[Click here to visit the Procedures page](#)

3.8 Escalation

Designated Safeguarding Leads (DSLs) are responsible for handling escalation processes and inter agency disputes.

DSL with overall escalation responsibilities is:

- Dani Grantio – Policy and Partnerships Team Manager

The Council has signed up to the Oxfordshire Safeguarding Board's escalations policy.

[OSCB Escalation process](#)

4 Modern Slavery & Human Trafficking

4.1 Duties

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- If a person presents themselves at Oxford City Council as a victim of modern slavery the immediate safety of that person is paramount.
- You must share your concerns if you suspect someone is the victim of modern slavery even if they had not made any disclosures.
- Thames Valley Police and The Home Office must be notified of any victim or suspected victim of slavery or human trafficking regardless of whether they recognise themselves as a victim or accept help.
- If you suspect that modern slavery is taking place at a location, business or private premises you must share any information with Thames Valley Police.
- You must make a record of your concerns on MyConcern.
- Anyone under the age of 18 must be referred to the MASH.

4.2 Human Exploitation Coordinator

[Linda Ludlow](#) is the Council's Human Exploitation Coordinator. Linda must be informed if a disclosure of modern slavery is made, or if you suspect modern slavery is taking place.

If Linda is not available speak to any of the Safeguarding Champions for guidance.

4.3 National Referral Mechanism

Where there are reasonable grounds to believe that a person may be a victim of slavery or human trafficking, we must notify the Home Office.

If the person consents to enter the national referral mechanism (NRM), you use the NRM referral forms.

The National Referral Mechanism is for individuals to access support services.

4.4 Duty to notify MS1

If the person has not consented to enter the NRM, you must send the '[MS1: notification of a potential victim of modern slavery form](#)'.

This form should be completed with reference to the guidance, which is available from [The Home Office](#).

4.5 Recording

Always inform a Designated Safeguarding Lead officer that a referral has been made. Details of the incident and a record of the referral should be recorded on MyConcern.

4.6 Children

For anyone under 18 a MASH (Multi-Agency Safeguarding Hub) referral must be submitted form together with the completed NRM form.

5 Procedure for allegations against a council employee or volunteer

- 5.1 The Council has additional policy for managing allegations involving council employees or volunteers.

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[Policy and Procedure for Managing Allegations against Employees and Volunteers](#)

- 5.2 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.
- 5.3 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.
- 5.3 The Council's [Whistle Blowing Policy](#) is available on Keeping People Safe.

6 Procedure for reporting of child deaths

- 6.1 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.
- 6.2 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*.

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

- 7.1 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.
- 7.2 If you become aware that an adult with care and support need has died or has been seriously abused or neglected on council premises, you should inform:
- Head of Business Improvement: Tel: 01865 252233
- 7.3 If the death of a young person aged 16-17 or adult with care and support needs has or appears to have, resulted from violence, abuse or neglect by a

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person they are related to or who they have been in an intimate personal relationship or who is a member of the same household, this will trigger a Domestic Homicide Review (DHR). If appropriate the DHR will be carried out jointly with a Serious Case Review.

In such circumstances, you should contact either:

- Tim Sadler Chair of Oxford Safer Communities Partnership 01865252101
- Head of Business Improvement: Tel: 01865 252233
- Policy and Partnership Team Manager: Tel 01865 252111

8 Recording concerns

8.1 MyConcern



MyConcern is the central reporting system for safeguarding concerns raised by Oxford City employees and Councillors. The system is monitored by a core group of safeguarding champions. Each new concern is triaged by a member of the group. Where there are outstanding actions they will direct actions to be completed to the case owner and notify the relevant teams to follow up. Once referrals are completed (internally or externally) the report can be closed. A safeguarding champion will apply the relevant safeguarding flags.

Accurate reporting on MyConcern is essential to correctly interpret the data, complete lessons learnt and identify trends and training issues.

8.2 User information

User instructions can be found in [Keeping People Safe](#). If you would like a training session, demonstration or log in details please contact Rosie Woollcott - [Safeguarding Coordinator](#).

8.3 Recording concerns

Recording and reporting of concerns should be:

- brief
- factual – Who are you concern about, where do they live, what happened? Why are they at risk?
- have context – what was the purpose of the visit/interaction? Are they a council tenant? Are they known to other departments

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Remember

If making an external referral you can copy and paste in to the 'details' box. Include reference numbers and names of professionals spoken to. You can add more than one person to a concern. If you don't know the name put 'unknown' this can be updated later.

