

Agenda

www.oxford.gov.uk



Value and Performance Scrutiny Committee

Date: **Wednesday 3 April 2013**

Time: **6.00 pm**

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

For any further information please contact:

Pat Jones, Principal Scrutiny Officer

Telephone: 01865 252191

Email: phjones@oxford.gov.uk

Value and Performance Scrutiny Committee

Membership

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

HOW TO OBTAIN AGENDA

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

A copy of the agenda may be:-

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

AGENDA

Pages

- 1 APOLOGIES FOR ABSENCE AND AND SUBSTITUTIONS
- 2 DECLARATIONS OF INTEREST
- 3 WORK PROGRAMME END OF YEAR REPORT AND FORWARD PLAN

1 - 40

Pat Jones, Principal Scrutiny Officer, Tel: (01865) 252191,
Email phjones@oxford.gov.uk;
Mathew Metcalfe, Democratic Services Officer, Tel: (01865) 252214,
Email: mmetcalfe@oxford.gov.uk

| |
|--|
| Background information |
| The Committee agreed a work programme to pursue during the year 2012 – 2013. Members have been updated on progress as the year has progressed and this report represents the end of year position. |
| Why is the item on the agenda? |
| <p>This report highlights:</p> <ul style="list-style-type: none">• The end of year position on the work programme.• The progress of all recommendations made.• Statistics and comparative data.• Issues that have arisen and new challenges. <p>Committee is asked to consider the information presented and set a further informal meeting to discuss issues in more detail.</p> <p>Attached alongside the work programme report is the latest version of the Forward Plan to allow members to express interest in any of the issues listed.</p> |
| Who has been invited to comment? |
| The Principal Scrutiny Officer, will present this report and the Chair will give his view on the year. |
| What will happen after the meeting? |
| An informal meeting will be set to discuss issues further. Any proposals or comments for the coming work programme will be presented for discussion by the committee members appointed in May. |

4 RECYCLING RATES AND COUNCIL TARGETS - INTERIM REPORT OF THE SCRUTINY PANEL

41 - 52

Sarah Claridge Democratic Services Officer
Tel: (01865) 252402,
Email: sclaridge@oxford.gov.uk

| |
|---|
| Background information |
| The Scrutiny Committee set a Panel to consider the ambitions of the Council for its recycling service and what would be needed to improve on these ambitions. |
| Why is the item on the agenda? |
| This report sets out the progress and findings of the Panel so far. Information is presented on the data gathered and comparisons made along with issues still to be explored towards further improvement. The Panel asks to continue this work into the next programme. |
| Who has been invited to comment? |
| Panel Members Sarah Claridge – Democratic Services Officer Phil Dunsdon – Waste and Fleet Manager Councillor Tanner – Board Member Cleaner Greener Oxford |
| What will happen after the meeting? |
| If agreed the Panel will continue into the next programme. |

5 WELFARE REFORM - LEARNING FROM UNIVERSAL CREDIT PILOTS

53 - 66

Paul Wilding – Benefit Operations Manager
Tel: (01865) 252461
Email: pwilding@oxford.gov.uk

| |
|---|
| Background information |
| The Council is involved in 2 pilot projects connected to Welfare Reform: <ul style="list-style-type: none">• Direct payments.• Supporting claimants into work. At the last meeting members asked to see further progress and any learning points. |

| |
|--|
| Why is the item on the agenda? |
| <p>This report highlights and gives details of the effects of these pilots within the claimant co-hort chosen.</p> <p>In particular the committee was interested to see:</p> <ul style="list-style-type: none"> • The effects on rent arrears for participating tenants and the likely trends. • Success and obstacles for supporting people into work. • The lessons learnt. |
| Who has been invited to comment? |
| <p>Paul Wilding – Benefit Operations Manager Councillor Van Coulter – Board Member for Leisure Services (covering for Councillor Smith)</p> |
| What will happen after the meeting? |
| <p>Any comments from the committee will be passed for consideration in the coming work programme.</p> |

6 EQUALITY AND DIVERSITY - LEARNING AND DEVELOPMENT

67 - 72

Jarlath Brine – Equalities and Diversity Business Partner
Tel: (01865) 252848
Email: jbrine@oxford.gov.uk

| |
|--|
| Background information |
| <p>The Committees work programme included a continuing item to consider the Councils workforce and its match to the population of Oxford. Members considered workforce data at their meeting in January and asked for further data on training.</p> |
| Why is the item on the agenda? |
| <p>The report presents details of the training strategy and its application.</p> <p>Members in particular wanted to understand how training budgets are or could be used to progress staff from under represented groups through the organisation.</p> |
| Who has been invited to comment? |
| <p>Jarlath Brine – Equalities and diversity Business Partner Simon Howick – Head of Human Resources and Facilities Councillor Price – Council Leader</p> |
| |

| |
|--|
| What will happen after the meeting? |
|--|

| |
|--|
| Any comments from the committee will be passed to the Board Member and for consideration in the coming work programme. |
|--|

7 GOVERNANCE REVIEW

73 - 130

William Reed – Democratic Services Manager
Tel: (01865) 252230
Email: wreed@oxford.gov.uk

| |
|-------------------------------|
| Background information |
|-------------------------------|

| |
|--|
| The Localism Act 2011 included provisions for councils to reconsider their governance arrangements. Oxford has reviewed its structures through a Cross Party Member Reference Group. |
|--|

| |
|---------------------------------------|
| Why is the item on the agenda? |
|---------------------------------------|

| |
|--|
| Committee asked to pre-scrutinise the proposals from the Cross Party Member Reference Group that will be considered at the City Executive Board on the 10 th . April and passed to Council on the 22 nd . April for agreement. |
|--|

The proposals are attached.

| |
|---|
| Who has been invited to comment? |
|---|

| |
|--|
| William Reed – Democratic Services Manager. Jeremy Thomas – Head of Law and Governance. Councillor Price – Leader of the Council |
|--|

| |
|--|
| What will happen after the meeting? |
|--|

| |
|---|
| Any comments or recommendations will be passed to the City Executive Board and Council. |
|---|

8 MINUTES

131 - 138

Minutes of the meeting held on 28th January 2013.

9 DATES OF FUTURE MEETINGS

This is the final meeting in this cycle.

DECLARING INTERESTS

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

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

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

Members’ Code of Conduct and public perception

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

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

To: Value and Performance Scrutiny Committee.

Date: 3rd. April 2013.

Report of: Head of Law and Governance.

Title of Report: Scrutiny Work Programme 2012 – 2013 outcomes.

Summary and Recommendations

Purpose of report: To present the outcomes from the scrutiny work programme for 2012 – 2013.

Key decision? No

**Scrutiny Lead Member: Councillor Mark Mills (Committee Chair)
Councillor Mike Rowley (Committee
Vice-Chair)**

Recommendations:

- 1. Note the progress in the current programme and recommend which items should continue and be carried forward to the 13/14 programme. Programme attached at Appendix 2.**
- 2. Consider and comment on the issues related to the progress in the current programme outlined at paragraph 5.**
- 3. To set a meeting of this committee or of as many members who are interested to consider:**
 - How scrutiny has operated this year and what process changes you would like to see.**
 - The development and focus of the programme for 2013/14.**
 - What a “Great” scrutiny function would look like.**
 - The possibility of co-opting a citizen onto the Committee.**
- 4. Note and make any comments on the outcomes of this years programme attached at Appendix 1.**

5. Note and comment on the comparative data presented in tables 1 – 3.

6. Suggest any new items to the committee for 13/14 which item (members will have a further opportunity to do this at a later date).

Foreword from the Chair – Councillor Mills

As a newcomer not only to the role of Chair but to the Committee itself, I have been pleasantly surprised by its productivity. Over the past year it has generated sixty recommendations on a great range of subjects, many of which are central to the work of Council. In particular with the Council's finances under more stress than ever, it is especially important that the budget is given proper scrutiny. It is encouraging to see so many of the Committee's recommendations being accepted and I think that speaks to the quality of its work.

I would like to thank all those members of committee who have taken on the additional responsibility of sitting on working panels. Particular thanks are due to Cllr Rowley for taking on the demanding role of Chairing the Finance and Performance Panel. And of course, the Committee would not be able to function without the assiduous support of Pat Jones, the Council's Scrutiny Officer.

Introduction

1. In May each year scrutiny sets a work programme selected from "long lists" of items posed for scrutiny from various sources. The selected items are split between the broad remits of the Council's 2 scrutiny committees.
2. In placing items in the programme officers and members consider the national values set for scrutiny and the most appropriate setting within which to tackle the subject matter. The aim is to fill about 75% of the programme allowing time for items arising in the year to be accommodated.
3. The programme is rolling which allows items under consideration by one committee to move forward into the next year and for items of significance over a longer period of time than 1 year to span committees. There is, however, a reasonable expectation that items agreed for inclusion and scheduling will be largely completed within the year.
4. The resources available to committees to deliver their programme are a mixture of:
 - Scrutiny Officer time
 - Democratic Services Officer time.
 - Councillor time through committee meetings and contributions to review groups, panels and inquiries.

- Time from the Chair and Vice-Chair of each committee to guide the management of the programme, agendas and generally highlight and promulgate the work of their committees.
- Service officer time in attending meetings and providing information.

Outcomes for the year 2012/13

5. This has been another busy year for the committee with issues being taken forward through formal committees and various panels and reviews. There is 1 possibly 2 reviews that are on-going and a number of committee inquiries that may have relevance in the coming year. The actual numbers depends on members views over the next few weeks. There have been a number of issues that have caused some members frustration through the year the most significantly mentioned of these are:
 - The relationship between the committee and its standing panel particularly around the content of the programme and the agreement of recommendations.
 - The relationship/link between the work of the City Executive Board and the ability of the committee to pre-scrutinise reports despite the rescheduling of meetings that took place early in the year.

Members may want to discuss these issues now or at some other time prior to the appointment of the new committee to allow for an agreed framework to go forward.

6. The committee set a Finance and Performance Standing Panel again this year and they have met 4 times during the year undertaking a full programme. The members of this Panel also formed the majority of the members of the Budget Review Group. The outcomes from the Panel have been well received by the City Executive Board.
7. This Committee focuses its work mostly internally looking at service delivery and the changes and challenges posed both by the need to reduce costs and the requirement to respond to changing demands and circumstances in an imaginative and collaborative way. 2013 will be a year of significant change for some of our communities with the introduction of Welfare Reform and the effects on services of changes in Supporting People Funding. On the plus side some positive support and action for Economic Development is planned. Members will undoubtedly be interested in these issues and want to contribute views and opinions. Members may want to consider, as part of the development of the coming work programme, how they engage with these issues as "Critical Friends".
8. The Committee has not co-opted anyone to sit with them for the last 2 years. There are mixed views about the choice of 1 person to give views across the whole remit of the committee and so agreement has

not been reached. The recently appointed Police and Crime Panels have a number of co-opted citizens who serve with elected councillors giving opinions and views across the very broad remit of the Police Commissioner. Observations of these citizens in action are very positive and suggest that it might be something we want to consider more actively as a positive contribution towards debates. Members may want to consider this as part of the development of the coming work programme.

9. As part of the Council's ambition for continuous improvement officers are challenged to consider how the service they either run or are involved in can move to be considered excellent. This is known locally as "Good to Great". The scrutiny function, whilst supported by officers, is shaped and led by members. It would be good to understand how members might want to respond to this "Good to Great" challenge.
10. The outcomes from the committee can be seen at Appendix 1 and the items that remain incomplete within the committees work are highlighted in the work programme attached at Appendix 2. Committee is asked if it wishes to recommend continuation with the work started or recommend any new items to the committee appointed for 2013/14.
11. The tables below show the number and success rate of recommendations for the year alongside comparisons to previous years.

Table 1 – Recommendations for 2012/2013

| | Accepted | Accepted & Amended | Noted | Refused | Pending | Total |
|------------|-----------|--------------------|----------|----------|---------|-------|
| VAP | 28 47% | 12 20% | 9 15% | 9 15% | 2 3% | 60 |

Table 2 - Percentage Comparisons to previous years

Accepted and implemented recommendations

| | 04/05 All | 05/06 All | 06/07 All | 07/08 All | 08/09 VAP | 9/10 VAP | 10/11 VAP | 11/12 VAP | 12/13 VAP |
|---|--------------|--------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|
| *% accepted | 77% | 76% | 64% | 45% | 54% | 90% | 84% | 59% | 82% |
| **% implemented | n/a | n/a | n/a | 51% | 59% | 38% | 56% | 60% | 67% |
| **% in the process of implementation | n/a | n/a | n/a | n/a | 41% | 52% | 41% | 38% | 33% |
| Total recs. made | | | | | 48 | 118 | 94 | 80 | 60 |

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

**Comparison done at the same time of year.

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

Member Input

12. As ever members have shown support and enthusiasm for the scrutiny process and have worked inside the committee and outside on review groups and panels. This work adds significantly to the value of outcomes from the scrutiny function and is to be commended.

13. The table below shows data kept on attendance at committees and details of the number of substantive items appearing on committee agendas. It is often the view expressed by committee members and committee Chairs that agendas are too large to allow for good quality scrutiny. Conversely scrutiny members will want to see and comment on more items than limited agendas would allow. The general rule is that no more than 3 or 4 substantive items will appear on any agenda thus allowing for a good quality and focused 2 hour meeting. As members will see this has largely been achieved this year.

14. As mentioned above and in addition to attendance at committees, 8 of the 13 members of the committee have worked on issues outside of the committee with most of these members giving a substantial amount of their time. It is important to recognise this contribution as it demonstrates the “democratic health” of the scrutiny function.

Table 3 – Committee attendance and management

| Meeting Date | No. Seats | No. Substitutes | No. of vacant seats | No. of substantive items on agenda | % of seats vacant | % of seats substituted |
|--|------------------|------------------------|----------------------------|---|--------------------------|-------------------------------|
| 25th. June 2012 | 13 | 2 | 0 | 5 | 0 | 15 |
| 19th. September 2012 | 13 | 1 | 2 | 3 | 15 | 8 |
| 5th. November 2012 | 13 | 2 | 1 | 1 | 8 | 15 |
| 27th. November | 13 | 1 | 3 | 4 | 23 | 8 |

| | | | | | | |
|--|----|---|---|-----|---|---|
| 2012 | | | | | | |
| 28th. January 2013 | 13 | 0 | 1 | 4 | 8 | 0 |
| Averages so far | | | | 3.4 | 9 | 8 |

Looking forward to 2013/2014

15. Officers will be talking to current Chairs and Vice-Chairs in April about the shape of the programme for 13/14. Also all members of Council will be asked if they wish to make issue/topic suggestions for committees to consider for scrutiny. The outcome from this work will come to the first meeting of committees after Annual Council a programme will formed for the coming year.

