LEISURE BEST VALUE REVIEW – FINAL REPORT

DOCUMENT CONTROL

Document	**Leisure Best Value Review – Final Report**
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REPORT FRAMEWORK

This Best Value Review has been carried out in line with Oxford City Council's Best Value Review methodology which was agreed by Executive Board in October 2004. The scope of the Best Value Review was agreed by Finance Scrutiny Committee in December 2005. The outlined objective of the project is to undertake a Best Value Review of the Council's formal provision of sport[1]. The review will be governed by the 4 Cs – Consult, Compare, Compete and Challenge. In particular the review will focus upon:

- To <u>consult</u> on the current provision of Oxford City Council formal provision of sport in line with community needs. The focus of this will be on producing a 'baseline statement' establishing the current service provisions

- To <u>compare</u> whether the sports services deliver value for money in comparison with other Local Authorities and external providers of leisure facilities such as the private, voluntary and academic sectors

- To review the provision of non-Council sports facilities within Oxford City; to investigate collaboration with existing non-Council facilities

- To <u>challenge</u> why the Council provides the Leisure Centre function

- To analyse the alternative options for Oxford City Council to deliver its sports services.

- To produce recommendations for the potential to improve the current sports infrastructure

- To agree recommendations as to how Oxford City Council delivers its sports services

- To ensure a continuous 'golden thread' from the Council's strategic objectives through to the Best Value recommendations

This Final Report follows the Audit Commission's self-assessment framework. In order to objectively rate the current service provision and its prospects for improvement the Audit Commissions' Key Lines of Enquiry (KLOE) will be used. Further information on this can be found in Appendix A.

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[1] This phrase encompassed Leisure Centres and the outdoor sports pitches. This report refers to these as sports services.

SUMMARY

Oxford City Council has a poor sports service with uncertain prospects for improvement.

The Council is a direct provider, key partner and enabler for a range of sporting services including leisure centres, swimming pools, sports pitches and an ice rink. In 2005/6 the Council spent £3.17 million annually on these services.

The Council has set out its ambitions for sports services in a series of strategy documents but has not fully transformed these into clear headline targets for the service. There is no strategic plan for the services which identifies headline long and medium term outcome targets for key corporate drivers such as health and social inclusion. The contribution that cultural services make to the Council's priorities is not clear or understood within the Council. The service has its own vision and plan but links to the delivery of corporate priorities are not explicit.

KPMG undertook an audit of the Leisure and Events services in 2006 which described the level of control as unacceptable. The key areas of concern were around procurement, health and safety and income management. An action plan has been agreed and staff are working to rectify these issues.

Whilst the Service has some knowledge of local needs this is not comprehensive. The impact and outcomes of activities and services are not measured. Service standards are not articulated and communicated and currently there is limited ICT access. Furthermore there is limited knowledge about the needs of non-users for leisure facilities. In some cases, such as the renovation at Blackbird Leys Community Centre, the community have been engaged in consultation but not enough has been done to meet their needs.

Access to services varies. The Council has a number of positive elements aimed at promoting access particularly for younger people such as free swimming for under 17s. The majority of facilities comply with the Disability Discrimination Act there is still work in the capital programme that needs to be undertaken. Opening hours of the key facilities are used to maximize efficiency and usage. The services have no clear policies or targets on ensuring equality of access of diversity of usage. Overall, the Council does not know how effective some of its access initiatives are.

The Council is unable to demonstrate service outcomes in many aspects of its sports services. For too long the Council has focussed its attention on budgetary aims ignoring its wider agenda. Its approach to its strategic objectives is inconsistent and unclear. The indoor facilities in particular need to plan in terms of providing facilities where they are needed, but indoor leisure facilities are unable to demonstrate significant inroads into improving health. Satisfaction rates are high for users but significantly less so for non-users and there are significant gaps in the Council's understanding as to why this is.

Value for money is not being consistently delivered across sports services and far from being embedded within the service. The service has a high number of indoor facilities making it more expensive than other more planned service provisions. Performance indicators reflect services delivering minimum standards compared to other authorities; expenditure is high with average satisfaction and income. Outcomes are not measured in line with the strategic objectives. However several capital programmes have been successfully delivered such as the building of Barton Pool and renovation of Ferry Sports Centre. Several of facilities, parks pavilions and some leisure centres, are now aging badly with large future maintenance costs.

Capacity within the service has not been maximised due to a lack of effective cross-departmental working, service planning within the Council is inconsistent and some deadlines are not being met. A robust corporate medium-term financial plan is not in place. Until this is completed the Council cannot show progress and cannot remain focused on important activities. The Council is poor at attracting external funding to improve sports services and at enhancing capacity through partnership working.

Performance management is not fully informed by clear strategic aims for cultural services. The Council is unable to assess impact on key areas particularly social inclusion, health, the economic contribution of tourism, or improving value for money. Performance monitoring is improving through service plans. However in key areas, such as sports pitches, attendance is not measured. Where information is captured a picture of consistence performance rather than growth or decline is portrayed.

SCORING THE SERVICE

	Prospects for improvement?					'a poor service that has uncertain prospects for improvement'
Excellent						
Promising					A good service?	
Uncertain	☼					
Poor						
	Poor	Fair ★	Good ★★	Excellent ★★★		

The sports service is a poor, no star service due to the following reasons:

- The Council has not fully transformed its ambitions for sports services into clear outcome targets for sports services.
- The Council's understanding of local need is partial - it has a limited knowledge about the needs of non-users for facilities and the current and the emerging needs of prospective users.

- The Council is unable to demonstrate its services are delivering significant outcomes against key priorities
- Sports services have limitations in the way they communicate with customers through marketing, capturing user feedback and through websites.
- The overall contribution to corporate priorities of sports services is unknown.
- Performance management is weak meaning that outcomes in areas such as health, social inclusion or education are not consistently measured and evaluated.
- KPMG Audit outcomes
- Overall, sports services in Oxford offer relatively weak value for money with high spending and for average resident satisfaction. Many facilities are ageing with high future maintenance costs.

However:

- New senior management team in place
- Good level of political and community interest in the services
- New Leisure strategies agreed in May 2006
- Body of experienced staff
- Infrastructure of leisure facilities and sports pitches in place
- Improvement plan from KPMG Audit

Sports services have uncertain prospects for improvement because of the following:

- Performance management within sports services is weak with gaps in key information such as usage of sports pitches.
- The Council has not had a clear vision of what it wants to achieve in sports services and this lack of clarity of purpose has hindered planning for the future.
- Plans are mostly operational and not forward-looking or setting a clear strategic direction for the services.
- Plans are not joined up with other providers of sports facilities such as Neighbourhood Renewal and Community Centres
- Information about the performance of Oxford City Council's sports services is insufficiently developed for the Council to assess and monitor impact or track progress towards delivering improved value for money.