8.4 Referral details

Always apply referral details to the concern. This can be done through the 'Update Concern' option. Click on the concern you wish to update and go to the referral tab. Enter the date of the referral and choose from the list of agencies. Choose the outcome which is most appropriate.

8.5 No referral required

You may have discussed your concern with a safeguarding champion and decided that no further action needs to be taken. E.g. the situation is already being managed internally or by another agency. If there are no new concerns or information to give to the primary agency you should not repeat the same information. If there are new or escalating concerns about an on-going situation then you should record your concern on MyConcern and inform the primary agency.

Appendix 2

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.

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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)

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

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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

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Safeguarding roles and responsibilities

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

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.

The City Executive Board Member

Portfolio holder for Supporting Local Communities is responsible for safeguarding.

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.

The Policy & Partnership Manager

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.

The Policy & Partnership Manager 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.

The Safeguarding Coordinator

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. The Safeguarding Coordinator also leads on the development and implementation of Oxford City Council's Safeguarding Children and Adults with care and support needs

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policy and procedures and is responsible for the completion of the annual safeguarding audit and other reports to the safeguarding boards.

The Head of Business Improvement

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

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.

The Head of Business Improvement is the Chair of the Named Safeguarding Officers Group.

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.

The Head of Housing & Property

Is responsible for providing advice and guidance with regard to adults with care and support needs.

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.

All Line Managers

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

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.

Line Managers are also responsible for adhering to the appraisal process and for including safeguarding in 1 to 1s and team meetings.

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.

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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.

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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

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.³

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 child⁴

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.

Cuckooing

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,

³ Department for Education - Guidance on Child Sexual Exploitation –Definition and a guidance for practitioners, local leaders and decision makers working to protect children from child sexual exploitation February 2017

⁴ Department for Children, Schools and Families (DCSF) Safeguarding Children & Young People from Sexual Exploitation (2009)

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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.

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

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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. There is 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 can seriously harm the health of women and girls and 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

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- 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.

Human trafficking

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)

Modern Slavery

Modern slavery is the recruitment, movement, harbouring or receiving of children, women or men through the use of force, coercion, abuse of vulnerability, deception or other means for the purpose of exploitation.

Exploitation is defined as:

- slavery, servitude and forced or compulsory labour
- sexual exploitation
- removal of organs
- Debt bondage – being forced to work to pay off debts that realistically they never will be able to.
- 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)

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

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- 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.

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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.

Appendix 3

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.

Appendix 3

- 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.

Appendix 3

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

Appendix 3

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: 01865 243229
- 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@nspcc.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

Appendix 3

- Oxford Hub - Turning Point Oxford, Rectory Road, Oxford, OX4 1BU.
- Tel: 01865 261 690

To: Cabinet
Date: 12 June 2019
Report of: Executive Director Development
Title of Report: Seacourt Park & Ride Extension – Appointment of Main Contractor and Final Project Approval

Summary and recommendations	
Purpose of report:	To seek approval to appoint a contractor for the main contract works and for final scheme approval.
Key decision:	Yes
Cabinet Member:	Planning & Transport
Corporate Priority:	Vibrant & Sustainable Economy Clean and Green Oxford
Policy Framework:	Local Transport Plan 4 Oxford Local Plan 2036 (Submission Draft) Oxford City Council Corporate Plan, 2016-2020
Recommendations: That the Cabinet resolves to:	
	<ol style="list-style-type: none"> 1. Approve the appointment of ODSL as the main contractor to construct the park and ride extension, subject to final scheme approval; 2. Grant final scheme approval to enable the scheme, as amended, to be delivered within the budget of £5,156,122 approved by Council in February 2019; and 3. Delegate to the Director of Development, acting in consultation with the Heads of Law & Governance and Finance, and the Portfolio holder for Planning & Transport, the authority to enter into all necessary and appropriate contracts to implement the delivery of the proposed extension to the Park and Ride scheme at Seacourt.