16. The same principles will be applied as those in the introduction to this report with new topic/issue suggestions being matched against a range of criteria including:

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

In addition it is important to understand the views of the current committee and in this report members have been asked to give their views on a range of issues. Immediate comments would be welcome but it is suggested that a meeting is set of interested members to explore issues in more detail.

| |
|--|
| <p>Name and contact details of author:</p> <p>Pat Jones Principal Scrutiny Officer Tel: 01865 252191 e-mail:phjones@oxford.gov.uk</p> |
|--|

List of background papers:

Version number: 2

Scrutiny Recommendations 2012/2013 work programme

Communities and Partnership Scrutiny Committee Recommendations

| Financial Out turn 2011/2012 | | |
|--|---|--------------------|
| Recommendations from the committee meeting – 25th. June | | |
| Recommendation | Result | Implemented |
| All carry forward requests are supported noting the comments in paragraph 4 of the report. | Noted | Done |
| To request that the £0.5m surplus is placed in reserves and its use considered during the up and coming budgetary process rather than earmarking it at this stage for capital. | Agreed with amendment. This money will be placed in an earmarked capital reserve. All reserves are reviewed as part of the yearly budgeting process. | Done |
| To ask Board Members and Senior Officers to consider the effects of delays in recruitment on services and plans and allow for any “catch up” required within future planning. | Agreed with amendment All service | Done |

7

| | | |
|--|--|--------------------|
| | pressures have been considered. The effects of delayed recruitment are being considered as part of workforce planning. | |
| Treasury Management Performance 2011/2012 | | |
| Recommendations from the committee meeting – 25th. June | | |
| Recommendation | Result | Implemented |
| <p>The Committee agree with the proposed changes to the Treasury Management Strategy for 2012/2013 to:</p> <ul style="list-style-type: none"> • Increase the limit invested in MMFs to £20m. • Add Police Authorities to the counterparty list. | Noted | Done |
| <p>For the City Executive Board to keep under active review the effects of “Right to Buy” within the HRA Business Plan. In particular:</p> <ul style="list-style-type: none"> • Income streams. • Our ability to be flexible within the funding of the capital programme to allow us to use all capital receipts from sales. | Agreed | Done |

∞

Fusion Leisure Contract – 2011/2012 Performance against target

Recommendations from the committee meeting – 25th. June

| Recommendation | Result | Implemented |
|--|---|-------------|
| To seek confirmation via the Partnership Board that the living wage is being paid to staff and confirmation when it will also be paid to any sub-contractors working in Fusions run sites in Oxford. | Confirmation received. | Done |
| To see the subsidy position for each leisure centre including capital investments made. | Refused. See full response. | Refused |
| To seek clarification of what share of the £1.3m surplus made by Fusion would be re-invested in the Oxford City Contract and how this would be used within leisure centres and/or services. | Not provided. See full response. | Refused |
| To see the ideas and proposals from the Partnership Board to further increase participation with a particular emphasis on outreach work within target groups. | Agreed. Provided in the Annual Service Plan. | Done |
| To see Fusion's suggestions on encouraging better utilisation of our centres. | Agreed. Provided in the Annual Service Plan. | Done |
| To request that for the future participation is also shown as a percentage of the population in each postcode area and if possible to include all visitors to allow for a more meaningful comparison of the figures. | Agreed. | Pending |
| To provide information on the various outreach projects across: | Agreed. | Pending |

6

| | | |
|--|--|--------------------|
| <ul style="list-style-type: none"> • Cost • Objectives • Targets • Outcomes | Available at the yearly review by scrutiny. | |
| To request further information on the methodology used for measuring satisfaction and the process for auditing and checking the quality of the results. | Agree with amendment. Under review at present. | Pending |
| To raise the issue of repairs and maintenance at the Partnership Board and for standards to be monitored. To report back on how monitoring is to happen. | Agreed. See response in full text. | Done |
| Request that the Board Member respond to the local Ward Member for Marston on what the Council's leisure offer is for residents in his ward. | Agreed. | Done |
| Changes to Business Rates | | |
| Recommendations from the Finance and Performance Panel – 28th. August | | |
| Recommendation | Result | Implemented |
| The Finance and Performance Panel of the Value and Performance Scrutiny Committee felt that the levy being 82% was too high and noted that this would form part of the City Council's response to the current Government consultation. | Noted | Done |
| April to June 2012/13 – Quarter 1 Corporate Plan Performance | | |
| Recommendations from the Finance and Performance Panel – 28th. August | | |
| Recommendation | Result | Implemented |

| To request that the indicators for a Vibrant and Sustainable economy be reviewed as the Panel felt that it was not clear if the Councils policies were sufficient enough to fully capture a vibrant and sustainable economy as it felt that only have 3 indicators were not sufficient. | Agreed | Done |
|---|--|--------------------|
| Asset Management Plan | | |
| Recommendations from the Asset Panel – 24th. August | | |
| Recommendation | Result | Implemented |
| Welcomed the inclusion of most of the recommendations highlighted to the Deputy Leader in March 2012 and that the latest version was clearer due to improved formatting. However it was felt that some sections did not require the amount of detail included. | Noted | Done |
| Felt it was not necessary to detail all of the previous achievements going back to 2009. | Refused. This was included as a response to a scrutiny recommendation and has merit as it is to show the journey taken. | Refused |
| A list highlighting the changes made following consultation would be beneficial. | Agreed. This is included as a list. | Done |
| The design of the document allowed for improved navigation and was presented in a professional way. | Noted | Done |
| Foreword – Page 5, final paragraph – Clarification is required on the delivery of the 112 | Agreed with | Done |

| | | |
|--|--|---------|
| affordable homes, how these homes will be funded and the numbers to be delivered for each of the next three years. | amendment. Clarification on wording given. | |
| Section 1 – Review of 2009 Asset Management Plan, Pages 8, 9 and 10 – These are not necessary and should be removed as these relate to the previous plan. | Refused. This was included as a response to a scrutiny recommendation and has merit as it is to show the journey taken. | Refused |
| Section 2 – Portfolio Objectives and Overview, Page 11 – Objective 2 – The wording is unclear and would read better as “We want all our properties to be efficiently managed”; | Agreed with amendment Clarification on wording given. | Done |
| Section 2, pages 11 and 12 – The tables showing Operational Assets ranked by condition do not make sense and so should be removed; | Refused This is required for benchmarking | Refused |
| Section 4 – Asset Strategy – A separate asset class is required to cover ‘countryside’ assets, including Port Meadow, the other SSSI’s and parks. There is no mention of these assets in either class 4.1 or 4.10; | Agreed with amendment No change now but will consider as part on a | Pending |

| | | |
|---|--|---------|
| | coming asst class review. | |
| Section 4 – Asset Strategy – 4.2 Allotments – The first paragraph should be amended to include at the end <i>‘and further details will be found in the emerging Green Space Strategy’</i> ; the second paragraph should be deleted as the Green Space Strategy has not been agreed. | Agreed with amendment. Clarification provided. | Done |
| Section 4 – Asset Strategy – 4.5 Community Centres – Amend the fifth paragraph to read <i>‘The Council will establish occupational leases with community groups to formalise responsibilities. These leases will typically be between one and three years, noting that none size will not fit all and the Council will consider granting Community Association long-leasehold interests (or asset transfers) where the following criteria are met:’</i> | Refused | Refused |
| Section 6 – Capital Programme, Page 31 – further clarification is required with regard to the paragraph titled ‘Homes and Communities Agency Affordable Homes Programme’ and S106 Planning Obligations requirement to contribute to affordable housing as this is in the process of being changed; | Agreed with amendment. Slight clarification provided. | Done |
| Appendix 3, point 17.2 – should be amended to read <i>‘Where the Council implements rent reviews and lease renewals, it will seek to establish the highest market rental value supported by comparable evidence, to preserve the capital value and income flow of the portfolio subject to other relevant requirements of the Asset Management Strategy such as maintaining the agreed balance of uses of the Covered Market’</i> ; | Refused | Refused |
| Appendix 3, point 19, page 51 - Tenant Associations – This should be deleted in its entirety as the meaning of the section is unclear and appears to cut across the responsibilities of the | Agreed with amendment. | Done |

| | | |
|---|---|--------------------|
| Neighbourhoods and Communities Team; | Clarification provided on the direction of this point to Commercial Tenants | |
| <p>The following typographical errors require correcting:</p> <p>(i) Section 6, page 32 – last line of the second paragraph, delete ‘a’ and insert ‘an’ before the word amount and delete the full stop at the end of the final bullet point;</p> <p>(ii) Section 7, page 33, point 7.1 – In the final line the word ‘city’ needs correcting to ‘City’;</p> <p>(iii) Appendix 1, page 38 – too many m’s in Emissions.</p> | Agreed | Done |
| Youth Ambition Programme | | |
| Recommendations from the Youth Ambition Panel meeting 10th. September | | |
| Recommendation | Result | Implemented |
| That a clear outcome framework for this programme is set now. This should include long term aims and short term measures and targets towards those aims. This framework should provide for links to each investment made through both expectations for the individuals involved and overall. | Agreed | Pending |
| That the steering arrangements for the project are concluded as a matter of urgency to allow for clear focus. | Agreed | Done |

| | | |
|--|--|--------------------|
| A minimum of a three year programme is set that has a mixture of sustainable provision and space for one off activities linked to clear need and outcomes. These principles should be passed into the consideration of all matched or grant funded activities that are commissioned. | Agreed | Pending |
| To have robust and clear commissioning processes that ensure programme providers share our ambitions, have the skills to deliver and can demonstrate they have the pathways and trust of the communities and individuals we want them to work with. | Agreed | Done |
| Parking in Parks – Signage and Monitoring | | |
| Recommendations from Committee 5th. November | | |
| Recommendation | Result | Implemented |
| Allocate additional funding to allow for improved signage at the car parks adjacent to parks, better explaining the charges. | Agreed with amendment. The Parking Manager will review the signage. | Pending |
| Continue to monitor the charges and to undertake a review within the next six months. | Agreed | Done |
| Integrated report Qtr.2 | | |
| Recommendations from the Finance and Performance Panel 26th. November 2012 | | |
| Recommendation | Result | Implemented |
| That a review of service over spending is conducted as part of the coming budget. In particular | Noted | Done |

| to consider the ability of services to deliver within budget targets. If this has already been done for this information to be presented to the Panel as part of the budget review process. | Inform the Finance and Performance Panel that, should it wish to make further comments about pressures from this year as part of its scrutiny of the budget process, that it would be appreciated. | |
|--|--|--------------------|
| Procurement Strategy | | |
| Recommendations from Committee 27th. November 2012 | | |
| Recommendation | Result | Implemented |
| In order to meet the requirements of the Social Value Act 2012 the Council should review all new tender opportunities and include within all tender evaluation criteria a range of criteria that meets the requirements within this Act to encourage a more diverse range of organisations to be able to successfully win Council business. | Agreed | Done |
| That a more formal and robust environmental assessment of the impact of products and services procured by the Council should be required as part of the tender process. | Refused | Refused |
| That the strategy as a living document and should be kept under frequent review. | Agreed | Done |

| | | |
|--|---------------|--------------------|
| Treasury Management mid year review | | |
| Recommendations from the Finance and Performance Panel 26th. November | | |
| Recommendation | Result | Implemented |
| That the counterparty list and investment periods are reviewed now rather than waiting for the 2013/2014 strategy. | Noted | Done |
| That the Council should have an open mind to local investments where risk could be assessed to the levels required within our strategy. | Noted | Pending |
| Local Council Tax Support Scheme | | |
| Recommendation from Committee 27th. November. | | |
| Recommendation | Result | Implemented |
| That Council notes that the Value and Performance Scrutiny Committee supported the principle of the document and in particular not reducing benefits and that overall it represented a good package going forward into the budget process. | Noted. | Done |
| Welfare Reform Update: Department for Work and Pensions Pilot Schemes | | |
| Recommendations from Committee - 28th January 2013 | | |
| Recommendation | Result | Implemented |
| To request the Head of Customer Services to provide a further report at its April 2013 meeting | Agreed | Done |

| | | |
|--|---|---------------------------|
| <p>on the progress of the Direct Payments Pilot and the Local Authorities Pilot. The report should include details of the learning points as follows, that the Council could use to help with the implementation of the final schemes:</p> <ul style="list-style-type: none"> • How the significant amount of work to be undertaken by officers to support those families, to encourage them to manage their budget and to move into employment will be managed; • The long term impact of the changes, in particular the “bedroom tax” where the changes in family circumstances would be difficult to map. | | |
| <p>That the membership of the Governance Reference Group was reviewed to be more cross-party and representative of the most affected wards in the city.</p> | Pending | Pending |
| <p>That the temporary post of Tenancy Sustainment Officer be made permanent due to the important nature of this posts work.</p> | Pending | Pending |
| <p>Landlords Survey Results</p> | | |
| <p>Recommendations from Committee - 28th January 2013</p> | | |
| <p>Recommendation</p> | <p>Result</p> | <p>Implemented</p> |
| <p>To request officers to supply information to members on the licensing requirements.</p> | <p>Agreed Information provided and circulated to Members.</p> | <p>Done</p> |
| <p>To request that the outcomes of the private rented sector tenants survey be submitted to the Committee at its April 2013 meeting. Also to request evidence of any increase in complaints within the family private rented sector and any impact on the private rented sector following any</p> | <p>Agreed The tenants’ survey closes at</p> | <p>Pending</p> |

| | | |
|---|--|---------|
| reduction in student numbers in the city. | the end of March 2013. Following this and when the results have been analysed a report detailing the results will be submitted. (June 2013) | |
| That a further more detailed landlords survey be conducted within the next 6 months rather than waiting a further 12 months and the results to be submitted to the Value and Performance Scrutiny Committee when available. | Refused It would be preferable to wait for 12 months before repeating the landlord survey. Waiting 12 months will allow Officers to tackle those HMO's that are currently unlicensed and the renewals process, all of which may result in an adjustment of the landlords' experiences and | Refused |

| | | |
|--|--|--------------------|
| | opinions which could be reflected in the survey responses. | |
| Equalities and Diversity: Update Report | | |
| Recommendations from Committee 28th January 2013 | | |
| Recommendation | Result | Implemented |
| That the Annual Workplace Equalities Report 2012/13 be submitted to the Value and Performance Scrutiny Committee when available. | Agreed | Pending |
| To note the pay differentials between male and female employees and to request information be submitted to the Committees April 2013 meeting, on how the Council, through its training programme, could move people through the organisation to achieve their potential; | Agreed | Pending |
| To note and welcome the suggestion from the Head of Human Resources and Facilities that a Pay Equality Audit be conducted on the Council's proposed new pay scheme to be introduced from 1 st April 2013 for Council employees and for the results of the Pay Equality Audit to be submitted to the Value and Performance Scrutiny Committee at its April 2013 meeting. | Agreed, This work is currently at a preliminary stage and with results unlikely till after May 2013 | Pending |

| Review of the Budget and Medium Term Financial Strategy 2013-2017 | | |
|--|--|--------------------|
| Recommendations from the Budget Review Group | | |
| Recommendation | Result | Implemented |
| The Business Rate Retention Scheme becomes the focus of more robust modelling and detailed forecasting within the MTFS. | Agreed | Done |
| That the Trading Strategy is reconsidered, in particular its links with the MTFS, with the aim of minimising the amount of the Councils budget used to under right the risks associated with trading activities. | Agreed with amendment. Current high contingency remains until trading is embedded. Expectation that the profile will reduce as experience grows. | Pending |
| To reconsider our methods of providing for contingencies individually by producing a strategy that allows for the consolidation and pooling of risk. | Agreed with Amendment. Consider at next round. | Pending |
| That there is a clear recognition of the structural and operational needs to deliver on increased income and trading targets and those Service Areas most affected are reviewed to ensure best practice. | Agreed | Pending |

| | | |
|---|--------|---------|
| That Equality Impact Assessments are required for all budget changes and these are available at the earliest opportunity but certainly through the budget consultation. | Agreed | Pending |
| That a briefing note is provided to all councillors as soon as possible outlining the use of the various pots of money within the Green Deal. | Agreed | Done |

Standing Panels

23

| Topic | Area(s) for focus | Progress | Nominated councillors |
|-------------------------------|---|--|--|
| Finance and Performance Panel | Corporate performance against target Service performance against target Budget spending and achievement of savings Medium Term Financial Strategy Treasury Management – strategy and delivery Business rate changes The Panel will become the budget Review Group | Agreed meeting dates: <ul style="list-style-type: none"> • 28th August at 6.00pm • 26th. November at 6.00pm • 31st. January at 6.00pm Complete. | No substitutions allowed. Cllrs. Mills, Rowley, Simmons and Kennedy. |