However:

- There are some improvements in sports services, such as renovated (and new) facilities, increased partnership working with kiosks and Alexander Courts, ranger service, increased centralised working around marketing, quality and performance.
- The Council is developing its performance management systems and starting to specify clearer targets. It is improving its approach to financial management and there is some evidence to show that it is beginning to allocate resources in line with high level policy decisions. But this is not embedded and its implementation is at a very early stage.
- The Council is has appointed new senior managers who are committed to taking the service forward.

RECOMMENDATIONS

Through the course of the Best Value Review an issues log has been maintained to cover all of the challenges faced by the service. A full list of the issues and their recommendations can be seen in Appendix D. Each issue has been allocated a priority which was agreed at through discussion with the Project Board and Project Team. This section only highlights those issues of a high priority. The recommendations have been grouped under broad 'areas for review' which are outlined below. These areas for review were initially introduced in the Baseline Statements.

Business Planning
This is being formalised alongside the appraisal process. Formal business plans for each facility and the service should be produced and reviewed on a regular basis. Before this can be truly effective the budget setting process and management information issues need to be resolved. Budgets for 2005/6 appear to have varied wildly through the course of the year. If staff are to operate to a performance management regime then this cannot happen to this degree.

Communication
Joint working across all facilities and across the Council needs to be improved. Key areas such as the relationship between leisure centres and community centres needs clearer direction if officers are to maximise opportunities.

Corporate Approach
Expand upon the recent moves towards more corporate working. An advertising/marketing role and quality/performance role have recently been created. However these are seeking to address issues only within the Leisure service. These should be broaden to encompass all sports services.

Maintenance and Supplies
The Council has no coherent supplier strategy or clear maintenance programme. A maintenance manager has been advertised. Supplies should be procured centrally and potentially with other local authorities. Maintenance processes should be reviewed and roles/responsibilities made clearer for each site. The future maintenance programme needs to be clearly documented.

Management Information

LeisureFlex does not currently provide the level of information required. A project is underway to upgrade the system to the latest version to rectify this issue. Staff need to review the capture information regarding the diversity of its users. Customer satisfaction is only formally measure on a three year basis which needs to be more frequent. The parks service does measure attendance and its financial information, in particular its income, is captured through different and not consistent mechanisms. Parks should seriously review their management information and in particular their IT usage.

Membership Architecture

No pricing strategy has been agreed with the members. Each year prices are reviewed and increased. However there is no clear picture as to why prices have been set at certain levels. Benchmarking exercise showed that certain activities such as badminton and squash need revising. Slice card needs to be reviewed as it is not hitting target markets and is under utilised when compared with other authorities. Staff slice should be agreed by Executive Board as subsidised benefit for staff.

Performance Management

Targets beyond budgetary need to be set for all management in line with strategic objectives. The targets then need to be monitored on a regular basis.

Promotion/Advertising

A formal marketing strategy needs to be produced with supporting funding. Non-users of the service have poor preconceptions of the service.

Sports Leisure Strategy

Focus away from budgetary targets to outcomes in line with the strategy. Where do the community centres fit within this strategy? No clear medium or long term outcomes in the strategy. This is more of an aspirational document than a working template for staff to operate to.

Staffing

Key issues such as the staff contracts are beginning to be addressed through a formal contract review. This process needs to be continued. The benchmarking review highlighted that Oxford has higher staffing levels than the other Councils.

Targeted Services
The sports services need to document and agree, in line with the strategies, their target markets, users and sports. These will help focus the services to achieving their goals.

High Priority Action Plan

Ref	Area for Review	Action
43/41	Business Planning	No systematic approach to business planning: • Create overarching departmental business plan linked to council vision. • Alignment of Vision to Strategy to Operations • Produce service/facility specific business plan maintaining the 'golden thread' approach.
42 95	Business Planning	Business planning Average Satisfaction - Audit Commission, no robust process for measuring satisfaction: • Set up systems that continually monitor customer satisfaction levels for all aspects of the service. Incorporate data into service business plans.

47/58	Communication Plan	No communication plan: • To ensure all staff are fully engaged and involved. • Joint working across sites sharing best practice between sports centres, community centres, sport pitches etc.
4/121	Corporate Approach to Sport	No Strategy includes a corporate approach to sport: • Define Sports Development function and role • Following a needs assessment of the local communities design an integrated approach to sport that links sports development and other agencies increasing the utilisation of Oxford sports facilities.
24/50/ 67/12 6/92/9 8	Sports and Leisure Strategy / Maintenance and Supplies	• A comprehensive review of the facilities is needed to produce a facilities strategy. The review will establish their current condition, viability and level of capital investment necessary for improvements. • A comprehensive review of the management options for the future running of the leisure centres considering rationalisation and viability.

62 83 86 87 122	Maintenance and Supplies	No maintenance manager in place: Employ maintenance manager to – • Consolidate and understand the current maintenance Programme • Work with procurement to consolidate contracts for all supplies and services, the current contract with Honeywell has expired but is continued on a monthly basis • Building Condition Surveys needed to understand maintenance requirements.
49 78 120	Management Information	Leisureflex Project: • To improve and provide an accurate income and utilisation reporting system. • Review utilisation of the centres including school holidays.
66 73	Membership/Charging Architecture	No formalised Pricing Strategy in place: • Review and benchmark slice card and charging options following a needs assessment for users and non-users.
27/22	Performance Management	Regular performance management of managers: • Implement performance management system and specific performance development plans for staff maintaining the 'golden thread' approach.

91	Performance Management	No corporate PI's: • Set New Performance Indicators. • Improve Performance Management Regime through benchmarking.
2/5/96 /69/74 /52/53	Targeted services	Need to increase revenue and utilisation. Produce a departmental marketing plan will: • Identify target markets and their needs and set out service/programme development, advertising and promotional plans that meet these needs and markets e.g. Re-launch slice card. • Introduce a robust system that can continuously monitor customers perceptions of our services. • Clear definition of market position Competing with private sector / market positioning; what is the target market and what are the target sports?
17/19/ 30/37	Staffing	Benchmarking costs for staffing high and inflexibility with altering contracts of employment. • Review Levels of casual Staff • Review consistency of Job Descriptions across sites • Review Rotas embedded with Contracts • Review Volume of staff within Leisure

REPORT
CONTEXT

The locality
Oxford is a city in the south of England known for its world class university, as well as being an important centre of tourism, car manufacturing and light industry. It is well served by road and rail links to London, the Midlands and the South.