Appendices

Appendix 1	General Arrangement Plan – Public Agenda
Appendix 2	Price submitted by ODSL – Exempt Information

Introduction and background

1. Planning permission for the proposed extension to the existing park and ride scheme on land to the north of Botley Road, and to the east of the existing park and ride scheme was granted, subject to conditions, on 12th March 2018.
2. In summary the consented scheme provided for:
 - 685 Additional car-parking spaces;
 - Provision of a landscaped buffer to the north, south and east of the site with associated landscaping;
 - Provision of 10 disabled car-parking spaces, located close to the proposed pickup and drop-off area;
 - A single storey building of 150sqm to provide customer waiting and toilets;
 - 30 cycle spaces across the site with the majority being located close to the waiting area located to the southern part of the site;
 - New pedestrian and cycle access route from the eastern part of the site onto Botley Road;
 - A new turning circle, bus pick-up/drop off servicing adjacent to the proposed customer building;
 - Provision of high level lighting, CCTV and stand-alone ticket machines;
 - Attenuation pond for flood compensation;
 - Integral landscaping and tree planting within parking rows.
3. The scheme to be delivered is substantially the same as that which achieved the grant of permission, but it has been necessary to incorporate some minor changes, which are either on land that comprises highway or otherwise comprise permitted development. See General Arrangement Plan at Appendix 1.
4. These minor changes to the layout comprise the following:
 - Retention of the turning area on the existing park and ride scheme. This will enable improved access from land to the west of the existing car-park for contractors employed by the Environment Agency to deliver the Oxford Flood Alleviation Scheme (OFAS).

- Re-positioning a short section of access carriageway to land just north of that occupied by the Garage. This is because further work has shown that the incorporation of a section of existing road currently owned and used by the Garage for access and deliveries, as part of the internal circulation carriageway as originally envisaged, will not work in practice.
 - The main vehicular access junction has had to be slightly modified in order to better relate to the County Council's planned Botley Road Corridor Scheme and to meet the S278 Highways Act 1980 requirements.
 - There have been very minor changes in the vicinity of the western boundary of the proposed extension to accommodate the requirements of the Environment Agency, particularly concerning flood mitigation and the planned OFAS works.
 - Taken together these changes have reduced the number of additional car-parking spaces from 685 to a total of 596. Notwithstanding this, the payback period still falls within an acceptable range.
5. Various interested parties including the Mid-Counties Co-op Ltd, Johnson Cars Limited, Oxfordshire County Council, the Environment Agency and the prospective contractor (ODSL) have been informed of these changes and provided with updated plans.
 6. Alongside finalising plans for the proposed park and ride extension, it has been necessary to address other matters, in particular arrangements to secure the physical implementation of the scheme. To this end various discussions have been held with ODSL and as a result of this process, ODSL have recently submitted a price to deliver the main contract works and this has been subject to a tender review exercise. The price now proposed by ODSL is detailed at Exempt Appendix 2.
 7. The main contract works will be regulated via a contract, the form of which would be based on a New Engineering Contract (NEC) 3 Option B (with Bill of Quantities).
 8. Subject to the Cabinet granting final scheme approval and approving the appointment of ODSL to deliver the main contract works, officers have made arrangements to use White Young Green (WYG) to perform the roles of Contract Administrator and CDM Co-ordinator, in accordance with the Construction (Design and Management) Regulations 2015.

Options Considered

Not implementing the scheme.

9. This would mean halting work now and not proceeding with the physical implementation of the scheme. This would result in abortive fees as various consultants have been employed by the Council to, for example, design the scheme, obtain planning consent, produce a programme/ independent cost estimate and to develop the draft contract documentation.
10. Financially it would mean forgoing the additional income from car-parking of approximately £193k per annum set out in the Councils Medium Term Financial Strategy.
11. More importantly, not improving the existing park and ride facility would undermine the policy of discouraging the use of the private motor vehicle in the City Centre.

This option is not recommended.

Implementing the scheme using ODSL as the main contractor

12. ODSL as a Teckal company is exempt from the Public Contracts Regulations 2015, and in effect ODSL can be regarded as an arm of the Council. This does not provide exemption from the duty to address best value. Here, ODSL have submitted an independently evaluated competitive price, offer operational flexibility, which is considered key here due to the interface of the proposed Park & Ride extension with works proposed to be undertaken as part of the Oxford Flood Alleviation Scheme; apply Council policies concerning things like the Oxford Living Wage; support a local workforce; use, to the extent possible, the local supply chain, and potentially provide indirect benefit to the Council tax-payer through the payment of dividend to the shareholder (which is the Council), and as such their appointment is considered to provide best value in this instance.

This is the recommended option.

Implementing the proposed scheme using an external contractor selected via a pre-procured Framework or via Open Market Tender

13. These alternative procurement routes are always open to the Council, but at this stage taking either of these options would introduce an element of delay compared to using ODSL, which as a Teckal company is exempt from the Public Contracts Regulations 2015 and is able to start on site somewhere between the end of June and mid-July 2019. If ODSL had not submitted an independently examined competitive price or if they could not reasonably demonstrate that they adequately addressed best value, then it would have been appropriate to select one of these alternative options to obtain a suitable contractor to deliver the main-contract.