Short Term Panels

| Topic | Area(s) for focus | Progress | Nominated councillors |
|---|--|--|--|
| Investment in Youth Services – focus and outcomes | To consider the City’s investment in youth services: <ul style="list-style-type: none"> • Spending plans • Opportunities to increase investment through grants and partnership working • Targeted groups, areas and outcomes. • Measures and performance against these | Panel to meet to agree their focus within the guide given by the committee. Panel report to CEB 12 th . September on the programme start up proposals. Recommendations agreed. Panel not met since September. Guiding strategy for this work will be agreed at CEB in April 2013. Panel have been offered the opportunity to pre-scrutinise this document. This delivery of this programme is on-going | No substitutions allowed. Cllrs. Mills, Rowley and Canning |
| Recycling rates - ambition | The Council’s ambition is to increase recycling rates to 52% by 2015/16. Is this ambitious enough. What would be needed to improve on this? | Look at rates and services in other urban authorities and decide if our ambition is the right one for a “great Council”. Panel to meet on the 23 rd . November to consider proposed policy changes for domestic recycling. Supported proposals | No substitutions allowed. Councillors Fry, Simmons and Jones. |

| | | | |
|--|--|---|--|
| | | <p>Information gathering underway on performance and comparisons. Report to April meeting.</p> <p>Advice from the Panel at the April meeting if further scrutiny work is necessary</p> | |
|--|--|---|--|

Detailed Review Topic

| Topic | Area(s) for focus | Progress | Nominated councillors |
|---------------|--|---|--|
| Budget Review | To review the proposals and principles within the Medium Term Financial Strategy and budget for robustness and deliverability. | <p>Review to begin in December.</p> <p>Officer and Board Member interview dates set as:</p> <ul style="list-style-type: none"> • 9th. January 6.00pm • 14th. January 6.00pm • 15th. January 6.00pm <p>Review complete. Recommendation to CEB 13th. February 2013.</p> | <p>No substitutions allowed.</p> <p>All members of the Finance and Performance Panel plus Cllrs. Fry and Fooks.</p> |

Committee Inquires

| Topic | Area(s) for focus | Progress | Nominated councillors |
|--|--|--|-----------------------|
| Transition to Universal Credit | <p>Transition begins in October 2013.</p> <p>How are we planning for this in particular:</p> <ul style="list-style-type: none"> • Working assumptions and current plans. • Funding draw down and budgetary affects. • Customer Service provision – face to face inquiries and “sign posting”. • Partnerships with City Advice Agencies | <p>September meeting initial discussion.</p> <p>After consideration of an update on performance within the 2 pilot projects at the January meeting the committee made a number of recommendations to the Board Member and asked to be updated again on progress at the April meeting.</p> <p>Practical transition will not start for Oxford until October 2013. The committee may want to consider keeping this in their programme.</p> | All committee |
| Council Tax Benefit scheme development | <p>What will our local scheme look like?</p> <p>Who are the winners and losers?</p> <p>What effects will this have on our budgets and what are the administration costs likely to be.</p> <p>What are our neighbours' proposals?</p> | <p>September meeting initial discussion.</p> <p>Financial modelling for exemptions and information from other authorities considered at the November meeting. Scheme now agreed by Council. Complete</p> | All committee |

| | | | |
|---|--|---|---|
| <p>Covered Market – economic health and development</p> | <p>Select committee debate. To consider the “economic health” of the covered market and in particular the effects of rents on the diversity of traders.</p> | <p>Select committee scheduled for January meeting.</p> <p>Briefing paper produced by the Panel at the November meeting. Scope agreed and work underway. Committee agreed to extend Panel membership.</p> <p>The Panel scope includes working with Market Traders as part of the commissioned consultation set to inform the strategy. This has not begun; committee may want to extend this work.</p> | <p>Cllrs. Fooks, Van Nooijen, Clarkeson and Campbell.</p> |
| <p>HMO registration progress. Effects of the scheme on the supply of rented accommodation</p> | <p>Progress on the implementation of the licensing scheme. Committee are particularly interested in:</p> <ul style="list-style-type: none"> • Any effects on the availability or cost of rented accommodation. • Improvements within the privately rented stock. | <p>Information from the Landlord Survey considered at the January meeting. The committee made a number of recommendations to the Board Member and asked for the results of the Tenant Survey at the April meeting.</p> <p>The Tenant Survey will not be analysed in time for the April meeting. In addition committee have shown an interest in the outcomes from the second landlord survey so may want to carry this item into the next programme.</p> | <p>All committee</p> |

| | | | |
|--|---|---|---------------|
| City Council's procurement process and their effects locally | To consider the Council's Procurement Strategy and its outcomes for spending with local companies. | September meeting initial discussion. Pre-scrutiny of Procurement Strategy at the November meeting. Recommendations made to CEB in December. Complete. | All committee |
| Work force | How representative is our work force across the equality strands and as a match to the local population. How do we train and promote employees across the equality strands. The committee is particularly interested in the current position, areas for improvement and plans to produce better outcomes. | Committee considered the latest workforce data at the January meeting and asked to see the data for 12/13 on publication. In addition committee asked for a brief on how we can use our internal training resources to progress those from under represented groups through the Council. To see the workforce data the committee need to carry this item forward into the next programme. | All committee |
| Complaints monitoring report | Called from the Forward Plan by the Chair for pre-scrutiny | Item delayed in the Forward Plan. Now scheduled for the 21 st . March 2012. Committee confirmed they still wish to see this and will set a special meeting if required. Report due to be considered by CEB in April has been circulated outside of the committee for comment. Complete. | All committee |

| | | | |
|--|--|--|----------------------|
| <p>Parking in Parking Areas Adjacent to Parks</p> | <p>Call in of decision at 12th. September CEB Reasons given for call in:</p> <ul style="list-style-type: none"> • The impact on neighbouring areas • The balance between revenue from charges and penalties • Whether there are other factors in play which might be distorting the comparison of user numbers | <p>Additional meeting 5th. November.</p> <p>Call in not supported but related recommendation to CEB on the 5th. December.</p> <p>Complete.</p> | <p>All committee</p> |
| <p>Review of the Governance Structure of the Council</p> | <p>Called to the committee at the January meeting. Not clear when this item will be considered by decision makers. Committee prepared to set a special meeting to pre-scrutinise.</p> | <p>Report due to be considered at CEB is presented for pre-scrutiny at the April meeting.</p> <p>Any items the committee wishes to take forward on this item will need to go to be included in the next programme.</p> | <p>All committee</p> |

This page is intentionally left blank

FORWARD PLAN FOR THE PERIOD APRIL - JULY 2013

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

Key decisions

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

“(a) To result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council’s budget for the service or function to which the decision relates; or

(b) To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the council’s area.

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

Private meetings

Part or the whole or some or all of the items in this Forward Plan may be taken at a meeting not open in part or in whole to the press or public one of the grounds in the Local Government (Access to Information) (Variation) Order 2006.

Making representations on matters or objections to taking matters in private

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

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

William Reed
Democratic Services Manager
Town Hall
St Aldate’s Street
Oxford
OX1 1BX
Email: wreed@oxford.gov.uk
Tel.: 01865 252230

Inspection of documents

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

The Council's decision-making process

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

CITY EXECUTIVE BOARD MEMBERSHIP AND RESPONSIBILITIES

| | |
|----------------------------------|--|
| <i>Bob Price (Leader)</i> | <i>Corporate Governance and Strategic Partnerships</i> |
| <i>Ed Turner (Deputy Leader)</i> | <i>Finance and Efficiency</i> |
| <i>Colin Cook</i> | <i>City Development</i> |
| <i>Van Coulter</i> | <i>Leisure Services</i> |
| <i>Steve Curran</i> | <i>Young People, Education and Community Development</i> |
| <i>Mark Lygo</i> | <i>Parks and Sports</i> |
| <i>Scott Seamons</i> | <i>Housing</i> |
| <i>Dee Sinclair</i> | <i>Crime and Community Safety</i> |
| <i>Val Smith</i> | <i>Customer Services and Regeneration</i> |
| <i>John Tanner</i> | <i>Cleaner Greener Oxford</i> |

NOTE: Key decisions can also be taken by Council officers.

APRIL

| | |
|--|--|
| ITEM 1: | GOVERNANCE REVIEW |
| This report will propose changes to the Council's governance arrangements and improvements to procedures followed at Council meetings. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Corporate Governance and Strategic Partnerships |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Law and Governance |
| Contact: | William Reed Tel: 01865 252230 wreed@oxford.gov.uk |
| Consultation: | To be confirmed. |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|--|---|
| ITEM 2: | LONG TERM AFFORDABLE HOUSING FOR HOMELESSNESS PREVENTION |
| This report will seek approval to enter into contractual arrangements for the purpose of procuring property to which the Council can nominate for homelessness prevention. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Housing |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Housing |
| Contact: | Dave Scholes Tel: 01865 252636 dscholes@oxford.gov.uk |
| Consultation: | Not applicable |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|--|---|
| ITEM 3: | FUSION LIFESTYLE ANNUAL SERVICE PLAN 2013/14 |
| This report will ask the Board to endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2013/14. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Leisure Services |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Leisure and Parks |
| Contact: | Ian Brooke Tel: 01865 252705 ibrooke@oxford.gov.uk |
| Consultation: | Not applicable. |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|--|---|
| ITEM 4: | DEBT MANAGEMENT POLICY |
| This report will propose the adoption of a debt management policy. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Finance and Efficiency |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Finance |
| Contact: | Nigel Kennedy Tel: 01865 252708 nkennedy@oxford.gov.uk |
| Consultation: | |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|--|--|
| ITEM 5: | ECONOMIC GROWTH STRATEGY REFRESH - CONSULTATION |
| This report will present, for consultation, a revised and refreshed Regeneration Framework for Oxford (now styled the Economic Development and Growth Strategy). | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Councillor Ed Turner |
| Is this item to be taken in public? | Yes |
| Report of: | Head of City Development |

| | |
|---|---|
| Contact: | Michael Crofton-Briggs mcrofton-briggs@oxford.gov.uk |
| Consultation: | Consultation will follow |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|---|---|
| ITEM 6: | ANNUAL LETTINGS PLAN - ALLOCATION OF PERCENTAGES 2013/14 |
| This report will Housing Register waiting lists and the recommended new percentage targets for the allocation of social housing in 2013/14. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Councillor Scott Seamons |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Housing |
| Contact: | Tom Porter Tel: 01865 252713 tporter@oxford.gov.uk |
| Consultation: | Not applicable |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|--|--|
| ITEM 7: | ROUGH SLEEPING AND HOMELESSNESS GRANT ALLOCATIONS |
| This report will recommend Communities and Local Government and Oxford City grant allocations for rough sleeping and homelessness support. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Housing |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Housing |
| Contact: | Nerys Parry nparry@oxford.gov.uk |
| Consultation: | Not applicable |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|--|--------------------------------|
| ITEM 8: | YOUTH AMBITION STRATEGY |
| Target Date: 10 Apr 2013 | |
| Decision Taker City Executive Board | |
| Is this a Key Decision?: Yes | |
| Executive lead member: Executive Board Member for Young People, Education and Community Development | |
| Is this item to be taken in public? Yes | |
| Report of: Head of Leisure and Parks | |
| Contact: Ian Brooke Tel: 01865 252705 ibrooke@oxford.gov.uk | |
| Consultation: Key stakeholders. | |
| Scrutiny Committee Responsibility: Value and Performance | |

| | |
|---|--|
| ITEM 9: | DRAFT AFFORDABLE HOUSING AND PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT |
| This report will present a draft affordable housing and planning obligations supplementary planning document to the Board for approval. | |
| Target Date: 10 Apr 2013 | |
| Decision Taker City Executive Board | |
| Is this a Key Decision?: Not Key | |

| | |
|--|--|
| Executive lead member: | Executive Board Member for City Development |
| Is this item to be taken in public? | Yes |
| Report of: | Head of City Development |
| Contact: | Rachel Williams rwilliams@oxford.gov.uk |
| Consultation: | This report seeks approval to go out to public consultation. |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|---|---|
| ITEM 10: | INDEPENDENT HOUSING ADVICE SERVICE - TENDER SELECTION - DELEGATION TO OFFICERS |
| This report will seek delegated authority for officers to select the tender most economically advantageous to the Council for the provision of an independent housing advice service. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Housing |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Housing |
| Contact: | Kevin O'Malley ko'malley@oxford.gov.uk |
| Consultation: | Not applicable |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|--|--|
| ITEM 11: | AFFORDABLE HOMES PROGRAMME - AWARD OF MAIN CONTRACT |
| This report relates to the award or delegation of the award of the main contract for the affordable homes programme. | |
| Target Date: | 10 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Finance and Efficiency |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Corporate Property |
| Contact: | Richard Hawkes |
| Consultation: | Not applicable |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|--|--|
| ITEM 12: | BUILDING MAINTENANCE AND REPAIR SERVICES - TENDER |
| This report will seek authorisation to submit a tender to provide building maintenance and repair services to a local housing association. The report will contain not for publication appendices. | |
| Target Date: | 22 Apr 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Corporate Governance and Strategic Partnerships |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Direct Services |
| Contact: | Jeff Ridgley jridgley@oxford.gov.uk |
| Consultation: | Not applicable |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|---|--------------------------|
| ITEM 13: | GOVERNANCE REVIEW |
| This report will recommend changes to the Council's governance arrangements and | |

| | |
|--|--|
| improvements to the procedures followed at Council meetings. | |
| Target Date: | 22 Apr 2013 |
| Decision Taker | Council |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Corporate Governance and Strategic Partnerships |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Law and Governance |
| Contact: | William Reed Tel: 01865 252230 wreed@oxford.gov.uk |
| Consultation: | To be confirmed. |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|--|--|
| ITEM 14: | PAY POLICY STATEMENT AND EMPLOYMENT POLICIES |
| This report will set out the Council's Pay Policy Statement and will also address certain other employment policies. | |
| Target Date: | 22 Apr 2013 |
| Decision Taker | Council |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Corporate Governance and Strategic Partnerships |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Human Resources and Facilities |
| Contact: | Simon Howick Tel: 01865 252547 showick@oxford.gov.uk |
| Consultation: | |
| Scrutiny Committee Responsibility: | Value and Performance |

| | |
|---|---|
| ITEM 15: | GAMBLING POLICY - UPDATE |
| This report will propose adjustments to the Council's Statement of Gambling Licensing Policy. | |
| Target Date: | 22 Apr 2013 |
| Decision Taker | Council |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for City Development |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Environmental Development |
| Contact: | Julian Alison jalison@oxford.gov.uk |
| Consultation: | |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

MAY

| | |
|--|---|
| ITEM 16: | LEISURE PROVISION IN THE SOUTH OF THE CITY |
| This report will look at future leisure provision in the south of the City depending on forthcoming occurrences. | |
| Target Date: | May 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Councillor Van Coulter |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Leisure and Parks |

| | |
|---|---|
| Contact: | Ian Brooke Tel: 01865 252705 ibrooke@oxford.gov.uk |
| Consultation: | |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|--|--|
| ITEM 17: | BARTON - ACQUISITION OF AFFORDABLE PROPERTY |
| Target Date: | May 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Housing |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Corporate Property |
| Contact: | Stephen Clarke sclarke@oxford.gov.uk, Steve Sprason ssprason@oxford.gov.uk |
| Consultation: | |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|---|---|
| ITEM 18: | 15 - 19 GEORGE STREET - LEASE RESTRUCTURE |
| This report will seek authority for a lease restructuring for 15 – 19 George Street. The report will contain a not for publication appendix that will contain information in respect of the restructure that is commercially sensitive. | |
| Target Date: | May 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Finance and Efficiency |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Corporate Property |
| Contact: | Lucy Darnell ldarnell@oxford.gov.uk |
| Consultation: | |
| Scrutiny Committee Responsibility: | Value and Performance |

JUNE

| | |
|--|----------------------------------|
| ITEM 19: | CUSTOMER CONTACT STRATEGY |
| <p>Oxford City Council has an aspiration to be a world-class city for everyone, delivering world-class customer service. The Council's Customer Contact Strategy was originally agreed in October 2009. It has been revised following the successful implementation of the Customer Service Centre, Shared Contact Centre and the simultaneous development of the web. The strategy is focused on putting customers' needs at the forefront, improving customer service and joining up its work across all service areas, offering a consistent quality service across the most relevant access channels for our customers. The Customer Contact Strategy sets out where we are now, where we want to be in 2015 and what the key milestones are in our journey.</p> <p>To ensure we deliver a relevant strategy for Oxford City Council, we have pulled together a strong picture of who our communities are, and used proven customer insight to inform how our customers can most easily access the services they need.</p> | |
| Target Date: | June 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |

| | |
|--|---|
| Executive lead member: | Councillor Val Smith |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Customer Services |
| Contact: | Helen Bishop Tel: 01865 252233 hbishop@oxford.gov.uk |
| Consultation: | To be undertaken as part of the drafting strategy. |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

| | |
|---|---|
| ITEM 20: | RIVERSIDE LAND - ACQUISITION |
| This report will deal with the acquisition of strips of riverside land to facilitate enforcement of unlawful boat mooring. It will contain a confidential appendix. | |
| Target Date: | June 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Finance and Efficiency |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Environmental Development |
| Contact: | |
| Consultation: | To be advised. |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

JULY

| | |
|---|---|
| ITEM 21: | HOUSING STRATEGY ACTION PLAN 2012-16 - PERIODIC REVIEW |
| This report will advise on progress against the targets in the Action Plan and any changes necessary. | |
| Target Date: | July 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Not Key |
| Executive lead member: | Executive Board Member for Housing |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Housing |
| Contact: | Sheila Farley Tel: 01865 252449 sfarley@oxford.gov.uk |
| Consultation: | Not applicable. |
| Scrutiny Committee Responsibility: | Communities and Partnerships |

BEYOND THE LIFE OF THIS PLAN

| | |
|--|--|
| ITEM 22: | HOUSING STRATEGY REFRESH |
| | |
| Target Date: | September 2013 |
| Decision Taker | City Executive Board |
| Is this a Key Decision?: | Yes |
| Executive lead member: | Executive Board Member for Housing |
| Is this item to be taken in public? | Yes |
| Report of: | Head of Housing |
| Contact: | Sheila Farley Tel: 01865 252449 sfarley@oxford.gov.uk |
| Consultation: | |

This page is intentionally left blank

To: Value and Performance Scrutiny Committee

Date: 3 April 2013

Report of: Scrutiny Recycling Panel

Title of Report: Recycling Rates and Council Targets – Update on the Panel's Work

Summary and Recommendations

Purpose of report: To inform the Committee on the progress made by the recycling panel,

To seek an extension of the panel's timeframe so that further engagement can be made to determine whether the Council's ambition to increase household recycling rates to 51% by 2015/16 is ambitious enough and what would be needed to improve this.