The population of 142,000 residents is increased by 30,000 university and college students and 50,000 language students. There is a higher than average black and minority ethnic (BME) resident population, with established Chinese and Afro-Caribbean communities and the more recent arrival of East Europeans.

There is a healthy local economy, with low-levels of unemployment. This and regional factors have resulted in a very high house price to local incomes ratio, leading to very high levels of housing need. There are pockets of deprivation notably on the council's Blackbird Leys, Barton and Rose Hill estates, which are located on the periphery of the city.

The Council
No party has overall control of the Council. There are 17 Labour, 18 Liberal Democrat, 8 Green, 4 Independent Working Class Association and 1 Independent councillor. The Council is run by a Liberal Democrat minority administration.

The business of the Council is governed by an Executive Board, six overview and scrutiny committees and six area committees. The management of the Council is organised into three directorates that comprise of a total of 18 business units. Those most relevant to this review are:

- Leisure and Cultural Services, who manage the Leisure Centres, playing pitches, cemeteries, parks and events;

- Neighbourhood Renewal team, who have overall responsibility for healthier communities and community centres;

- The Strategy and Review team, who produced the Leisure Strategies;

- Human Resources;

- Finance asset management; and

- Built Environment, who help maintain the property portfolio

The Council was judged to be weak in the 2004 comprehensive performance assessment (CPA) undertaken by the Audit Commission. In June 2005, a review of progress was made by the Commission. It found the following.

- Many of the building blocks for improvement are in place but their application is inconsistent across all services. For example, performance management is inconsistent, though the framework is in place.

- The value for money of many services was highlighted as a weakness, with the procurement strategy not yet fully developed.

The Council's Sports Services

Oxford City Council is engaged and delivering sports services in a variety of ways. There are a range of sports facilities provided by the Leisure and Cultural Services business unit. These services are delivered by the Leisure team, broadly providing indoor facilities such as swimming, gyms and ice skating, and the Parks team, focussed on outdoor facilities such as tennis, bowls, athletics, football and rugby. Although outside the scope of the review the Neighbourhood Renewal unit manages Community Centre, which are largely autonomous, but do provide comparable services such as dance classes and indoor football. Significant partnerships include the following:

- Joint Usage Agreements with the County Council for several facilities

- Alexander Courts

- Park Kiosks

- Oxford Swim Club to provide swimming lessons in City Council facilities

- Oxfordshire Sports Partnership

This focus of this review of the Council's sports facilities considered the effectiveness of the above service activity and approaches in meeting local needs. It also assessed the service's success in achieving value for money, delivering improvement, managing performance and ensuring there is sufficient capacity to improve services.

HOW GOOD IS THE SERVICE

THEME 1: DIRECTION

What has the service aimed to achieve in terms of:

1.1 Community and user needs?

No clear service aims to support local and national priorities for health, safer and stronger communities, economic vitality, learning and improving the quality of life for local people. The service does cross over with national aims such as promoting healthy living in children e.g. free swimming for under 17s. No evidence supporting a planned approach.
The service does not know the needs of it's local communities although there are a broad range of activities and programmes in place.
Has a leisure strategy that does not specify service aims for the community. No sports development strategy in place.

1.2 National and local priorities?

No clear service aims in meeting local needs and aspirations or meeting national/regional agenda's. Feedback systems in place and analysis completed. No evidence that actions are taken from feedback and communication to influence the shape and delivery of the service.

1.3 Wider corporate ambitions, strategies and priorities for improvement?

Previous management options have been considered looking at external trusts, private contractors and in-house capital investment. Due to the lack of a robust strategy and several periods of political change no decision has been made on the future of the leisure service or priority areas for improvement.

THEME 2: ACHIEVEMENT

Access, customer care and user and / or community focus

2.1 Are the needs of citizens and users at the heart of the design and delivery of the service now and in the future?

Decisions relating to planning, managing and delivering services are based on some understanding and knowledge of local needs from surveys and other consultations, but gaps in understanding means that service planning and delivery to meet local needs is not fully effective.
There is evidence of service reviews and improvements and changes to services in response to feedback and local people's comments, but this does not take place across all services. There is some joined up service planning and delivery but also some independent and "silo" working.
The council can show that it has taken some steps to procure, support, prioritise, and work with others to provide services as appropriate to the local context and cultural marketplace. The council is effective in shaping and influencing parts of the cultural market and in drawing together a number of key players and providers.
There is a general awareness of local needs among councillors, managers and staff and this informs many areas of services on offer. The lack of a detailed or higher level of awareness means that not all aspects of services are user-focused.
Services use a reasonable range of information including the ethnicity, vulnerability and disability of service users, and services are planned, prioritised and delivered in a non-discriminatory way.
Children and young people, older people and target communities have opportunities to express their interests and aspirations with regard to the cultural sector, but consultation is sometimes irregular or lacks co-ordination.
Services work reasonably well together in a number of areas in trying to ensure that children and young people have access to affordable cultural activities, but there are some gaps which results in lack of opportunities for some.

2.2 Is the service accessible, responsive and based on a robust understanding of local need?

Many but not all services comply with requirements for access for local people and the access needs for children, young people, older people and target communities are not effectively addressed across these categories of potential users.
The large majority of services are located in appropriate locations and settings, and opening times in the majority are convenient for users. Physical access has been made possible for service users through adaptations and alterations and the majority of services meet DDA regulations. Services can be accessed and booked via remote means such as websites, email and phone, but lack of publicity means that take up is not as good as it could be.
There is evidence to show that the majority of services develop and change in response to feedback, user comments, and complaints from users and local people. Feedback is encouraged across services and responses are acted on consistently.
There is some evidence that the service understands the reasons for non-use or under-use of provision and some steps have been taken to address these where appropriate. The service has a partial understanding of its markets and this goes some way to inform planning and promotion.

Children and young people have access and opportunities to a number of varied safe, affordable formal and informal sporting opportunities within easy reach of home.

Service provision for older people and target communities is available but not consistent across all service areas and there is not a fully effective match between provision and needs.

2.3 Are service standards clear and comprehensive and have users been involved in setting them where appropriate?

Service standards exist for most large service areas and they are available to users and non-users, at least on request. There is some translation and interpretation where necessary and users are generally sure about what levels of service to expect.