This option is not recommended.

Other implications

Crime and Disorder

14. There are two groups of issues here:

- During construction the contractor will take care to ensure that the site is appropriately contained and supervised at all times, in order to not only deter unauthorised access and possible criminal activity, but also to promote public safety.
- The completed scheme will incorporate high-level lighting and CCTV to deter crime and promote public safety, and the design will also make it more difficult for unauthorised vehicles to access the site.

Health and Safety Implications

15. The Council is classed as a Commercial Client under the Construction Design and Management Regulations (CDM) 2015, and must perform specified duties; these include making suitable arrangements for managing health and safety during the project and ensuring that other competent duty holders are appointed. To this end the Council has appointed WYG as Principal Designer and Designer.

16. The Designers duties include planning, managing, monitoring and co-ordinating Health and Safety in the pre-construction phase of a project throughout the design process. By contrast the Principal Designer performs an important role in influencing how risks to Health and Safety are managed throughout a project.

17. WYG's dedicated site management team will, assuming that Cabinet grants final scheme approval, carry out the duties under the CDM regulations for the duration of the construction phase and will continuously assess Health and Safety on behalf of the City Council.

Environmental Implications

18. The current policy of the City and County Councils is to encourage the use of P&R sites and to discourage the private motorist from driving into the City. This policy has been extremely successful in reducing city centre congestion and pollution.

19. In order for the P&R sites to remain an effective measure of control, there obviously needs to be an appropriate level of capacity in the sites to meet demand. If there are insufficient sites and/or capacity does not exist, then potential customers will be forced to seek parking elsewhere, probably resulting in slow journeys around city streets, contributing to congestion and creating avoidable emissions.

20. As the amount of city centre parking is reduced and the zero emission zone (ZEZ) is introduced, it is reasonably anticipated that the requirement for P&R parking will increase. It is therefore appropriate that additional provision is made to enable and support a positive and sustainable change in customers' behaviour. The consented scheme also makes provision for some additional electric vehicle charging points.

Sustainability Implications

21. The consented scheme provided for a:

- Ground source heat pump to provide space heating and hot water for the proposed single storey customer focused building;
- Sustainable urban drainage system for all hard surfaced areas;
- Sedum-planted green roof for the proposed single storey customer focused building.

22. More generally, issues concerning sustainability were considered as part of the planning application that was determined by the Planning Committee in January 2018, following which the Planning Decision was issued on 12th March 2018.

Financial implications

23. The capital budget for this scheme is now approximately £5.156m. It is envisaged that the majority, if not all of the scheme, will be funded from the Community Infrastructure Levy, with any balance being drawn from the Council's Capital Financing Reserve.

24. This needs to cover expenditure to date, consultant fees, miscellaneous expenses, contingency and the main contract works.

25. The contract price submitted by ODSL to deliver the consented scheme, as modified, can be accommodated within the existing budget whilst allowing an externally recommended level of contingency.

26. In terms of the Council's revenue budget, the Medium Term Financial Plan, includes an annual contribution of £193k per annum, from 1st April 2020. Clearly some adjustment will be necessary because the estimated completion date is now July 2020.

27. In terms of the business case, the current scheme (as modified) would, assuming that all of the budget provision was utilised, provide a payback period of approximately 17 years, assuming that there were inflationary increases to car-parking charges. Further details are contained in Exempt Appendix 2 (attached).
28. The award of the main works contract to ODSL is considered appropriate in best value terms because their price was competitive compared to an estimate produced by an independent quantity surveyor which was examined via a tender evaluation exercise. The employment of ODSL will contribute to their profitability, where the Council, as shareholder, is able to receive dividend, which provides indirect value to the Council tax-payer. In addition ODSL support the Oxford Living Wage, employ a largely local workforce and make an increasing use of local sub-contractors and the local supply chain, which all presents additional social and economic value.