Panel Lead Member: Cllr James Fry

Board Member: Cllr John Tanner, Cleaner and Greener Oxford

Policy Framework: Corporate Plan

Recommendation(s):

1. That the Committee note and comment on the report.
2. That the Committee extends the panel timeframe so that more work can be done to investigate whether the Council's recycling target for 2015/16 is ambitious enough.

Introduction

1. The recycling panel is made up of Councillors Fry, Jones and Simmons. It has met three times in the last 6 months to discuss and determine the following brief:

“The Council’s ambition is to increase household recycling rates to 52% by 2015/16. Is this ambitious enough and what would be needed to improve this.”

2. The panel has meet twice with Philip Dunston and the recycling services team. The panel would like to thank Philip Dunston, Stewart Downs, Emily Martin and Joseph Jones-Jennings for their helpfulness and support.

Background

Why do we need to recycle?

3. In 1999 the European Union (EU) set strict targets for local authorities in terms of waste to landfill. To encourage councils to meet these targets, the EU set a fine of £150 per tonne of waste exceeding the set target. At that time, for Oxfordshire it was estimated that fines would be in the range of £9.2M in 2012/13 if waste disposal practices in the county did not change. (pg11, Oxfordshire Joint Municipal Waste Management Strategy 2006) As a result, in 2003 the Oxfordshire Waste Partnership (OWP) was formed between the 6 councils in Oxfordshire to investigate ways that the councils could reduce their waste to landfill by recycling more.
4. Extract from OWP
“Through this strategy, the OWP is addressing all wastes produced within Oxfordshire that comes under the heading of ‘Municipal Solid Waste’ (MSW). This includes all wastes produced by households, trade wastes collected by District Councils from small businesses, waste deposited at Waste Recycling Centres (WRCs), and fly-tipped materials.”
5. Legislation strongly encourages the OWP to increase the recycling opportunities to residents and promote waste minimisation campaigns throughout Oxfordshire alongside this the OWP actively promotes the environmental benefits of reducing waste and reusing materials.
6. In 2011/12, the 6 Oxfordshire authorities together recycled 55.9% household waste and 1.4% of non household waste of the total waste they collected. (Defra 2011/12 figures).

Breaking down the percentages

7. The recycling rate is the amount of household dry and green waste (by tonne) recycled as a percentage of the total amount of household waste generated. This is measured on a monthly basis, and reported externally, via Waste Data Flow, on a quarterly basis.
8. Recyclables are broken down into the following categories:
Dry waste
Household collections ie plastics, tins, paper, cardboard etc
Bulky recyclables – fridges, tyres, mattresses etc

Green waste

Garden waste: ie weeds, branches, grass clippings.
 Food waste: collected in the food caddies fortnightly.

Mechanical streets recycling

Recycling collected and separated from litter bins and street sweeps

9. Most of Oxford’s recycling comes from dry waste, as the city does not generate a lot of garden waste because of the built up nature of the city. Bulky waste collections contain a mixture of recyclable materials and refuse, they do not contribute greatly to the overall recycling rate. The breakdown of the recycling rate for 2011/12 is as follows:

Table 1: Breakdown of Oxford City’s recycling rate 2011/12

| | Percentage of recycling rate (44.4%) 2011/12 | | | |
|-----------------------------|---|-----------------|-----------|------------------------------|
| Dry Waste (excl bulking) | Bulky Waste | Garden and food | Food only | Mechanical streets recycling |
| 27% | <1% | 11% | 3% | 4% |

Comparative bench marked data

10. When analysing the recycling rate it is important to compare like with like. Non urban councils tend to achieve a much higher recycling rate because they have more households with larger gardens which generate a higher rate of (heavy) garden waste for recycling, as opposed to urban authorities which have more people with smaller sections. Oxford City also has a high transient population which requires re-educating on recycling each year and large numbers of households living in HMOs and flats where recycling is difficult.
11. A WRAP report in 2009 outlined a correlation between Index of Deprivation (IoD), household size and recycling rates. It appears that these areas tend to recycle less, and also tend to have larger households. Deprivation levels however are only one factor contributing to recycling rates. The range of materials that a local authority recycles, the size of bins that householders use to recycle and the frequency of the recycling collection all have a greater effect on recycling rates than the deprivation levels. (p10. WRAP report)
12. The Council does collect a wide range of materials, offers decent sized recycling facilities to residents and collects fortnightly which all positively contribute to the recycling rate. The recycling team is attempting to overcome deprivation inequalities by targeting resources in areas of deprivation to encourage recycling, through the cleaner greener campaigns.

13. The City is benchmarked against the following similar councils for recycling.

Table 2: Household waste: recycled and composted (%) - compared with similar councils

| Local Authority | Total Population | Students | Rural (%) | 2009/10 (%) | 2010/11 (%) | 2011/12 (%) | 2012/13 (March to June 2012) (%) |
|---------------------------|------------------|--------------|------------|--------------|--------------|--------------|----------------------------------|
| Royal Borough of Kingston | 147115 | 23135 | 0.3 | 46.16 | 47.40 | 46.80 | 48.08 |
| York | 181168 | 13490 | 17.2 | 43.26 | 45.06 | 46.40 | 46.66 |
| Oxford | 134475 | 33000 | 0.9 | 38.23 | 43.18 | 44.40 | 45.78 |
| Cambridge | 108900 | 18396 | 0 | 40.68 | 43.68 | 43.20 | 46.94 |
| Norwich | 121607 | 19585 | 0.2 | 34.59 | 37.88 | 40.63 | 37.94 |
| Reading | 143139 | 22805 | 0.3 | 33.40 | 34.91 | 36.80 | 38.28 |
| Southampton | 217524 | 24735 | 0 | 26.38 | 25.07 | 23.30 | 26.46 |
| Middlesbrough | 134937 | 29285 | 0.3 | 22.82 | 23.36 | 22.70 | 25.00 |

14. Of these councils, Oxford has the highest number of students and in 2011/12 had the third best recycling results, behind Kingston and York. Middlesbrough is the closest to Oxford in terms of population and student numbers, but they are well behind Oxford in the recycling rates. As of December 2012, Oxford's recycling rate was 46.34%

15. Oxford City has made the top 15 of 43 city councils for recycling for the last 4 years. Oxford continues to increase the amount of waste it recycles each year, compared to some city councils which have seen their recycling rates drop. Oxford also produces far less household waste per capita overall compared to similar sized councils; this is despite having one of the largest population turn over rates of all local authorities.

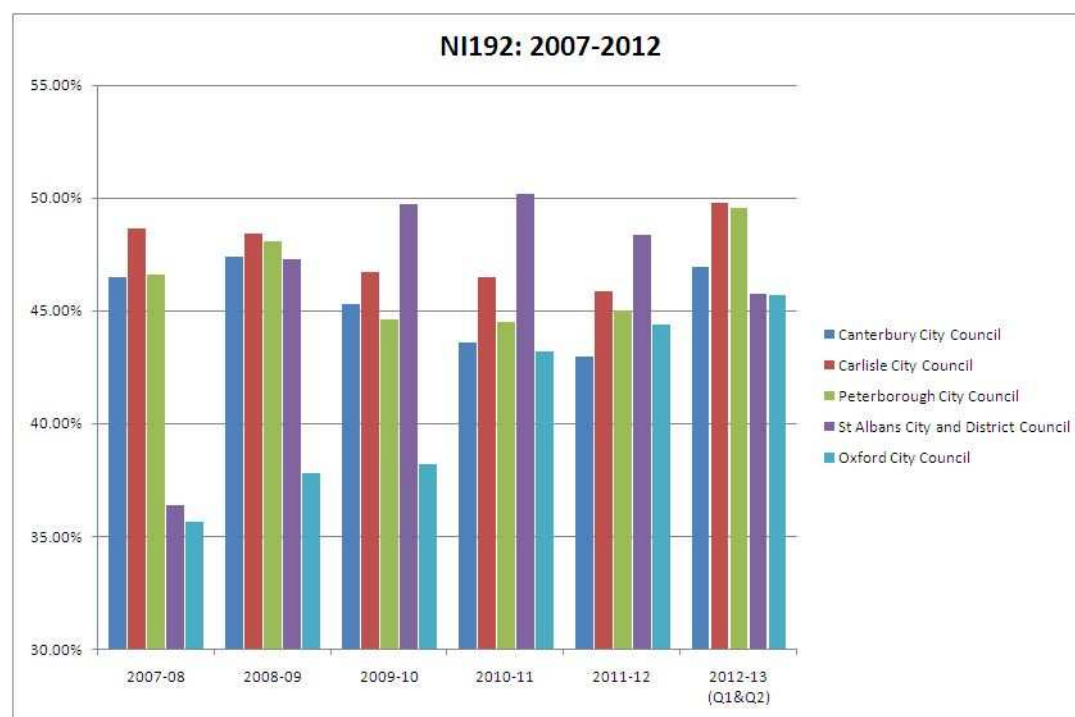
Table 3: 10 lowest household waste generated per capita of population 2011/12

| Authority | Total Waste Collection Per capita (kg per head) |
|-----------------------------------|---|
| Tower Hamlets LB | 271.61 |
| Oadby and Wigston Borough Council | 273.78 |
| Crawley Borough Council | 286.89 |
| Oxford City Council | 288.65 |
| Hyndburn Borough Council | 292.93 |
| Lambeth LB | 293.50 |
| Lewes District Council | 293.99 |
| Norwich City Council | 296.65 |
| Tendring District Council | 299.11 |
| East Devon District Council | 299.25 |

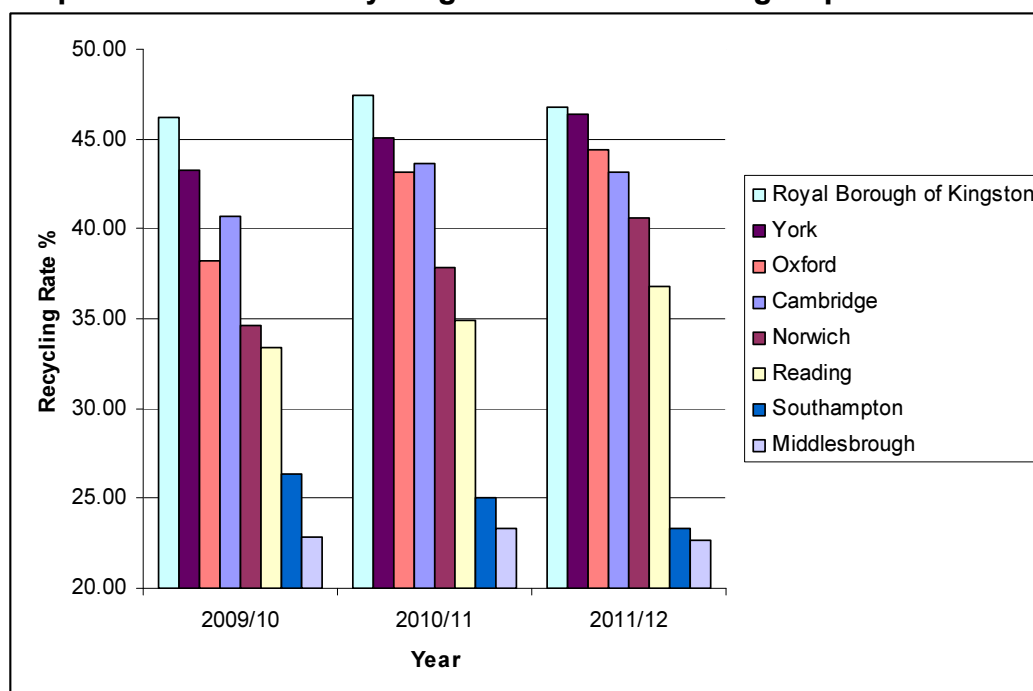
Table 4: Household waste generated per capita of population 2011/12 for benchmark group

| Authority | Total Waste Collection Per capita (kg per head) |
|----------------------------|---|
| Oxford City Council | 288.65 |
| Norwich City Council | 296.65 |
| Royal Borough of Kingston | 349.27 |
| Cambridge City Council | 351.77 |
| Reading Borough | 407.97 |
| Southampton | 411.88 |
| Middlesbrough | 416.34 |
| York City Council | 443.26 |

Graph 1: Top 4 councils' household recycling rates compared to Oxford 2007-2012



Graph 2: Household recycling rate of benchmark group 2009-12



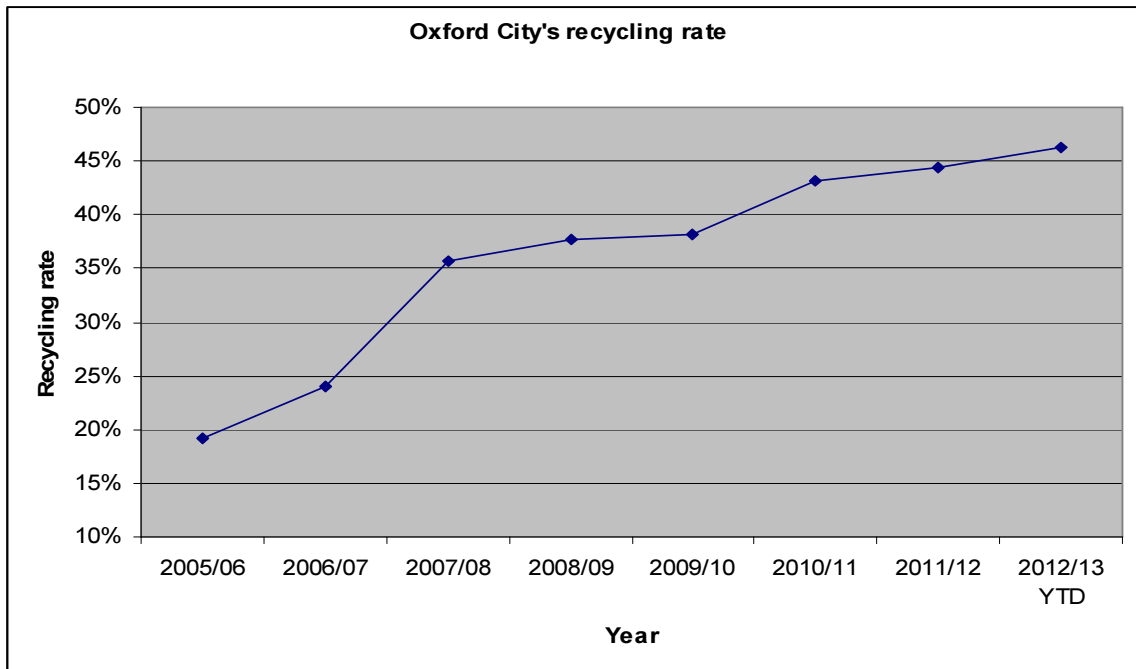
Oxford's Targets

The Council has two significant waste indicators to measure success: household recycling rate and household waste going to landfill.