There is evidence to show that users and local people have been involved in setting standards in most, but not all, areas of service where they apply, and the views of children and young people, older people, and target communities have been acted on.

2.4 Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?

A mechanism exists for involving local people formally and informally and is used on a regular basis, including both users and non-users of services. Most sections of the community participate in consultation and barriers of age, language, physical access or sensory impairment are minimised.

There is evidence of arrangements to involve children and young people, older people, and target communities in consultation processes, but their views are not proactively sought out and as a result the potential in their involvement is not maximised.

Cultural services are represented in most but not all corporate consultation initiatives and consultations on quality of life, learning, health and safe communities.

Diversity

2.5 Does the delivery of the service embrace equality, diversity and human rights and ensure that all users, or potential users, have fair and equal access?

The service understands its local community and makes use of census and other information, including that of stakeholders and partners, to plan, deliver and improve its services, but this is not consistent across all aspects of service or ongoing.

The service works with local communities but there are some inconsistencies in ensuring fairness, equity or representation in service take-up. Marginalised groups are not confident that their voices are heard.

The service does not discriminate directly or intentionally against any person or other organisation on the grounds of race, ethnic origin, disability, nationality, gender, sexuality, age, class, appearance, religion, beliefs, responsibility for dependants, unrelated criminal activities, or any other matter which causes a person to be treated with injustice.

The staff mix across service areas reflects the community being served in the majority of service areas; most managers and staff have received training and information to ensure that policies and procedures work in ways that do not discriminate.

Diversity, equality and human rights implications of proposed service decisions or actions are considered before action is taken. Service policies and practices have been reviewed for the equalities and human rights legislation. Some changes have been made as a result and good progress is being made in addressing remaining weaknesses.

Diversity, equality and human rights implications of service decisions are considered before action is taken but not on a consistent basis, for example when agreeing and adopting policies, procedures and strategies, or in consultations with local people.

The service makes efforts to raise awareness with managers and front-line staff across many service areas beyond responding to legal challenges and complaints when they happen.

Most services have risk assessed their policies for human rights and equalities, keep abreast of current case law and make changes where appropriate.

Procurement policies are inclusive and the majority of contractors and consultants can demonstrate some commitment to diversity in service provision, but do not achieve high levels of compliance. There is regular performance monitoring but this does not inform procurement and contract management as fully as it might.

Service outcomes for the users and the community

2.6 Is the organisation delivering what it promised to?

The service has made progress to achieve many of its objectives and aspirations across most service areas. The service uses a number of partnerships with the public, private and voluntary sectors to meet its objectives, but this may be reactive rather than proactive.

Services make an impact on the council's adopted local and national priorities and objectives but this is not as broadly based or significant as it could be.

There is some evidence of impact to benefit children, young people, older people and target communities.

2.7 Is the service effective in meeting local, regional and national objectives?

2.7.1 Participation in healthier lifestyles

Cultural services can be linked to local and national issues but this is coincidental rather than planned. Service development is driven by the availability of funding, not the needs of the local community but does coincidentally meet some needs. The organisation involves partners in delivery but not in strategic planning.

Limited use is made of external partnerships and funding to achieve objectives, and service delivery and developments can be inhibited by internal revenue constraints.

Services have an impact in encouraging an understanding of healthy living within communities, either as direct service provider or enabler, but this is not as widespread or targeted as it might be.

There is some increase in user participation and services partially contribute to national targets for healthy living and health improvement.

The council provides a range of opportunities (but these may be time limited) to tackle health inequalities and uses part of its cultural services to achieving its health objectives.

2.7.2 Encourage community spirit and well-being

There is a general understanding of the role cultural services play in developing safer and stronger communities but this can be patchy across services and may not permeate the organisation fully to frontline service delivery

There is felt to be safe access to the majority of facilities and only a small number are limited by location or surroundings; this is also true of provision for children, young people, older people, and target communities.

Children and young people feel less confident about safety and access. This may deter usage and promote reluctance to use local facilities.

There is evidence that services contribute to strengthening communities through work with groups and organisations, but this may be limited in range and work may not be consistent or ongoing.

Services promote or deliver multi-cultural events and ongoing cultural projects but these may be limited and do not develop fully the possible opportunities to improve social inclusion and multi-cultural relations and understanding.

Cultural services contribute as members of Crime & Disorder Partnerships and create some safe environments in some local communities for children and young people, older people, or communities at risk. There is a programme of diversionary and other activities but these may be isolated, inconsistent and only partly effective.

2.7.3 Enhance the recognition of Oxford

Cultural services have some understanding of the value of their contribution to local economic objectives and although this results in some economic vitality there is scope to achieve more. The sector's contribution is valued and recognised by some partners and key stakeholders.

There is some encouragement of creative industries through promotion and ongoing support. Although there is the provision and promotion of workshop space, retail, and exhibition space for local work, this is limited and may not provide many opportunities to add to the area's economic vitality.

The area's cultural heritage features in the area's tourism product but not significantly or strongly, in regeneration schemes, or as part of the promotion of the area as a "good place" to live and work. There is some basic promotion of the area in the Tourist Information Service, website, visitor guide or events targeted at local people and visitors. The council uses Character Appraisals to identify and improve some of its heritage assets but this under-exploits the potential to attract inward investment.

There are some activities that support the council in achieving its economic objectives and improving job prospects for local people. While the council does use its cultural sector to contribute to this, it may not be as well applied, utilised or effective in relation to economic vitality, regeneration, or tourism.

2.7.4 Lifelong learning

There are formal and informal learning opportunities through libraries, museums, arts, and sport and recreation services but these are limited and may not provide the variety needed to fully meet local needs. Opportunities exist for local people to develop their vocational or technical skills through the cultural sector but these are limited and narrow in reach and impact.
Although the council uses its cultural sector partnerships to provide learning opportunities these are limited and do not maximise the potential in the sector to share expertise and resources, or encourage learning and personal development.

2.7.5 Enhance the natural and built environment

The sector contributes to some basic improvements in the quality of life for a number of local people, including children, young people, older people, and target communities. This is through a more limited or narrower range of initiatives to improve the built environment, parks and open spaces, opportunities for play and recreation, the arts, sport, or heritage.
The council provides a number of cultural services to support independent living but these may be limited in range and impact or variable in quality. Some are provided in partnership with others in the public, private and voluntary sectors. Cultural services sometimes dovetail with others i.e. care and health services, and are seen by some as complementary and valuable contributions to quality of life.
There is a range of services to children and young people but they may be varied and medium in quality and the range of provision may not be comprehensive. Provision is under-utilised by local young people.
Some aspects of the outdoor environment are reasonably well maintained but there are inconsistencies in standards; public open spaces for events, recreational, sporting, and casual use are under utilised, and local people's opinions about public open spaces are varied.
The council maintains much of its built cultural heritage and meets minimum standards but there are inconsistencies in quality. There are limited opportunities for people to use and access appropriate facilities. The council undervalues its cultural heritage and does not utilise its capacity to contribute to the quality of the environment.