Legal issues

29. The Council exercises control of ODSL, it has no private shareholders, and at least 80% of its activities are carried out in the performance of tasks entrusted to it by the Council. In short ODSL enjoys the benefit of Teckal company status.
30. Amongst other things, this means that ODSL falls outside of the Public Contracts Regulations 2015 with regard to:
 - Public contracts awarded by the Council
 - Public contracts awarded by ODSL to the Council
 - Public contracts awarded by ODSL to “another legal person controlled by the Council.
31. The Council is therefore quite within its rights to award the main contract works for the proposed extension of the park and ride scheme to ODSL.
32. Notwithstanding this, the Council still has to satisfy itself that the award of a contract to ODSL reasonably provides ‘best value’ under Section 3 of the Local Government Act 1999. As a best value authority the Council must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Given the context within which ODSL operates this can be demonstrated via an independent valuation exercise, informed by the ‘social value’ of the contract, such that the proposed price submitted by ODSL is a genuine market price.
33. The Council must also be satisfied that awarding this contract to ODSL does not confer an unlawful advantage on ODSL, and therefore does not constitute illegal State Aid. State Aid is any assistance or subsidy given by a Member State which distorts or threatens to distort competition. State Aid can appear in many guises and is effectively anything that is provided at below market value.
34. Economic transactions carried out by a public body such as the Council do not confer an advantage on the other party (ODSL), and therefore do not constitute illegal aid, if they are carried out in line with normal market conditions. This circumstance is normally referred to as the Market Economy Operator Principle (MEOP). In order to determine whether a public body’s commercial arrangements constitutes State Aid, it is necessary to assess before any transaction is entered into whether, in similar circumstances, a private market economy would have been prepared to enter into the contract in question.

35. In accordance with the Draft Guidance issued by the Commission, the Council has considered a price as determined via an estimate prepared by an independent quantity surveyor and a tender evaluation exercise informed by an independent quantity surveyor acting on its behalf, and is satisfied that the contract price is in line with market conditions and prices prevalent in the Oxfordshire.
36. It is envisaged that the actual works would be awarded with an NEC 3 (Option 3 – with Bill of Quantities) contract. This is an appropriate form of contract for the type of work necessary to deliver the park and ride extension.

Level of risk

37. The timing of delivery for this scheme has been dependent on the programme for the proposed OFAS. Until relatively recently it was unclear how OFAS would affect the proposed works to extend Seacourt Park & Ride. It is now clear that the majority of the extension works can be completed prior to OFAS commencing on site, and that a relatively modest level of mitigation will be required. It is envisaged that any additional work and expenditure incurred by the Council as a result of OFAS will be refunded by the Environment Agency. This risk is being mediated by an agreement between the Council and the Environment Agency, which is currently in the process of being finalised.
38. An obvious risk concerns the weather. As with all NEC3 contracts the risk associated with adverse weather events lays with the employer, which in this case is the Council. These can only be mediated to some degree by taking the opportunity to compress the contractors programme where possible by, for example, working longer hours in dry periods, although scheme contingency could be drawn upon to the extent possible to offset these additional costs should they arise.
39. There are potential risks concerning ecology. To be clear the Council is obliged to have full regard to the relevant legislation here, including the Protection of Badger Act 1992, and to proceed accordingly. Whilst appropriate mitigation works have already been undertaken on site, the services of an ecologist have been retained to provide advice, as may be necessary, as the Council moves forward.
40. As in any construction project there is always the possibility that a contractor either does not resource the job to the extent required or makes detailed changes to the scheme as it is built on site. This category of risks will be mediated by WYG who have been appointed to administer the contract on behalf of the Council (as client) and where provision has been made for them to have a sustained presence on site throughout the period of construction, allowing any potential issues to be dealt with efficiently.

Equalities impact

41. These matters were considered as part of the determination of the planning application which received the grant of consent on 12th March 2018. At a high level, the scheme provides for crossing points with dropped kerbs, a new customer building incorporating a toilet for the disabled, a number of designated disabled car-parking spaces, appropriately designed and sited signage and new lighting. The Council would however expect the recommended contractor to have regard to the provisions of the Equality Act 2010 at all times.

Conclusion

42. The plans to extend the Seacourt Park & Ride facility (as modified) are little different to those which obtained the grant of permission on 12th March 2018. This report therefore confines itself to a request for final scheme approval and for permission to appoint a contractor to undertake the main-contract works. The recommended contractor is ODSL.

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Background Papers:

- Seacourt Park & Ride Extension – Draft NEC3 Contract, OCC (Exempt information).
- Seacourt Park & Ride Extension, Due Diligence Tender Review, WYG (Exempt information).



FOR INFORMATION ONLY

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Project: SEACOURT PARK AND RIDE EXTENSION
BOTLEY ROAD, OXFORD

Drawing Title: APPENDIX 1
GENERAL ARRANGEMENT

REV	DESCRIPTION	BY	CHK	APP	DATE

Scale @	A4	Drawn	Date	Checked	Date	Approved	Date
1:2000	IF	22/05/19	MR	22/05/19	MR	22/05/19	
Project No.	Office	Type	Drawing No.	Revision			
A081175-28-6	35	12	SKETCH	-			

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