16. Household recycling rate (NI 192)

Between April and December 2012, Oxford recycled 46.34% of its waste this is a vast improvement from 2005/06 when only 19% was recycled. The Council's ambition was to recycle 52% of household waste by 2015/16. The target has since been revised and downgraded by the City Executive as they feel that "to achieve 50% for an urban authority is a stretching target and therefore the proposal [is] to maintain it at 50% until 2014/15 and then increase it to 51% thereafter. The cost of achieving every additional 1% to the recycling rate becomes uneconomic as significant investment in the service would be required to increase the recycling rate beyond 51%". (Corporate Plan 2013 – 2017 report to CEB 14 February 2013).

"Significant investment" in the service means the cost of implementing such programmes as introducing a food waste collection to all flats in the city. The panel would like to explore with the recycling team various ideas that might increase the recycling rate which do not require significant investment.



Data from Waste Data Flow

17. Household waste going to landfill (NI191)

The Council's target is to "reduce the amount of residual household waste collected per household per annum and sent to landfill to 430kg in 2014/15." In 2011/12, 419.51kg per household was sent to landfill. This figure continues to exceed the target due to a number of initiatives to reduce residual waste and encourage recycling implemented by the recycling team. These include increasing the range of materials that can be recycled ie electronics and textiles and targeted campaigns to encourage recycling amongst different groups in the city.

Current recycling services offered by Oxford City Council

18. The Council offers a free fortnightly recycling collection to most households across the city. Dry recyclables (plastics, paper, tins etc) are collected in the blue wheeled bin and all food waste is collected weekly in a green caddy. Garden waste can also be collected for an annual subscription of £36.75 or free for those residents who claim benefits. To date, 13,802 households get fortnightly garden waste collection, 10,158 subscribed to the paid service and 2927 are concessionary.

19. All dry recyclables are initially sent to the recycling processing plant at Enstone and then sent to Milton Keynes, where they are sorted and sold to various places across the UK to be re-used. The Council pays a gate fee and a separation fee (per tonne) for the recyclables to be sorted at the plant. This equates to approximately £3 per tonne. Food waste is sent to the County's processing plants where it is made into fertiliser and re-sold for agricultural use. Garden and food mixed waste is collected and sent to be composted, to be sold for agricultural use.

20. The Council also offers a bulky waste collection which entitles all households to two free inorganic collections ie tvs, mattresses, whiteware etc per year. The Council also provides WEEE banks at bring sites where residents can dispose of small electrical appliances. Any goods disposed of are then pulled apart and recycled. Batteries can be disposed of in a clear plastic bag on top of the blue or green wheeled bin as part of the kerbside collection.

Commercial Waste collection

21. The Council offers a commercial waste collection. Providing this service is not a statutory requirement, but it does give the opportunity to generate revenue and encourage the commercial sector to recycle. The Council's commercial waste service controls approximately 50% of the commercial waste collection market in Oxford. It currently won't accept any new customers unless they choose to recycle. Direct Services currently recycle around 30% of the commercial waste it collects.

22. Unlike household waste, commercial waste is not part of the calculation for NI192. However, commercial recycling contributes to Oxfordshire County Council's objective of reducing the proportion of Municipal Waste sent to landfill.

Campaigns and policies to encourage recycling

23. Officers have run several promotional campaigns to encourage residents to recycle.

24. Cleaner Green Oxford Campaigns

The recycling team have been involved with a number of the Cleaner Greener Oxford Campaigns including East Oxford, Barton and Temple Cowley. Educational work has been carried out to improve the recycling scheme in these areas.

25. Rebalancing Projects

A number of rebalancing projects have taken place to increase the recycling in Rose Hill, Barton and currently Blackbird Leys and Greater Leys. The projects aim to remove additional green bins and educate residents in the use of blue recycling bins and food waste caddies. This has encouraged recycling by making it easier for residents. There has been a positive response from residents with the areas achieving the following results.

| Area | Recycling rate before campaign | Recycling rate after campaign | Change in recycling rate |
|-------------|---------------------------------------|--------------------------------------|---------------------------------|
| Barton | 42% | 49% | 4.9% |
| Rose Hill | 39% | 46% | 7% |

26. Introducing new material streams

Pink electrical banks (WEEE banks), have been rolled out across the city for residents to recycle small electrical items. Initially 9 banks were introduced and following the popularity, 9 more have recently been sited across the city.

27. A kerbside battery recycling scheme was introduced in September 2012. Residents are able to place batteries in a clear bag on top of their green or blue bin for recycling.

28. Students

Working closely with the student population, officers have door knocked and attended “fresher fairs” to increase awareness of the need to recycle. Working with the British Heart Foundation (BHF), officers ran a student “Moving Out” campaign in which students left out their unwanted furniture and the BHF collected and sold it on.

29. Targeting flats and HMOs

In 2012 The Council extended its household recycling scheme to tenants in Council owned flats by providing large recycling facilities on the ground level of each block. In December 2012 Council amended its Waste Policy so that *“at all relevant sites, the Council shall seek to collect no greater quantity of waste from domestic refuse bins than from domestic recycling bins”*. This policy change forces private property agents to purchase recycling bins for their flats in exchange for the Council collecting the waste/recycling every 3 days. Alternatively, agents can choose a private waste collection firm to collect their waste. So far the take up of privately run flats onto the Council’s scheme is promising.

Ongoing work of the panel

Is the recycling target ambitious enough?

30. The City’s current recycling rate of 46.34% (Dec 2012) means that the Council is currently 4.66% short of its target of 51% for 2015/16. Given that it is too soon to tell what affect the change in waste policy has had on the recycling rate, the panel would like to continue its investigations, before making a final decision on the ambitiousness of the council’s recycling target.

31. The panel would like to investigate the following issues:

Resident incentive schemes to encourage recycling in low recycling zones of the city.

Collecting food waste from flats.

Direct Services applied for funding from the Government to extend food waste collection into flats but the proposal was unsuccessful. A revised proposal was considered not viable.

The Panel would like to review these costs matched against the current cost of food waste from flats going to landfill.

Garden Waste scheme – the impact of charging for garden waste collection and the effect this has had on the number of households who recycle garden waste.

Is the garden waste collection price sensitive?

Are there ways of encouraging more garden waste into the waste stream.

Promotion/education campaigns – What more can be done to educate and promote recycling, including promoting WEEE banks, and the types of plastics that can be recycled.

Conclusion

32. The panel is still unsure whether the City's recycling target is ambitious enough, as the impact on the recycling rate of several newly implemented recycling initiatives is yet to be assessed
33. The panel would therefore like more time to fully explore the impact of these new initiatives before making a final assessment on the Council's ambitions.

Recommendations

That the Committee note and comment on the report.

That the Committee extends the panel timeframe so that more work can be done to investigate whether the Council's recycling target for 2015/16 is ambitious enough.

Name and contact details of author:

Sarah Claridge
Democratic Services Officer
sclaridge@oxford.gov.uk
Ext 2402

Background papers:

Oxfordshire Joint Municipal Waste Management Strategy
http://portal.oxfordshire.gov.uk/content/publicnet/council_services/enviroenmen

[t_planning/waste_recycling/alternative/joint-municipal-waste-management-strategy-2006.pdf](#)

DEFRA, LOCAL AUTHORITY COLLECTED WASTE MANAGEMENT STATISTICS FOR ENGLAND – FINAL ANNUAL RESULTS 2011/12
http://www.defra.gov.uk/statistics/files/mwb201112_statsrelease.pdf

http://www.defra.gov.uk/statistics/files/2011-12-ANNUAL-publication-LA-level_WITHOUTLINKS.xls

WRAP report Analysis of kerbside dry recycling performance in the UK 2008/09

<http://www.wrap.org.uk/sites/files/wrap/EVA143-000%20Kerbside%20Dry%20Benchmarking%20UK%2008-09%20Report%20FINAL%20for%20publication%20V2%201.pdf>

Corporate Plan 2013 – 2017 report to CEB 13 February 2013
<http://mycouncil.oxford.gov.uk/documents/s12352/Final%20CEB%20Corp%20Plan%20report%20101211.pdf>

This page is intentionally left blank

To: Value and Performance Committee
Date: 3rd April 2013
Report of: Head of Customer Services
Title of Report: Learning from Universal Credit Pilots.

Summary and Recommendations

Purpose of report: To provide an update on the Direct Payment and Universal Credit pilot projects the Council is running in conjunction with the Department of Work & Pensions

Key decision? No

Executive lead member: Councillor Van Coulter

Policy Framework:

Recommendation(s): Members are recommended to:

1. Note the lessons learned, particularly in reference to the Direct Payments Demonstration Project

Appendix Numbers

1. Analysis of Direct Payment Cases
2. Universal credit pilot methodology

Introduction

1. Oxford City Council is currently involved in two pilots as part of the government's Welfare Reform Program. Both are linked to the introduction of Universal Credit. This is a new Benefit which will be introduced this year, eventually replacing Housing Benefit, Working Tax Credits, Child Tax Credits, Employment Support Allowance and income based Jobseekers Allowance and Income Support.
2. The Direct Payments Demonstration Project is one of six such projects led by the Department of Work and Pensions, testing the impact of paying social tenants their housing support costs directly. Under

Housing Benefit regulations, nearly all social tenants have their Housing Benefit paid straight to their landlord. Universal Credit will see a single payment made monthly to claimants, out of which they must pay their rent to their landlord.

3. The second project which began in December, focuses on how front end services might be provided for Universal Credit and in particular, how we could support claimants into work. This pilot is in its early stages, and the lessons learned so far are limited.

Direct Payments Pilot – Payment Data

4. The figures provided below represent the situation at 1 February 2013, after the seventh direct payment had been made. A more detailed analysis of these figures is contained at Appendix 1.
5. 1,371 Council tenants, out of 1,600 which were in scope of the project, have received a direct payment as part of this project. Of the remaining tenants which were in scope (119) have moved or stopped claiming Housing Benefit, (91) required some support before being able to receive direct payment and (19) have not responded to us. Of the tenants who have received a payment, 294 have been switched back due to excessive rent arrears accruing, and 33 tenants have moved or have stopped claiming Housing Benefit. This leaves 1,044 cases still in receipt of direct payment.
6. Overall arrears for the project currently stands at 5.2% of all direct payments made. This compares against total arrears of 2.6% for all rent due. However if you exclude the cases that were added for the sixth payment in December, which had a particular set of problems (outlined below) this figure goes down to 4%.
7. Encouragingly the trend for direct payment arrears is for them to reduce over time. For the 900 cases which were put in at the start of the project, the level of arrears is 3.4%. This suggests that tenants are generally able to manage direct payment, and the longer they receive direct payments for, the better they manage their finances.
8. As stated above there were a number of issues with the last phase of tenants entering the project, which skews the arrears figures. These included:
 - Tenants receiving their first direct payment in December, which is a bad month for rent payment in any case due to the impact of Christmas (there was a slight increase in arrears overall over the Christmas period).
 - Less information was known about tenant's details (for 50 of the 125 we did not know whether they held bank accounts).
 - Tenants were not written to advising them specifically that they were about to receive their first direct payment, although they

had received a number of communications advising them that they were included in the project.

This phase of entrants into direct payment was the last involving significant numbers of tenants. The reason for this was because the academic researchers requested that people receiving direct payment have at least six months involvement with the project. As this was the last phase we also took the opportunity to test the impact of making direct payment to tenants in receipt of less support than had previously been the case.

9. Consequently, for this cohort arrears rose to 60.5% following their first direct payment. This reduced to 37.7% after the second payment. However 87 of the 125 tenants in this cohort have been switched back from direct payment. Whilst it is welcoming to see that even for this group there was a huge improvement in payment relatively quickly, it clearly shows that understanding our customers and working with them is key to making direct payments successful.
10. Of the 294 cases which have been switched back 54 have cleared their arrears, and it is intended to revert some of these tenants back to direct payment of Housing Benefit, once we are sure they are in a position to manage the change.

Direct Payments Pilot – Lessons Learned

11. All the project sites have discovered that they didn't know their customers as well as they thought they did. For direct payments to be successful it is necessary to identify those customers who will need support with budgeting and setting up a bank account. This requires good customer knowledge. For new tenants this issue should be picked up when they sign up for their tenancy. At this point we should be establishing what type of bank accounts they hold, what debts they have and what their budgeting is like. There is then an opportunity to either provide any necessary support, or refer them to an appropriate agency for help. For existing tenants we need to go and identify them ourselves, and that can only be done by talking to them.
12. It is essential to get the recovery process right. As part of the project, Rent Officers have been undertaking more recovery action via phone than previously. This allows a more proactive, preventative approach to be taken which can stop customers getting into further arrears and avoid the need to switch back. This is a significant culture change and one which has wider application across the Council.
13. The Council's preferred payment method is Direct Debit and the intention was for the project to maximise the use of Direct Debit for collection. However tenant feedback shows that many people on low incomes do not like Direct Debit, as a small error in budgeting can lead to bank charges. Consequently, the project will evaluate alternative

financial products to identify those most suited to assisting customers with direct payment.

14. A small proportion of tenants require significant support, and that support can be quite intensive. A temporary support officer was recruited in December and given 30 cases where no bank account was held by the tenant. So far, 15 of those cases now have an account and will be moved into the direct payment project. However it can be very difficult obtaining an appropriate account, especially where people do not have any photographic identification. Additionally we have found that some banks have been reluctant to open basic bank accounts. People without bank accounts will find it more difficult to make their rent payments. Although they are likely to have a Post Office Card Account where their Universal Credit could be paid into, it is not possible to make payments out of this type of account.
15. Not all tenants will need to pay their rent directly to their landlord under Universal Credit. One of the aims of this project is to inform the design process of Universal credit, particularly with regard to the circumstances in which tenants would be exempt from Direct Payment. Once this is known it will be easier to plan future resource requirement for this kind of support.

Direct Payments Pilot – Challenges Ahead

16. It is important to understand that the project allows the Council to closely manage the process of paying housing benefit and collecting rent. In the Universal Credit environment the DWP will be responsible for making payment of the benefit. This creates a number of challenges.
17. The DWP have said that there is unlikely to be any data sharing arrangements in place for social landlords. This means that unless the tenant tells us, we will not know when someone moves into Universal Credit, when they will receive their payment of Universal Credit, and whether payment has been suspended or ended. As such the relationship with the tenant becomes even more important. It will be necessary to be in regular contact with them to understand any changes in their circumstances which will affect their Universal Credit claim.
18. Payment of Universal Credit could be made on any day of the month. To allow customers to pay their rent as quickly as possible, we should allow Direct Debits to be collected on any day in the month.
19. However successful tenants are in managing direct payments, there will be an increase in the transaction costs of collecting rent, as currently one single transaction is made each week for all tenants in receipt of Housing Benefit. There will also be an increase in the range of activity required to maximise rent collection, so a review of the current structure of relevant teams is planned. Focus needs to be put

on preventative action and proactive customer engagement rather than remedial recovery.