2.8 What is user experience of, and satisfaction with, the quality of the service?

Levels of user satisfaction are in the moderate range across cultural services – between 50% and 60% - and 60% of cultural partners are satisfied with the quality of partnership working to deliver shared objectives.
Children and young people, older people, and targeted communities are reasonably satisfied with the range and quality of services available to them.

The council can demonstrate that the majority of its objectives are being achieved and that most achieve the quality, performance and satisfaction standards set for them.

While there is evidence of service achievements against accepted performance indicators this is not consistent and the application of these models may be partial, narrow, or selective. The service makes some use of available frameworks to improve quality but this is not comprehensive.

THEME 3: VALUE FOR MONEY

3.1 How do the organisation's costs compare to others, allowing for local context, performance and policy choices?

3.1.1 How do the service costs compare with others?

There is some information on service costs, how these compare to other providers and to the quality of services, but the reasons for differences are not fully understood or used consistently to review cost effectiveness.

3.1.2 What external local factors affect costs and how do adjusted costs compare?

Overall costs and unit costs for key service areas are not significantly higher than others providing similar levels and standards of services, allowing for the local context.

3.1.3 Are costs commensurate with service delivery, performance and the outcomes achieved?

Where costs are low (including overheads and any capital costs) services provided are of an average range, level and quality.
Significant unintended high spending is identified and addressed.
There is a positive relationship between costs (including overheads and capital costs) and the range, level and quality of services provided.
Service capital projects (if any) are generally completed on time and in budget.

3.1.4 Do costs and resource allocation reflect policy decisions?

Policy decisions do not consistently reflect resource availability and/or allocation.

3.1.5 Is accurate information on costs and services collected and is this used to decide priorities and strategically manage resources?

3.2 How is value for money managed, including through partnership and procurement and taking a long term view?

3.2.1 Are modern procurement methods and partnerships applied that result in demonstrable value for money and delivering outcomes that meet the needs of users and/or the community?

The council has effective procurement practices in place and has a strategy that reflects good practice.

3.2.2 Do value for money considerations focus on the costs and benefits to the customer?

Recent procurement examples delivering improving value for money through lower costs and/or improved service.
Consideration is given to the likely impact on service users of changes in spending levels.

3.2.3 Are management arrangements focused on value for money, and are they underpinned by robust mechanisms to drive and monitor progress, and review impact?

Processes for reviewing and improving value for money are in place, including setting targets. Service managers use appropriate information to review value for money and report to the appropriate councillors/governance structure. Areas of high spending identified are subject to review and scrutiny and action to address the results.
Service reviews have led to some improvements in cost-effectiveness or efficiency.

WHAT ARE THE PROSPECTS FOR IMPROVEMENT?

THEME 4: SERVICE TRACK RECORD

4.1 Can the service evidence a record of effectively implementing change that has led to improvements in service delivery?

Has made changes but delivered improvements of mixed quality. The organisation may have expended energy but there are few better outcomes for users. Achievements are concentrated on processes and internal infrastructure. The improvements and changes it set out to achieve in its service aims and objectives have not been fully completed or have not resulted in the desired outcomes.

4.2 Can the service show that it has delivered significant improvements in outcomes and key performance indicators that would be experienced by users?

Has achieved some improvements to the quality of life for some users, but for others, possibly including the most disadvantaged, the impact has been minimal. The outcomes that have been achieved may not always have been those intended or may not impact on the intended recipients.

4.3 What is the direction of travel of key performance indicators over the last three years of this and comparable services?

Has delivered variable quality of improvement as reflected in national and local indicators which show that, while some elements of the service may be performing above minimum standards, others are performing below this level. It cannot point to a sustained trend of improvement in key performance indicators over the last three years. User satisfaction is mixed and service users and communities may have limited awareness of any improvement in services.

4.4 Does the capacity and track record demonstrate improving value for money over time?

Can demonstrate steady improvement in value for money over the last three years but this has generally been around the minimum expected. Demonstrates investment and procurement decisions where the service considers the long-term cost implications or long-term interests of service users. Has officers and members who show some awareness of value for money in day-to-day activities and decision-making.

THEME 5: PERFORMANCE MANAGEMENT

5.1 How good is the service's improvement planning?

5.1.1 Does it have aims and priorities for the future that are clear, challenging and robust? Is the service aiming to improve the 'right' things – the things that matter most to users and communities – and to address service weaknesses?

Has a vision of what it wants to achieve for the service. It has translated its vision into a set of aims and objectives which aspire to improve the service for users.

Has aims which tend to focus on the short and medium term with a lack of clarity about the sustainable outcomes for the longer term. The aims address many of the weaknesses in the service, although they tend to focus on process changes. The aims do not make clear all the outcomes or targets to be achieved and therefore may prove to be unrealistic given current context and performance.

Has aims based on a basic understanding of the challenges and opportunities faced. Its research into anticipated needs and forecasts may be incomplete and therefore aims may not fully reflect user aspirations now and in the future.

5.1.2 Are aims and future plans co-ordinated, robust and deliverable?

Has included within its aims, service and national priorities and preparation for forthcoming legislation and other initiatives. It has not looked more broadly at the contribution the service can make corporately or how related national and regional priorities and legislation may impact.

Has engaged with mainstream service users, partners, councillors and/or board members and staff in deciding the aims but may not have achieved a consensus or shared understanding about its aims.

Have plans which include tasks for the short to medium term. They may also have some indicative milestones, targets and timescales although these could be more challenging and more outward focused to help the organisation assess performance and progress.

Has not fully integrated its service plans and they may tend to run in parallel with each other. This could mean that resources are not always used to best effect and the relative priority of tasks between different service areas is unclear.

Does not have clear priorities and therefore may be unable to target resources effectively. The service does have some information and research data to understand priorities but has not used this comprehensively to shape its aims or the timing and scale of its actions. It has not allocated resources to all services and growth areas and/or not explicitly identified lower priority areas.

Can show the links between corporate aims through to community (if applicable), service and individual plans and priorities but these could be strengthened so that individuals are more clear about what is expected of them and how their work contributes to overall aims.

5.1.3 Does it have clear and robust proposals for meeting efficiency targets and improving value for money?

Sets targets which are applied to improve value for money.

5.2 Are there arrangements and a culture in place to support continuous improvement?

5.2.1 How effective is the leadership of the service?

Has a mixed quality and calibre of leadership and management from officers, councillors and/or board members, and this is confirmed by staff, partners and/or stakeholders. Staff and managers are supported but they may express frustration about the lack of leadership and that they are not enabled or empowered to perform to the best of their abilities. Political or board leadership and senior managers may at times get too involved in operational detail at the expense of providing clear strategic direction.
Has a leadership style, internally and externally, which may be traditional, rigid and/or silo-based. It understands the environment in which it operates and the needs of its clients although this may not fully reflect wider needs and local and national priorities.
Has not maximised opportunities to set an example within the community to ensure fair access to services, to work towards eliminating discrimination and to promote sustainable communities. It has only taken minimum action so far to ensure it can recruit and retain councillors and/or board members, a management team, staff or contractors who are representative of the gender, race and age profile of their users and the broader community they serve.
Has taken difficult decisions, but may have avoided other problem areas and in some cases may have not stuck to tough decisions taken previously. It may not have open and clear decision-making arrangements supported by councillors and/or board members and managers.

5.2.2 Are effective performance management arrangements in place to drive and monitor progress, and review impact?

Has managers, councillors and/or board members who are involved in managing performance but they may not always be active and/or clearly understand their roles. While corrective action is taken in response to variations in performance, this may not always be consistent with driving improvement.
Does not have a good track record of sustaining its focus on priority areas and/or has few mechanisms in place to help it sustain focus.
Has not fully integrated its service plans and they may tend to run in parallel with each other. This could mean that resources are not always used to best effect and the relative priority of tasks between different service areas is unclear.

Has an adequate track record of financial management and can show that resources are often directed towards priority areas. Performance and financial management processes may not be well integrated.

May have been unable to develop service/business/improvement plans and performance targets which fully reflect service priorities, as these may be unclear. Its plans set out some of the practical tasks necessary to deliver its aims and objectives for the service. For other tasks, it is unclear how these relate to its aims and priorities and the plans may not set out a comprehensive framework for the delivery of user-focused achievements in the longer term.

Has plans which include tasks for the short to medium term. They may have some indicative milestones, targets and timescales although these could be more challenging and more outward focused to help the organisation assess performance and progress.

Produces regular information and intelligence which, while robust, could be improved in quality and consistency. The information does cover local, and national performance indicators and user satisfaction but coverage is not comprehensive.

Has a range of performance monitoring mechanisms in place but not all of these focus on outcomes for service users.

Has performance monitoring which does not give the organisation a full picture of how well the service is delivering against corporate and service objectives, improvement plans, the national agenda and local needs.

Coverage of service monitoring remains fairly static and/or limited information is available for managers, councillors and/or board members to understand reasons for variation in performance, or how well performance compares to others.

Is starting to embed performance management but has some way to go. It focuses on performance at all levels and performance management is starting to be considered as part of the day job by most staff. Senior managers use performance information but their approach may be inconsistent and/or unsystematic.

5.2.3 Are effective performance management arrangements in place to drive and deliver improved value for money?

Collects information on costs and the quality of services which is regularly reported to appropriate councillors and/or board members and managers and is taken into account when reviewing performance.

Understands the benefits of working with others to compare and evaluate processes, costs and outcomes, but its approach is at times piecemeal and/or results may not always be fully considered and/or used to inform improvement planning.

Has councillors and/or board members and senior managers who identify and pursue opportunities to reduce costs or improve quality within existing costs.

5.2.4 Does the service learn from high performing and other providers, user feedback and its own experience?

Understands its strengths and weaknesses but has not related this to future challenges. The self-assessment reflects a service (or organisation) that is not open about its weaknesses and lacks awareness of how others perceive it.

Has an adequate system in place to receive complaints, grievances or representations. While procedures for dealing with these are followed, practice is inconsistent and the results are not systematically used to improve services.

Provides limited opportunity for stakeholders to influence which targets are set, and how performance is measured and monitored. Service standards are incomplete and not all are readily available.

Uses its knowledge about performance to solve problems but not always consistently or systematically. It learns from its experiences but learning is not systematic and the service could do more to learn from other organisations. Examples of learning are isolated and/or may reflect a short-term reaction to very specific problems encountered, rather than a systematic scan for opportunities to deliver improvements.

THEME 6: CAPACITY TO IMPROVE

6.1 Does the service have access to the appropriate skills, tools and finances to deliver improvement?

May generally have the people, skills and capability to deliver its service priorities but this may be fortuitous rather than a result of conscious and systematic forward planning. There may be unpredictable fluctuations in staff capacity, such as due to sickness absence, and such problems may be addressed in an ad-hoc or minimalist way.
Is clear about the strategic and operational roles of councilllors and/or board members and this is set out in protocols, standing orders and/or constitutions. There may not be a shared understanding of these roles and consequently responsibilities and accountabilities may sometimes blur and overlap.
uses ICT, but not as effectively as it could to deliver service objectives and improvements, or to achieve efficiencies in operations, or to provide management information about service users and non-users. ICT may not be part of an integrated approach to improving access to the service for users and potential users.

6.2 Is there evidence of effective financial and human resource planning?

Lacks a fully effective strategic HR framework and maximises internal capacity in only an ad-hoc way.
has HR practices which only partially support the needs of the service. For example, training and development may be sufficient to cover only basic requirements.
Provides training to cover basic requirements, it may not plan its staff, councillor and/or board member training well and/or be fully able to demonstrate the success of training in increased effectiveness.
has evidence (for example from staff surveys) that shows that only some staff feel valued and/or significant proportions of staff are unable to fully develop their skills.Training may not be routinely evaluated to help improve future performance.
Has a medium term financial plan or budget forecast for the future. This demonstrates the organisation has adequate financial capacity to provide the service but does not fully take account of the service aims, priorities or work programmes. It has not maximised income or been successful in attracting external resources to meet service priorities. Assets are managed, although not in line with best practice and effective use of them is not made to assist in meeting service aims.
Demonstrates minimum/limited consideration of equalities and human rights issues in its policies, employment practices and service delivery. The service does not adequately monitor performance in relation to key equalities and other legislation or make itself accountable for progress on these issues.
has capacity which may not be fully utilised through mainstreaming cross-cutting issues such as community safety.