Universal Credit Pilot

20. This pilot is still in its early stages so there is little in the way of lessons learned at this stage. We are focussing work on people impacted by the Benefit cap, and the new Under-occupancy rules in the Social Sector (known as the Bedroom Tax). We have contacted 100 people so far to persuade them to work more closely with us and are now conducting in depth triage interviews to find out what barriers to work they have, and to plan how to begin addressing them. Appendix 2 provides a more detailed description of the project methodology.
21. Initially we are working with three providers who will support people following their triage interviews. These are Jobcentre Plus, CAB and Skills UK. Jobcentre Plus can provide access to a variety of work related support. CAB can provide assistance with debt issues which had been identified as a significant barrier during our initial contact with people. Skills UK provide mentoring and coaching for people who have been out of work for some time, and can also assist with resolving practical issues, such as childcare provision. Throughout this process people will be supported by a keyworker working on the pilot in the Council. This approach also allows us to monitor and evaluate the support that is being provided, which will feed into the lessons learned from the pilot.
22. Although its early days we have been surprised at the willingness of people to work with us. Nearly everyone has reacted positively to the idea that they might need to get into work, although for many there are a lot of hurdles to overcome. We are generally finding that individuals have a myriad of issues which need to be tackled. Many of the people we are talking to feel that the Work Programme has not provided them with the help they feel they need, so this will be useful feedback for the DWP.
23. As we are working with people impacted by the benefit changes coming in this year, one issue that keeps cropping up is that of Housing, people impacted by the Bedroom Tax require assistance with alternative options. To support this area we are creating three seconded posts to assist the work of the pilot. It is envisaged that staff currently in Housing will move into these roles. This will enable us to deal with more people impacted by the changes, and ensure we are able to address their Housing issues. More widely the Council needs to ensure that the issues arising from the Bedroom Tax are taken into account when considering allocations and planning policy. Placing someone in a property bigger than their needs could mean that the rent is unaffordable to someone who requires Housing Benefit.

Financial Implications

24. Payment of Universal Credit, inclusive of housing support costs, directly to tenants present a significant financial risk to the Council. The best case scenario from our Direct Payment Project suggests an increase in arrears from 2.6% to 4%. With a rent roll of approximately £37 million, this represents an annual increase in arrears of more than £500,000.
24. Next year the Council has a Discretionary Housing Payment (DHP) grant of £525,000 to help support people affected by reductions in their Housing Benefit. The Bedroom Tax and Benefit Cap are estimated to see an annual reduction of £1,740,000 in Housing Benefit payments. This is in addition to reductions in Local Housing Allowance Rates that have already been implemented resulting in a £1,500,000 reduction in Housing Benefit payments. The Council is permitted to top up its grant by one and a half times the amount from the government, which would be £787,500. However it is not sustainable for the Council to provide this level of support on an ongoing basis. In preparation for the increase in DHP applications, the Council's DHP policy has been redrafted, and will be submitted to CEB for approval. It is currently with stakeholders for comments. To make best use of DHP funding, the new policy puts greater onus on recipients to take steps to reduce their reliance on DHP, and makes provision for any future awards to be a smaller amount.
25. Where families are evicted from their properties and placed in temporary accommodation, there is a cost to the Council in Housing Benefit Subsidy. Currently the number of families housed in this way is very low. There have only been 37 cases this year, which have cost £22,000 in lost subsidy. A significant rise in the number of families housed in this way would see a proportional rise in these costs.

Legal Implications

24. None

Name and contact details of author:-

| | |
|---------------------------|--|
| Name | Paul Wilding |
| Job title | Benefit Manager |
| Service Area | Customer Services |
| Tel: 01865 252461 e-mail: | pwilding@oxford.gov.uk |

List of background papers: None

Version number: 1.0

Appendix One

Direct Payments - Seventh Period Analysis

Analysis was carried out in week 32 (financial week 44) so 4 weeks rent has been excluded from analysis.

- **1371 out of original 1600 were added in phase 1, 2, 3, 4 & 6: -**

To date, (01.02.13) the 1371 are broken down as follows:

| | |
|-----------|--|
| 33 | Tenancies have ended |
| 294 | Have had their HB payments reverted back to OCC (Switch Back) |
| 902 | Live accounts are in credit or have a nil balance |
| 84 | Live accounts have reduced their arrears since joining the scheme |
| 0 | Live accounts have a static debt on their account |
| 58 | Live accounts have increased arrears since joining the scheme |

Of the 33 tenancies that have ended

| | |
|-----------|---|
| 12 | In credit or nil balance |
| 3 | Reduced arrears |
| 18 | Increased arrears since joining the scheme |

Of the 294 Account that have been Switched Back

| | |
|------------|---|
| 8 | Tenancies have ended (3 are in credit/nil & 5 have increased arrears) |
| 54 | Nil balance or in credit |
| 16 | Reduced arrears from when joining the scheme |
| 216 | Increased arrears from when joining the scheme |

NB: Those accounts with a nil balance are being prepped to go back onto direct payments hopefully in the next payment period.

Arrears analysis has been carried out on the **297** accounts with increased arrears.

NB: Some of these accounts had arrears when they joined the scheme, analysis has been carried out on the RISE in arrears so previous arrears have been disregarded.

Increasing Arrears (Live Cases, Switch Backs & Closed Accounts where arrears have increased)

| Weeks Rent Equivalent Owed | | Risk Score | | | |
|-----------------------------------|-----|-------------------|------------|----------|--------------|
| | | Risk | No. | % | Value |
| Less than 4wks rent | 56 | | | | |
| Average | | | | | |
| Exactly 4wks arrears | 7 | 0 | 195 | 66% | £90,710 |
| £465 | | | | | |
| Between 4-8wks arrears | 113 | 1-3 | 86 | 29% | £41,333 |
| £481 | | | | | |
| Exactly 8wks arrears | 4 | 4+ | 16 | 5% | £9,118 |
| £570 | | | | | |

| | | | |
|---------------------------------|---------|------------|-------|
| 5 th period analysis | £61,938 | £1,713,195 | 3.6% |
| 6th period analysis | £66,990 | £1,682,292 | 3.98% |
| 7th period analysis | £69,606 | £2,067,000 | 3.36% |

| Phase 2 only | Rising Arrears | Gross rent charged | Debt as % of rent charged |
|---------------------------------|----------------|--------------------|---------------------------|
| 1st period analysis | n/a | n/a | |
| 2nd period analysis | £13,748 | £58,997 | 23.30% |
| 3rd period analysis | £16,596 | £117,995 | 14.07% |
| 4th period analysis | £15,145 | £176,988 | 8.6% |
| 5 th period analysis | £14,365 | £220,514 | 6.5% |
| 6th period analysis | £13,293 | £224,812 | 5.91% |
| 7th period analysis | £13,471 | £264,896 | 5.08% |

| Phase 3 only | Rising Arrears | Gross rent charged | Debt as % of rent charged |
|---|----------------|--------------------|---------------------------|
| 1 st & 2 nd period analysis | n/a | n/a | |
| 3rd period analysis | £11,927 | £48,776 | 24.45% |
| 4th period analysis | £12,206 | £97,552 | 12.5% |
| 5 th period analysis | £14,515 | £143,405 | 10.1% |
| 6th period analysis | £13,167 | £165,871 | 7.93% |
| 7th period analysis | £11,458 | £205,574 | 5.57% |

| Phase 4 only | Rising Arrears | Gross rent charged | Debt as % of rent charged |
|---|----------------|--------------------|---------------------------|
| 1 st 2 nd & 3 rd period analysis | n/a | n/a | |
| 4th period analysis | £6,471 | £27,392 | 23.6% |
| 5 th period analysis | £11,914 | £55,783 | 21.4% |
| 6th period analysis | £12,034 | £62,361 | 19.29% |
| 7th period analysis | £10,372 | £80,099 | 12.94% |

| Phase 6 only | Rising Arrears | Gross rent charged | Debt as % of rent charged |
|---|----------------|--------------------|---------------------------|
| 1 st 2 nd & 3 rd period analysis | n/a | n/a | |
| 6th period analysis | £29,536 | £48,851 | 60.46% |
| 7th period analysis | £36,254 | £96,097 | 37.72% |

Appendix Two

Universal Credit Pilot Methodology

LA Led Pilot

Introduction

The Welfare Reform agenda means tenants within Oxford City are likely to face significant reductions in their household income, particularly customers subject to the Under-Occupancy restrictions and the Benefit Cap. This Pilot aims to work with customers affected by the Welfare Reforms to identify barriers that prevent customers entering work and the solutions for removing those barriers. The learning from this Pilot will be used to inform the Department for Work and Pensions (DWP) policy division and the implementation of Universal Credit.

Objectives

The overarching objectives for the Pilot are as follows:

- Identifying the barriers that prevent customers from entering work
- Identify the options and solutions for assisting customers including the identification of Partners with the skills to assist
- Capture and record the learning through customer engagement

Methodology

The approach of the Pilot is to provide a resource intensive solution to supporting customers through the Welfare Reforms. We have appointed a Pilot Lead and a Welfare Reform Outreach Worker who will engage with customers. This holistic approach will ensure customers have constant support available and not just support focussed on specific areas/barriers.

The Pilot will follow the following model:

Research => Test => Refine => Deliver => Review

Research

A lot of research work relating to the barriers that prevent people entering work has been undertaken in recent years so we have used this learning to inform our Pilot in its early stages. Organisations whose research has been used include: Gingerbread, Iseekjobs, DWP Policy and Research division, CAB & independent websites including those with forums where customers have posted personal experiences of barriers to work.

As a result, some common barriers identified include:

- Lack of child care
- Health issues preventing work
- Fear of the instability of entering work
- Lack of skills
- Debt

We have conducted a brief review of the mainstream organisations in the District who provide the services associated with removing the barriers to work. We have also taken into account their restrictions for clients wanting to access their services i.e. geographical location etc.

Test

To ensure the basis for our Pilot is robust and our local needs are matched to the research, we have tested our findings with a selection of customers during some proactive contact calling to customers affected by either the Under-Occupancy

restrictions or the Benefit Cap. This customer feedback has confirmed that most of the recognised barriers to work are common amongst our customers and that most customers have multiple barriers. In addition to this we confirmed that people generally seem very keen on engaging with the Local Authority in removing these barriers.

Refine

The tested enabled us to make some informed decisions relating to the Pilot. We have focussed on overcoming the more common barriers i.e. lack of employment skills and have left some of the more niche area's i.e. drug or alcohol abuse until the Pilot when processes will be better established. Until this time we will use existing signposting mechanisms already in place where we encounter these issues.

The testing also enables us to better identify the agencies we could work with that would effectively support customers. To ensure we can capture the learning and ensure the Pilot can be managed effectively in its early stages we identified 3 agencies from our review of the organisations available in the District to work with initially. The considerations included: capacity of the organisation to undertake the work, capacity of the organisation to provide adequate feedback and attend the steering group meetings, whether additional funding would be required and what funding the LA was already providing (where appropriate), the capacity to help the Pilot ensure its aims are achieved.

The organisations selected for the initial work are:

Skills UK – Have the capacity to take referrals and to provide an on site presence at St Aldates one afternoon per week. They have very few restrictions for customers to access their services although importantly they cannot work with customers already engaged with the work programme. They can cover all areas in the District and offer a visiting service where appropriate. They provide a similar caseworker style approach as the Pilot aims to do and have skills relating to a number of the major barriers to work.

Job Centre Plus – For customers already engaged with the Work Programme and already in contact with the Job Centre. They have a history of supporting customers into work.

CAB – we recognise that not everyone affected by Welfare Reforms will be able to enter work and as a result will need to find alternative ways to cope with the income reduction. The CAB will provide Financial Capability or debt advice where customers indicate this would assist during their interview. We have selected the CAB as they have no restrictions as to who can access their services or limitations relating to the area in which a person lives. Customers referred by the Pilot will not receive any preferential treatment with regard to accessing the services but the CAB will provide feedback to the Pilot regarding the advice given. In addition, the LA already funds some debt advice services within the CAB and this can be seen as an extension of this service.

No funding (or additional funding) has been provided to the partners identified above for the work undertaken as part of the Pilot.

Delivery

Delivery of the Pilot involves a triage process for customers who are identified or actively seek additional support as these Welfare Reforms take effect. These referrals mainly result from conversations with the Contact Centre who have been briefed on what factors might warrant a referral or other staff within the LA who identify a need through contact with a customer affected.

Once identified, referrals are made to the Pilot who pro-actively contacts the customer to discuss their needs and their options in more detail. This initial call also includes a data check section where the customer's circumstances are reviewed for accuracy whilst potential exemptions from the Welfare Reform restrictions are investigated.

In most cases, where it is established that the Welfare Reforms will impact the customer, an interview is arranged with the aim of trying to fully understand the customer's needs, the barriers preventing them entering work and the solutions for removing those barriers. An action plan is agreed with the customer and where further needs are identified that require 3rd party involvement a warm hand off is arranged which includes a full briefing to the 3rd party.

Follow up interviews/calls are made after the 3rd party's actions to establish the customer's opinion regarding the outcomes of the meetings and to determine what additional actions are required to move forward.

As a result of customer feedback, we also plan to add additional resources with a focus on housing to the Pilot as housing concerns are proving a major barrier to customers accessing work.

Review

We are required to provide bi-monthly evaluations to the DWP as part of the pilot and plan to review the existing process and partnership arrangements at the end of April 2013 with the view to checking the Pilot's effectiveness and also to review the scope of the pilot. An ongoing review of the processes in place will naturally occur and increase the efficiency and effectiveness of the Pilot as we progress.

In addition, we aim to review the resource arrangements for the Pilot based on the needs of the customer.

Governance arrangements

Please see annexe A as a proposed structure for the Governance arrangements for the Pilot.

Metrics / measure of success

As numbers engaging with the Pilot are unpredictable we plan to use qualitative measures as well and quantitative measures to determine success.

Measures will include:

- The number of people who actively engage with the Pilot in comparison to the number of customers affected by the Welfare Reforms
- Customers supported into Education, training or work
- Changes in customer attitudes towards accessing work
- Customer attitude towards engaging with the LA and its partners
- Number of positive outcomes for customers

Further details relating to the measures including the methodology for calculation and supporting data collection to substantiate the measures are part of the support Pilot documentation.

Objectives for Project Boards:

Keep project on track
Management information to
DWP
Learning to DWP

**Objectives for Welfare Reform
Officer Group:**

Project assurance
Project delivery overview
Removing barriers to delivery
Receipt of Early learning &
DWP updates and formulation of
organisational design
Recommendations to Customer
First

**Objectives for Customer First
Board:**

Project highlight reports
Ratification of early learning and
organisation design principles
Recommendations to Welfare
Reference Member Group

**Objectives for Welfare
Reference Group:**

DWP and Welfare reform
general updates
Project updates
Consultation on organisation
design
Feedback to officer group

**Customer First Programme Board
(Monthly)**

Attendees: Helen Bishop (Chair), Jane Lubbock, Peter Sloman, Jackie
Yates, Peter McQuitty, Emma Burson, Abby Abrahams, Karen Ravenhill,
Gary Thomas

To: Value and Performance Scrutiny Committee

Date: 3rd April 2013 **Item No:**

Report of: Simon Howick
Head of Human Resources & Facilities

Title of Report: Learning & Development update report

Summary and Recommendations

Purpose of report:

Following a request at the January 2013 VAP Scrutiny Committee, this report summarises how the Council, through its organisational learning, training and development programme, can move people through the organisation to achieve their full potential

Report approved by:

Finance: Nigel Kennedy
Legal: Jeremy Thomas

Recommendation(s):

Members are asked to:

- 1. Note the learning & development opportunities and strategy outlined in this report**
- 2. Note the ring fencing of training budgets and ensuring that the cost per head investment in staff has been maintained at the same level year on year**

1. Introduction

- 1.1 The January 2013 Equalities update report to VAP Scrutiny Committee outlined both the current and proposed initiatives the Council has committed to in order to continue to recruit and retain a diverse workforce that better reflects the local community. One of the Committees' recommendations was for a further report on how the Councils training programme could help to facilitate the career development of staff.
- 1.2 This report will provide a commentary on the main programmes already in place to support career development opportunities at all career grades. It will also outline proposed future initiatives.