6.3 Is there a robust, modern procurement strategy to apply best practice to achieve improved value for money in priority areas, including working with partners?

Pursues joint procurement with appropriate partners and improvements in value for money are being secured.

Does not base procurement decisions solely on lowest cost but on the best combination of cost and quality.

6.4 Is the service/ organisation investing, and attracting inward investment, appropriately to deliver improvement?

Seeks external funding where appropriate to support local service priorities.

APPENDIX A –

Leisure Best Value Review – KPMG Benchmarking – Indoor Facilities

APPENDIX B

Leisure Best Value Review – KPMG Options Appraisal – Indoor Facilities

APPENDIX C – ISSUES

Ref	How good is the service?	Score
1	*Direction*	
	What has the service aimed to achieve in terms of:	
1.1	Community and user needs?	
1.2	Regional and national priorities?	
1.3	Wider corporate ambitions, strategies and priorities for improvement	
2	*Achievement*	
	Access, customer care and user and / or community focus	
2.1	Are the needs of citizens and users at the heart of the design and delivery of the service not and in the future?	1
2.2	Is the services accessible, responsive and based on a robust understanding of local need	1
2.3	Are the service standards clear and comprehensive and have users been involved in setting them where appropriate?	1
2.4	Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?	2
	Diversity	
2.5	Does the delivery of the service embrace equality, diversity and human rights and ensure that all users, or potential users, have fair and equal access?	2
	Service outcomes for users and the community	
2.6	Is the organisation delivering what it promised to do?	1
2.7	Is the service effective in meeting local, regional and national objectives?	1
2.8	What is user experience of, and satisfaction with, the quality of the service?	2
3	*Value for Money*	
3.1	How do the organisation's costs compare to others, allowing for local context, performance and policy choices?	1
3.2	How is value for money managed, including through partnership and procurement and taking a long term view?	1

	What are the prospects for improvement	Score
4	*Service track record*	
4.1	Can the service evidence a record of effectively implementing change that has led to improvements in service delivery?	2

4.2	Can the service show that is has delivered significant improvements in outcomes and KPIs that would be experienced by users?	2
4.3	What is the direct of travel of KPIs over the last three years of this and comparable services?	2
4.4	Does the capacity and track record demonstrate improving value for money?	1
5	***Performance management***	
5.1	How good is the service's improvement planning?	1
5.2	Are there arrangements and a culture in place to support continuous improvement	2
6	***Capacity to improve***	
6.1	Does the service have access to the appropriate skills, tools and finances to deliver improvement?	2
6.2	Is there evidence of effective financial and human resource planning?	2
6.3	Is the a robust, modern procurement strategy to apply best practice to achieve improved value for money in priority areas, including working for partners?	1
6.4	Is the service/organisation investing, and attracting inward investment, appropriately to deliver improvement?	2

APPENDIX D – ISSUES / RECOMMENDATIONS

Ref	Area for Review	Recommendation	Issue
43	Business Planning	Business Plans	Business plans not produced
42	Business Planning	Mechanism for reviewing & incorporating customer satisfaction into Business planning	Average Satisfaction - Audit Commission, no robust process for measuring satisfaction
47	Communication	Communication Plan	Communication structure for ensuring all staff are engaged and involved
58	Communication	Communication Plan	Joint working across sites; sharing best practice
4	Corporate Approach to Sport	Communication Plan	Liaison between gyms, leisure centres, sports pitches and community centres
88	Maintenance and Supplies	Consolidate Budgets with one supplier	Single maintenance budget
24	Maintenance and Supplies	Employ maintenance manager	No maintenance manager in place; consider joint working between Parks and Leisure services
122	Maintenance and Supplies	Facilities Review	Comprehensive review of the facilities needed and their current condition. Building Condition Surveys needed to understand maintenance requirements.
62	Maintenance and Supplies	Maintenance Programme	Consolidate and understand the current maintenance Programme
86	Maintenance and Supplies	Supplier Contracts Review	Consolidate contracts for all supplies and services
87	Maintenance and Supplies	Supplier Contracts Review	Maintenance Managed service; the current contract with Honeywell has expired but is continued on a monthly basis
83	Maintenance and Supplies	Building Condition Surveys	Completed for Temple Cowley.

12	Management Information	Leisureflex Project	No way of validating slice card at Blackbird Leys Pool
49	Management Information	Leisureflex Project	Difference in Agresso/LeisureFlex figures
66	Membership Architecture	Pricing Strategy	No formalised Pricing Strategy in place
73	Membership Architecture	Pricing Strategy	Slice Card underutilised by public
40	Membership Architecture	Pricing Structure	Ice Rink - Off Peak Pricing
27	Performance Management	Appraisal System; Regular Monitoring	Performance management of managers
78	Performance Management	Facilities Review	Utilisation of centres
120	Performance Management	Facilities Review	Utilisation of facilities during school holidays
79	Performance Management	Leisureflex Project	Validity of LeisureFlex Data
95	Performance Management	Mechanism for reviewing & incorporating customer satisfaction into Business planning	Customer Satisfaction
99	Performance Management	Review what other Local Authorities do to tackle this issue	How to track attendance at outdoor facilities?
	Performance Management	Set Performance Indicators	No Performance Management Regime
91	Performance Management	Set Performance Indicators	Benchmarking Service
96	Performance Management	Set Performance Indicators	Declining revenue and utilisation of facilities
65	Performance Management	Target markets; advertising; business plans	Performance of centres - declining attendance
69	Promotion/Advertising	Advertising/Marketing Plan	Promotion and Advertising of sites
72	Promotion/Advertising	Review and Implement promotional material	Signage for sites, lack of promotion on ground, website promotion poor and unclear compared to other Local Authorities

3	Promotion/Advertising	Use Centre budgets to create increased corporate marketing budget	Lack of advertising budget
74	Slice Card	Pricing Strategy	Staff Slice; are members aware of this benefit?
121	Sports Leisure Strategy	Define Sports Development function	Sports Development role is underutilised and unclear. Sport Development should be linked to strategy and linked to facilities
50	Sports Leisure Strategy	Facilities Review	Lack of clear Facilities Strategy
67	Sports Leisure Strategy	Facilities Review	No clear prioritisation of site developments
126	Sports Leisure Strategy	Facilities Review	What is the future of Temple Cowley Pool
41	Sports Leisure Strategy	Vision Statement	Alignment of Vision to Strategy to Operations
17	Staffing	Contracts Review	Levels of casual Staff
19	Staffing	Contracts Review	No consistency of Job Descriptions across sites
26	Staffing	Contracts Review	P/T staff undertaking casual work; increased wages as a casual member of staff
30	Staffing	Contracts Review	Rotas embedded with Contracts
37	Staffing	Contracts Review	Volume of staff within Leisure
18	Staffing	Formal SLA between HR/Leisure	Clarify support and role of HR/Leisure Managers
22	Staffing	Implementing Appraisal System	Complete implementation of Appraisal System
25	Staffing	Review and automate process	Mechanism for paying staff shift allocations is a manual process and inaccurate
2	Targeted services	Clear definition of market position	Competing with private sector / market positioning; what is the target market and what are the target sports?