2. Headlines – Learning & development opportunities

- 2.1 The employment lifecycle gives examples of the range of learning opportunities open to all employees:

| Lifecycle stage | Opportunity |
|---|---|
| Workforce plan (identifies need to hire) | Vacancy/ succession planning and potential knowledge transfer through internal "grow your own" principle |
| Recruitment process | Council and job related learning in preparation for interview / selection Feedback about performance |
| New starter | Induction Apprenticeship Work experience Work placement |
| Learning the role / Established in the role | Personal development plan Mandatory training On the job training Corporate training programme Coaching/ mentoring Appraisal / 121's (feedback) |
| Career development | Continual professional development (CPD) Secondment/ partnership projects Promotion |

3. Strategic measures – Learning & Development

- 3.1 **Strategy** – the Council's Organisational Development Strategy sets out the following objective:
- To attract, retain and develop a high performing and motivated workforce, where excellence in people management and development helps cement the Council as an employer of choice*

It also outlines a 'develop our people' theme and action plan currently in progress, which includes:

- Develop and deliver a comprehensive L&D programme fit for purpose in supporting 'Good to Great' – using it to bridge any gaps in employee capability
 - Ensure the right systems, policies & processes are in place and that these reflect our vision and values throughout all people management activity
 - Develop our talent – from apprentices to leaders of today & tomorrow
- 3.2 The success of this strategy will be measured by a forthcoming Investors in People (IiP) Gold assessment planned for May 2014
- 3.3 **Investment** – The Council continues its commitment to staff development by ring fencing its corporate learning budget, which remains at £475k per annum (an increase in the per-head investment. Putting this in context, recent CIPFA 2011/ 2012 Value for Money sector benchmarking against all other local authorities placed the Council's investment of 1.3% of its total pay bill in training staff and investment of an average of 3.2 days per year in learning and development for each full time equivalent employee in the median performance quartile for the sector. Significant other unrecorded training undoubtedly increases this figure.
- 3.4 **Training programme** - a blended learning approach to personal development if offered, with over 20 workshops, newly implemented 'i-Learn' e learning modules (with over 100 staff already linked into these), action learning sets, sector specific continual professional development (CPD) courses, a management develop programmes, regular compliance training refreshers, tool box talks for front line staff, and brief bites workshops to directly support line managers in their day-to-day management of staff and understanding of key policies.
- 3.5 From March 2013 the latest corporate training menu includes specific courses on developing transferable skills such as Emotional Intelligence, Assertiveness, Innovative Problem Solving, How to Influence & Negotiate, and Managing Projects. Other courses being developed include Business Partnering. All courses can be combined as part of a modular package and the OD team can put together bespoke service team development days. A recent example saw the Finance management team spend two days working through a programme of how to be effective consultants and persuasive communicators, and how to practically apply coaching and mentoring skills including supporting team members. City Leisure, Business Improvement, Human Resources and Housing have all utilised this type of development day.
- 3.6 **Performance and development** - a new appraisal system is in place from March 2013 that will give staff even more ownership of their performance, learning and development: with training directly aligned to a self-assessment against the new Values and Behaviours Framework and with more frequent bi-monthly meetings for staff to discuss progress against objectives and places more emphasis on managers have honest and constructive discussions with staff.

- 3.7 Developing talent** – in 2012, the Council doubled the number of apprentices across all service areas. There are currently 21 apprentices, with financial commitments in place of £200k in 2014 and 2016 to recruit two more cohorts.
- 3.8** The corporate targets for increasing apprentices are: 13/ 14 = 20, 14/ 15 = 22, 15/ 16 = 24, and 16/ 17 = 26. The ambition is to develop all apprentices to a position where they can be succession planned into career routes within the Council
- 3.9** 50% of all new starters in 2011/ 2012 were under 35 and staff under 39 now comprise 37% of the workforce. The number of BME applications has doubled to 17% of all applications amounting to 10 % of all new starters. The introduction of on line recruitment in October 2012 through the iTrent system has seen this trend continue, with over a quarter of all applicants from BME groups since October (29%) with 10% appointed overall. This means that the Council can start to develop broader professional development opportunities for underrepresented staff groups using positive action principles contained within Section 159 of the Equality Act 2010
- 3.10** The Council has a number of career graded roles that open up the opportunity to recruit at the entry levels within grades and for staff to build careers from scratch, where successfully completing training or qualifications triggers movement within and up the grades.
- 3.11** There is the potential to review other posts to see if career grading would enhance career choice and growth. Career grading has worked well when balanced with proven traineeships and annual agreements with Oxford Brookes University for student placements as an integral part of a degree programme, such as those developed by City Development and Environmental Development, that may then see talented staff recruited into the Council. Law & Governance have recently recruited a Trainee Solicitor and service areas can also start to look at partnership secondments as well as internal secondments as excellent options for career development.
- 3.12** All internal staff shortlisted for vacancies have access to interview coaching as a positive action principle to assist them to achieve the next step on their career progression. The Council increasingly uses Thomas (psychometric) Profiling to give feedback to staff as part of their self-awareness around personal strengths or gaps around behaviours. This analysis can play a strong part in setting smart behavioural objectives as part of the appraisal process and in alignment with the new values and behaviours framework which will be a golden thread connecting all internal training courses.
- 3.13** During 2013 the Council will introduce a talent management strategy which will identify and engage with staff with “high potential” and develop their potential in a planned and structured way.

3.14 The Council is also investing in training a coaching cohort (to Institute of Leadership & Management Level 5) in order to establish a coaching network from September 2013. This cohort will play a growing role in supporting all staff development, including leadership and management, and the skills of the new coaches will be maintained through the selective use of experienced external coaches and best practice links with the Oxfordshire Coaching Network. It is also hoped that the coaching cohort can stimulate wider mentoring and networking, with managers taking greater responsibility for mentoring staff

4. Broader learning and development aspirations 2013-2015

4.1 As reported to VAP in January 2013, we aim to increase the number of posts where speaking a second language adds significant benefit to customer service delivery, makes community engagement more effective and provides a further opportunity to increase the diversity of the workforce.

4.2 Progress targeted professional development for underrepresented staff groups (such as BME and women employees) and enable more diverse competition for middle and senior management roles.

4.3 Continue to work with trade unions to make available Skills for Life literacy/ numeracy and ESOL courses to provide additional support to existing staff to gain greater confidence with communication skills and to open career pathways.

5. Financial Implications

5.1 Noting the Council's existing budget commitments to corporate training (£475k) and a further £400k investment in apprentice cohorts from 2014-2018, there are no anticipated additional financial implications at this stage.

6. Legal Implications

6.1 The Council needs to ensure it meets the Public Sector Equality Duty principles, and specifically those to advance equality of opportunity when planning learning, development and talent management.

Name and contact details of author: Jarlath Brine

**List of background papers:
Organisational Development Strategy
Corporate Equality Scheme 2012 - 2015**

Version number: 1

This page is intentionally left blank

To: City Executive Board – 10th April 2013
Council – 22 April 2013

Report of: Head of Law and Governance

Title of Report: GOVERNANCE REVIEW

Summary and Recommendations

Purpose of report: This report presents the outcome of the review of the Council's governance arrangements, and makes recommendations for changes.

Key decision; No

Executive lead member: Councillor Price

Policy Framework:

Background papers: None

Recommendation(s):

A. The City Executive Board is RECOMMENDED:-

1. That the single executive member arrangements for decision-making be discontinued and that the responsibilities of single members be reallocated as set out in Annex 1 to this report and that the Constitution be amended accordingly.
2. That the Board agenda should contain an additional item relating to addresses by councillors to the Board and that the Constitution be altered as set out in Annex 3 to this report.
3. That the programme of City Executive Board meetings be as set out in Annex 2A and 2B to this report.

B. Council is RECOMMENDED:-

1. That the programme of Council and committee meetings for 2013/14 and 2014/15 be approved as set out in Annex 2A and 2B to this report, noting:-
 - (a) that the 2013/14 programme replaces that agreed by Council on 20th February 2012;

(b) that 10 City Executive Board and 10 Scrutiny Committee meetings have been programmed for 2013/14 with no such meetings programmed for May 2014 (the month when City Council elections occur), and that 11 City Executive Board and 11 Scrutiny Committee meetings have been programmed for 2014/15 with meetings programmed for May 2015 (the month when a General Election could occur).

2. That the areas of work for the Council's two Scrutiny Committees (as set out in paragraph 8.1 of the Constitution) be added to so that either scrutiny committee may scrutinise, in advance of its consideration by the City Executive Board, any report that is being submitted to the Board regardless of its subject matter, noting that both scrutiny committees already have the authority to deal with any call in matter or councillor call for action regardless of its subject matter.

3. So far as Council procedures are concerned, to approve the changes in procedure set out in Annex 6A to this report and contained in the updated Section 11 of the Constitution that forms Annex 6B to this report.

C. The City Executive Board and Council are RECOMMENDED:-

1. To note that monthly Board member briefings on current issues, open to all members, will be arranged and conducted by officers, and that dates for these briefings are contained in the programme of Council and committee meetings that forms Annex 2A.

2. To note that officers will present an updated Member/Officer Protocol to Council in June and in the meantime to note that officers would refresh staff awareness of its provisions in particular as far as Ward references are concerned.

3. To note that the City Executive Board has agreed the recommendations in Annex 5 to this report that relate to public engagement and that officers are working on their implementation.

4. To agree that a Governance Working Party should meet each year, in November, to review operational practice and decide what changes, if any, to recommend.

D. To authorise the Head of Law and Governance to make all changes to the Constitution to give effect to the recommendations in this report.

APPENDICES TO REPORT

- Appendix 1 – Reallocation of responsibilities for decisions reached by single members.
- Appendix 2A – Programme of Council and committee meetings 2013/14 and 2014/15

- Appendix 2B – Scrutiny, City Executive Board and Council Meetings – 2013/14 and 2014/15
- Appendix 3 – Enhancing Member Engagement – Speaking at City Executive Board meetings
- Appendix 4 – Member/Officer Protocol as it appears in the Constitution
- Appendix 5 – Public Engagement – Decisions reached on the Scrutiny Review of Area Forums
- Appendix 6A – Council Meetings – Proposed Changes in Procedures
- Appendix 6B – Council Meetings – Update to Section 11 of the Constitution (Procedure at Council Meetings)

Introduction

1. The Council's current governance (decision making) arrangements are the (strong) leader and cabinet executive model. These arrangements are one of a number of prescribed models contained in the Local Government Act 2000 (as amended) and associated regulations. The Council's governance arrangements came into operation in October 2001. The strong leader element came into operation in May 2012 by virtue of the requirements in the Local Government and Public Involvement in Health Act 2007.
2. The Localism Act 2011 amends the 2000 Act and enables local authorities to discharge their functions either by executive arrangements (as the City Council does at present) or by committee arrangements or by any other arrangements that the Secretary of State may prescribe. A cross party working group (Councillors, Price, Tanner, Fooks, Rundle, Williams and Simmons) has reviewed the Council's present governance arrangements to see how they might be improved.

A New Governance System

3. There is no right or wrong governance structure. The 'right' structure for Oxford is that which delivers our values and policies and reflects our culture and community aspirations. The working party looked at three models of committee governance to see whether a new governance system might better deliver our values. There was no consensus over changing to a committee system so the working party concentrated upon how to improve present governance arrangements.

The Present Governance System

4. The working party looked at five issues concerning the present governance system that it felt needed to be addressed. These are:-
 - (a) That the governance system should be efficient and effective.
 - (b) That there should be clear accountability for decision-making along with a good understanding of how the Council is run.

- (c) That there should be better engagement of backbench councillors allowing them to make a contribution to decision making.
- (d) That there should be engagement and influence by the public with proper consideration of localised decision making with clear processes for local influence.
- (e) That there should be better clarity about the purpose of Council meetings and that the content, management and control of Council should be improved.

Improvements to the Existing Executive Arrangements

(a) Single Member Decisions

5. The working party felt that the concerns over single member decision making, and the perception that this concentrated power and undermined access to decision making was best addressed by discontinuing the single member decision making arrangements. As to the executive responsibilities of single members, the working party for its part suggested that some of those responsibilities should be delegated to officers and some should become the responsibility of the City Executive Board. Annex 1 to this report sets out the recommended re-allocation of single member responsibilities.

(b) City Executive Board

6. The working party decided that there should be an increased number of programmed City Executive Board meetings, evenly spaced throughout the year, and that there should be a related scrutiny meeting for each CEB meeting. The Working Party considered that this would make for greater member and officer certainty over meeting dates and decision process. Annex 2A to this report contains the proposed programme of council and committee meetings for 2013/14 and 2014/15. Eleven CEB meetings are programmed in each year, with the Board not meeting in August. Annex 2B extracts from the programme the dates for Scrutiny, the Board and Council. As far as quarterly performance reporting is concerned, the timetable provides reasonably for timely reporting given the lead-in time in terms of report preparation and clearances, as follows for 2013/14:-

- Quarter 1 – April – June – CEB 11 September (no meetings in August)
- Quarter 2 – July – September – CEB 13 November
- Quarter 3 – October – December – CEB 12 February
- Quarter 4 – January 2014 – March – CEB 11 June (no meetings in May because of City Council elections)

(c) Scrutiny

7. The working party considered whether to reduce scrutiny committees from two committees to one (with the one committee commissioning review and standing panels and co-ordinating the scrutiny work programme) or whether to maintain the status quo both so far as the number of committees and the balance of work is concerned. A consensus could not be reached over change and so the status quo will prevail. Officers wish to emphasise that if the balance changes so that there is more pre-scrutiny work with no diminution of review work, that could challenge present resources.
8. The programme of council and committee meetings at Annex 2A shows each scrutiny committee meeting every other month. Each committee relates to one of the monthly CEB meetings. It is important that scrutiny recommendations on any reports pre-scrutinised are made to the Board without delay. In order to achieve this the responsibilities of the two scrutiny committees are recommended to include the ability to pre-scrutinise any report regardless of whether the subject matter falls within the committee's subject brief.

Enhancing Member Engagement

9. The working party, for its part, agreed a number of enhancements which it believes would improve member engagement. They are described below:-
 - (a) The City Executive Board's agenda should contain an item for members of opposition groups (shadow spokespersons) to address the Board for up to three minutes on items on the Board agenda. This represents a formalisation of what happens informally at present. The wording is set out in Annex 3.
 - (b) Monthly Board member briefings on current issues, policies and strategies, open to all members should be arranged and conducted by officers. This happens in an ad hoc way at present. What officers will now do is to put together a programme of Board member briefings. Annex 2A (the programme of council and committee meetings) contains dates for these briefings.
 - (c) Review the Member/Officer Protocol, in particular as far as press releases and Ward activities are concerned. The working party felt that Ward members should be better briefed on matters affecting their Wards. For information, Annex 4 contains the current Member/Officer Protocol that appears in the constitution. Officers will review and recast the Protocol, and report upon it.

Public Engagement

10. The recommendations of the scrutiny review of area forums that were agreed by the City Executive Board on 5th December 2012 are contained in Annex 5 to this report. When implemented, these decisions should bring about improvements to councillors' community leadership roles and through this the access and influence communities can have. It is inevitable that even with these or any other improvements, if decisions or solutions do not fit with the desires of communities they will be disappointed and are likely to feel aggrieved.

Council Meetings

11. The working party held a separate meeting on Council meetings. It is fair to say that there were different views on the purpose of Council meetings and the balance that needed to be struck between dealing with defined business on the agenda, debating matters affecting the City and hearing the concerns of members of the public. The Working Party has suggested a way (better to) strike this balance by re-ordering the business of Council into a Business part, a Public Involvement part and a Proclamation part (ie where the Council makes its views known through Motions on behalf of the Oxford public). There was also general agreement on the need to improve the transaction of business at Council meetings. Annex 6A and 6B to this report sets out what the working party for its part suggested should be done to improve things. Annex 6A details the changes and Annex 6B contains the Constitution changes to the Council Procedure Rules that result from the changes.