5	Targeted services	Clear structure for minority groups	No clear strategy on minority group sessions
92	Targeted Services	Facilities Review	Bowling Greens cost versus usage
52	Targeted Services	Vision Statement	Focus on target markets
53	Targeted Services	Vision Statement	Focus on target sports
98	Targeted Services	Facilities Review	What is the future of Horspath Athletics track? Expensive to run but very limited usage.

MEDIUM PRIORITY

105	Bookings Process	Implement standards	No policies on health/safety and terms/conditions
15	Business Planning	Centre Managers to particpate in budget setting process	Overtime budget from 20K to 50K
48	Comments & Complaints	Define process	Complaints handling
107	Comments & Complaints	Agree complaints process	Parks - complaints process
45	Communication	Document	Clarify roles and responsibilities of management
46	Communication	Monthly Leisure Manager's Meeting; Regular Leisure staff meetings	Communication from flagship sites
94	Community Involvement	Agree consultation plan; communication plan	Consultation and joint working with local groups
93	Condition of Pavilions	Facilities Review	Condition of Pavilions
57	Joint Usage Agreements	JUA Review	Joint usage agreements
118	Joint Usage Agreements	JUA Review	JUA @ Peers – what are the responsibilities/expectations
71	Joint Usage Agreements	Review and agree S106; monitor and maintain	S106 Agreements

100	Joint Usage Agreements	JUA Review	JUA for East Oxford All weather pitch
103	Leases	Leases Review	Leases of facilities
84	Maintenance and Supplies	Define elements in Capital Programme	Capital Programme
85	Maintenance and Supplies	Roles/Responsibilities	Maintenance Teams
119	Maintenance and Supplies	Roles/Responsibilities	Maintenance structure and roles
109	Maintenance Levels	Agree SLA for maintenance	Parks - level of care of facilities
108	Management Information	Review possibility of using LeisureFlex	Parks - IT usage
70	Opening Hours	Facilities Review	Review changing opening hours
68	Procurement	Involve Central Procurement team	Procurement Process for larger contracts
63	Promotion/Advertising	Review Slice Collateral	Marketing of SLICE - What is it?
113	Slice Card	LeisureFlex Project	Slice Card Usage
33	Staffing	Buddy System	Shift team working
34	Staffing	HR systems	Sickness rates
31	Staffing	Mobile Working Policy; Contract Review	Roving Duty Manager role / shared roles
35	Staffing	PDPs; Training Programme	Training
29	Staffing	Review Recruitment Process; planning for filling posts; martketing of posts	Recruitment process
32	Staffing	Training for SenRecs	Senior Recs to act as Duty Managers

60		Defined Work Plan	Lack of focus from Senior Management

LOW PRIORITY

28	Business Planning	Business Plans	Recharges for HR Support and Training
44	External Funding	Role defined to specilise in external funding	Central bidding/funding function
1	Maintenance Levels	Facilities Review	Attaining FIA Award
97	Maintenance Levels	Facilities Review	Green Flag award
104	Management Information	LeisureFlex Project	Leisureflex - combine usage
77	Partnership Working	Advertising Plan	Use of commercial partners for advertising
6	Partnership Working	Partner to run Cafes	Café with PCT
59	Partnership Working	Partnership Working	Joint working with Community Centres
64	Partnership Working	Partnership Working	Partnership Working
82	Partnership Working	Partnership Working	Working with PCTs
89	Partnership Working	Partnership Working	Competition with Neighbourhood Renewal
115	Partnership Working	Partnership Working	Joint working with Universities
90	Partnership Working	Partnership Working	Alexander Courts
117	Site Specific	Facilities Review	Future of Peers School
123	Site Specific	Facilities Review	Declining Usage

124	Site Specific	Facilities Review	Diving Pool Closed
125	Site Specific	Facilities Review	Fitness intructors do not work W/Es
127	Site Specific	Facilities Review	Reception Area at Temple Cowley
7	Site Specific	Facilities Review	Covering Sundays in Gym
8	Site Specific	Facilities Review	Softplay facilities
9	Site Specific	Facilities Review	Utilisation of Facilities
10	Site Specific	Facilities Review	Lack of formal reception area
11	Site Specific	Facilities Review	No space for resale of goods
14	Site Specific	Facilities Review	Aerobics attendance in decline
16	Site Specific	Facilities Review	Barrier to exit
38	Site Specific	Facilities Review	Ice Rink - Car Parking
39	Site Specific	Facilities Review	Ice Rink - Vandalism
111	Site Specific	Ranger Service	Rangers - teach how to drive
106	Site Specific	Ranger Service	OCC provides sporting equipment/manning facilities
20	Staffing	Agreed process; monitoring	Consistency of rotas/holidays
21	Staffing	Agreed process; monitoring	Credit Leave
23	Staffing	Managers to forward plan staff leave	Leave Period

36	Staffing	Review Payroll staff; Contract Review will clear up no of staff	Volume of staff on payroll system
56	Stock Control	In progress	Inventory List
80	Stock Control	Under review - Café contract	Vending Machine review / consolidated contract
75	Targeted Services	Target markets; advertising; business plans; Partnership working	Targeted commercial users
101	Targeted Services	Facilities Review	Lack of all weather pitches
102	Targeted Services	Facilities Review	Lack of floodlit facilities
112	Unofficial Usage	Facilities Review	Rugby teams train on athletics pitch rather than rugby pitch
114	Unofficial Usage	Facilities Review	Unofficial bookings/usages
81	Ways to Pay	Pricing Strategy	Ways to Pay

Background Papers.

Leisure Best Value Review – Baseline Statement – Indoor Facilities
Leisure Best Value Review – Baseline Statement – Outdoor Facilities

Audit Commission – Public Sports and Recreation Services Report
Audit Commission – Corporate Governance KLOE
Audit Commission – Corporate Assessment KLOE
Audit Commission – Culture and Leisure KLOE
Audit Commission – Use of Resources KLOE