Name and contact details of author:-

Name: William Reed
Job title: Democratic Services Manager
Service Area / Department: Law and Governance
Telephone: 01865 252230
e-mail: wreed@oxford.gov.uk

Version number: 2

Responsibilities delegated in the Constitution to single members – re-allocation

- appointing representatives to outside bodies – **Board decision**
- adoption of supplementary planning guidance – **Board decision**
- agreeing transfers between cost centres of £100,000 to £250,000 that are consistent with the policy framework – **Delegate to officers**. *This means that officers will be able to agree transfers of up to £250,000, over which transfers are a Board responsibility.**
- writing off business debts of over £10,000 and personal debts of over £5,000 – **Delegate to officers**. *This means that officers will be responsible for all write offs.**
- bidding for work outside Oxford where the value of those arrangements exceeds £100,000 – **Delegate to officers**. *This means that officers will be responsible for bidding for all work outside Oxford regardless of the value. Where bids are successful then either the Board will be involved depending upon the value of the work or officer decisions will be the subject of a public statement in accordance with the government's Executive Regulations (see the footnote to this Annex).*
- acquiring or disposing of freeholds or leaseholds with a consideration or premium over £500,000 – **Board decision**
- acquiring or disposing of leases with a rental value over £125,000 each year – **Board decision**
- disposing of property or leases for less than best consideration – **Board decision**
- making control orders – **Delegate to officers**
- changing eligibility for services – **Board decision**

- agreeing the community and voluntary organisations grants prospectus - **Board decision**
- giving grants (except small and emergency grants, historic buildings grants and renovation, improvement and adaptation grants for private properties) – **Board decision**
- setting fees and charges - **Board decision**
- setting minimum service standards - **Board decision**
- designations of conservation areas - **Board decision**
- naming and numbering of streets if there are unresolved objections following consultation - **Board decision**
- responding to consultations by outside bodies where the leader wishes a single executive member to approve a response – **Board decision** but change wording to read ‘Board’ rather than ‘a single executive member’.
- Receiving scrutiny recommendations and reconsidering single executive member decisions that have been referred back from scrutiny following the call in of a single executive member decision – **this falls because there will be no single executive member decisions.**

* The Government has made Regulations that came into force on 10 September 2012 that require a written statement to be prepared and made available at our offices and on our website of executive decisions taken by officers. Officers need to take a judgement on whether an executive decision is caught by the Regulations. The judgement must have regard to the general principle of the Regulations which is that the public should have access to information relating to decisions reached by local authorities. Some at least of officer decisions taken under the asterisked delegations will need to be publicised in a written statement. Officers also intend to add wording to the agenda for the City Executive Board to say that officer executive decisions may be viewed on our website. And, as far as write-offs are concerned, a summary will appear in the quarterly performance reports.

This page is intentionally left blank

Programme of Meetings 2013/2014

| | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | |
|--------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|
| Apr-13 | 1 | 2 | 3 | 4 | 5 | 8 | 9 | 10 | 11 | 12 | 15 | 16 | 17 | 18 | 19 | 22 | 23 | 24 | 25 | 26 | 29 | 30 | | | | |
| May-13 | | | 1 | 2 | 3 | 6 | 7 | 8 | 9 | 10 | 13 | 14 | 15 | 16 | 17 | 20 | 21 | 22 | 23 | 24 | 27 | 28 | 29 | 30 | 31 | |
| Jun-13 | 3 | 4 | 5 | 6 | 7 | 10 | 11 | 12 | 13 | 14 | 17 | 18 | 19 | 20 | 21 | 24 | 25 | 26 | 27 | 28 | | | | | | |
| Jul-13 | 1 | 2 | 3 | 4 | 5 | 8 | 9 | 10 | 11 | 12 | 15 | 16 | 17 | 18 | 19 | 22 | 23 | 24 | 25 | 26 | 29 | 30 | 31 | | | |
| Aug-13 | PAR | SC V | APE | LIC | 1 | 2 | 5 | 6 | 7 | 8 | 9 | 12 | 13 | 14 | 15 | 16 | 19 | 20 | 21 | 22 | 23 | 26 | 27 | 28 | 29 | 30 |
| Sep-13 | 2 | 3 | 4 | 5 | 6 | 9 | 10 | 11 | 12 | 13 | 16 | 17 | 18 | 19 | 20 | 23 | 24 | 25 | 26 | 27 | 30 | | | | | |
| Oct-13 | | SC C | APE | 3 | 4 | 7 | 8 | 9 | 10 | 11 | 14 | 15 | 16 | 17 | 18 | 21 | 22 | 23 | 24 | 25 | 28 | 29 | 30 | 31 | | |
| Nov-13 | | SC V | APE | LIC | 1 | 4 | 5 | 6 | 7 | 8 | 11 | 12 | 13 | 14 | 15 | 18 | 19 | 20 | 21 | 22 | 25 | 26 | 27 | 28 | 29 | |
| Dec-13 | 2 | 3 | 4 | 5 | 6 | 9 | 10 | 11 | 12 | 13 | 16 | 17 | 18 | 19 | 20 | 23 | 24 | 25 | 26 | 27 | 30 | 31 | | | | |
| Jan-14 | | SC V | APE | LIC | 3 | 6 | 7 | 8 | 9 | 10 | 13 | 14 | 15 | 16 | 17 | 20 | 21 | 22 | 23 | 24 | 27 | 28 | 29 | 30 | 31 | |
| Feb-14 | 3 | 4 | 5 | 6 | 7 | 10 | 11 | 12 | 13 | 14 | 17 | 18 | 19 | 20 | 21 | 24 | 25 | 26 | 27 | 28 | | | | | | |
| Mar-14 | C | SC V | APE | LIC | 7 | 10 | 11 | 12 | 13 | 14 | 17 | 18 | 19 | 20 | 21 | 24 | 25 | 26 | 27 | 28 | 31 | | | | | |
| Apr-14 | | SC C | APE | LIC | 4 | 7 | 8 | 9 | 10 | 11 | 14 | 15 | 16 | 17 | 18 | 21 | 22 | 23 | 24 | 25 | 28 | 29 | 30 | | | |
| May-14 | | SC V | APE | LIC | 2 | 5 | 6 | 7 | 8 | 9 | 12 | 13 | 14 | 15 | 16 | 19 | 20 | 21 | 22 | 23 | 26 | 27 | 28 | 29 | 30 | |

Key
 AGC- Audit and Governance Committee

 AP E - East Area Planning Committee
 AP W - West Area Planning Committee
 C- Council

CEB - City Executive Board

HCPH - Hackney Carriage and Private Hire Licensing Sub - Committee
 GPL - General Purposes Licensing Committee
 LGA - Licensing and Gambling Acts Committee
 M BRIEF - Member Briefing

 M IND - Member Induction

PLAN - Overflow Planning Committee
 PRC - Planning Review Committee
 PAR - Meeting with Parish Councils

SC C - Communities and Partnership Scrutiny Committee
 SC V - Value and Performance Scrutiny Committee
 ST - Standards Committee

This page is intentionally left blank

Programme of Meetings 2014/2015

| | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri | Mon | Tue | Wed | Thu | Fri |
|--------|-----|------|-----|----------------|-----|-----|-------|-----|------------------|-----|---------|--------|--------|--------|-----|-------|---------|--------|-----|-----|-----|---------|------|-----|-----|
| Apr-14 | | 1 | 2 | 3 | 4 | 7 | 8 | 9 | 10 | 11 | 14 | 15 | 16 | 17 | 18 | 21 | 22 | 23 | 24 | 25 | 28 | 29 | 30 | | |
| | | SC V | APE | LIC | | | APW | CEB | (PLAN) | | C | | MBRIEF | | | | | | AGC | | | HCPH | PRC | | |
| May-14 | | | | 1 | 2 | 5 | 6 | 7 | 8 | 9 | 12 | 13 | 14 | 15 | 16 | 19 | 20 | 21 | 22 | 23 | 26 | 27 | 28 | 29 | 30 |
| | | | | CITY ELECTIONS | | | | | | | | M IND | M IND | M IND | | C(A) | LGA GPL | LIC | LAB | | | | | | |
| Jun-14 | 2 | 3 | 4 | 5 | 6 | 9 | 10 | 11 | 12 | 13 | 16 | 17 | 18 | 19 | 20 | 23 | 24 | 25 | 26 | 27 | 30 | | | | |
| | | SC C | APE | | | | APW | CEB | (PLAN) | | | HCPH | MBRIEF | LAB | | C | LIC | PRC | AGC | | | | | | |
| Jul-14 | | 1 | 2 | 3 | 4 | 7 | 8 | 9 | 10 | 11 | 14 | 15 | 16 | 17 | 18 | 21 | 22 | 23 | 24 | 25 | 28 | 29 | 30 | 31 | |
| | | SC V | APE | | | | APW | CEB | (PLAN) | | | | MBRIEF | | | | LIC | | | | | | HCPH | PRC | |
| Aug-14 | | | | | 1 | 4 | 5 | 6 | 7 | 8 | 11 | 12 | 13 | 14 | 15 | 18 | 19 | 20 | 21 | 22 | 25 | 26 | 27 | 28 | 29 |
| | | | | | | | | APE | | | | APW | | (PLAN) | | | LIC | | LAB | | | | | | |
| Sep-14 | 1 | 2 | 3 | 4 | 5 | 8 | 9 | 10 | 11 | 12 | 15 | 16 | 17 | 18 | 19 | 22 | 23 | 24 | 25 | 26 | 29 | 30 | | | |
| | | SC C | APE | | | | APW | CEB | (PLAN) | | | HCPH | MBRIEF | LIC | | | LGA GPL | PRC | LAB | | | | | | |
| Oct-14 | | | 1 | 2 | 3 | 6 | 7 | 8 | 9 | 10 | 13 | 14 | 15 | 16 | 17 | 20 | 21 | 22 | 23 | 24 | 27 | 28 | 29 | 30 | 31 |
| | | | APE | | | | SAC V | APW | (PLAN) | | | MBRIEF | CEB | | | | LIC | | | | | HCPH | PRC | LAB | |
| Nov-14 | 3 | 4 | 5 | 6 | 7 | 10 | 11 | 12 | 13 | 14 | 17 | 18 | 19 | 20 | 21 | 24 | 25 | 26 | 27 | 28 | | | | | |
| | | | APE | | | | SC C | APW | (PLAN) | | | MBRIEF | CEB | LAB | | | PRC | LIC | LAB | | | | | | |
| Dec-14 | 1 | 2 | 3 | 4 | 5 | 8 | 9 | 10 | 11 | 12 | 15 | 16 | 17 | 18 | 19 | 22 | 23 | 24 | 25 | 26 | 29 | 30 | 31 | | |
| | C | AGC | APE | | | PAR | SC V | APW | (PLAN) | | MBRIEF | HCPH | CEB | LIC | | | PRC | | | | | | | | |
| Jan-15 | | | | 1 | 2 | 5 | 6 | 7 | 8 | 9 | 12 | 13 | 14 | 15 | 16 | 19 | 20 | 21 | 22 | 23 | 26 | 27 | 28 | 29 | 30 |
| | | | | | | | | APE | LAB | | | APW | MBRIEF | (PLAN) | | | SC C | LIC | LAB | | PAR | LGA GPL | CEB | LAB | |
| Feb-15 | 2 | 3 | 4 | 5 | 6 | 9 | 10 | 11 | 12 | 13 | 16 | 17 | 18 | 19 | 20 | 23 | 24 | 25 | 26 | 27 | | | | | |
| | C | SC V | APE | HCPH | | | APW | CEB | (PLAN) | | | MBRIEF | C(B) | LAB | | (CEB) | LIC | PRC | AGC | | | | | | |
| Mar-15 | 2 | 3 | 4 | 5 | 6 | 9 | 10 | 11 | 12 | 13 | 16 | 17 | 18 | 19 | 20 | 23 | 24 | 25 | 26 | 27 | 30 | 31 | | | |
| | | SC C | APE | | | PAR | APW | CEB | LAB | | | HCPH | MBRIEF | (PLAN) | | | SC V | | LIC | | | | PRC | | |
| Apr-15 | | | 1 | 2 | 3 | 6 | 7 | 8 | 9 | 10 | 13 | 14 | 15 | 16 | 17 | 20 | 21 | 22 | 23 | 24 | 27 | 28 | 29 | 30 | |
| | | | CEB | | | | | APE | LAB | | C | APW | (PLAN) | LAB | | | | MBRIEF | AGC | | | HCPH | SC C | PRC | LIC |
| May-15 | | | | | 1 | 4 | 5 | 6 | 7 | 8 | 11 | 12 | 13 | 14 | 15 | 18 | 19 | 20 | 21 | 22 | 25 | 26 | 27 | 28 | 39 |
| | | | | | | | | APE | GENERAL ELECTION | | LAB AGM | APW | CEB | (PLAN) | | C(A) | LGA GPL | MBRIEF | | | | | PRC | LIC | |

Key
 AGC- Audit and Governance Committee
 AP E - East Area Planning Committee
 AP W - West Area Planning Committee
 C- Council

CEB - City Executive Board

HCPH - Hackney Carriage and Private Hire Licensing Sub - Committee
 GPL - General Purposes Licensing Committee
 LGA - Licensing and Gambling Acts Committee
 M BRIEF - Member Briefing
 M IND - Member Induction

PRC - Planning Review Committee
 PAR - Meeting with Parish Councils

SC C - Communities and Partnerships Scrutiny Committee
 SC V - Value and Performance Scrutiny Committee
 ST - Standards Committee

This page is intentionally left blank

GOVERNANCE REVIEW – LABOUR GROUP, SCRUTINY, CITY EXECUTIVE BOARD AND COUNCIL MEETINGS

2013/14

| LABOUR GROUP (all Thursdays) | SCRUTINY (all Tuesdays) | CITY EXECUTIVE BOARD (all Wednesdays) | COUNCIL (all Mondays except as indicated) |
|--|--------------------------------|--|---|
| 9 May 2013 (AGM) | | | 20 May 2013 (Annual) |
| 23 May | 4 June 2013 (CAP) | 12 June 2013 | 24 June |
| 20 June | 2 July (VAP) | 10 July | |
| 22 August | 3 September (CAP) | 11 September | 23 September |
| 19 September | 1 October (VAP) | 9 October | |
| 24 October | 5 November (CAP) | 13 November | 25 November |
| 21 November | 3 December (VAP) | 11 December | |
| 2 January 2014 (+ 30 January for 3 February Council) | 14 January 2014 (CAP) | 22 January 2014 | 3 February 2014 |
| 23 January | 4 February (VAP) | 12 February (24 February) | 19 February* (Wednesday) and 24 February (both Budget only) |
| 20 February | 4 March (CAP) | 12 March | |
| 20 March (+ 10 April for 14 April Council) | 1 April (VAP) | 9 April | 14 April |
| 8 May (AGM) | Not May – City Elections | Not May – City Elections | 19 May (Annual) |
| Number of Meetings | Number of Meetings | Number of Meetings | Number of Meetings |
| 12 +AGM (+1?*) | 10 | 10 | 5 + 1 (Annual) + 1 (Budget) |

* If a Labour Group meeting is needed to precede Budget Council then programme for Thursday 13 or Monday 17 February

2014/15

| LABOUR GROUP (all Thursdays) | SCRUTINY (all Tuesdays except as indicated) | CITY EXECUTIVE BOARD (all Wednesdays) | COUNCIL (all Mondays except as indicated) |
|--|--|--|---|
| 8 May 2014(AGM) | | | 19 May 2014 (Annual) |
| 22 May | 3 June 2014 (CAP) | 11 June 2014 | 23 June |
| 19 June | 1 July (VAP) | 9 July | |
| 21 August | 2 September (CAP) | 10 September | 29 September |
| 25 September | 7 October (VAP) | 15 October | |
| 30 October | 4 November (CAP) | 12 November | 24 November |
| 27 November | 9 December (VAP) | 17 December | |
| 8 January 2015 (+ 29 January for 2 February Council) | 20 January 2015 (Monday) (CAP) | 28 January 2015 | 2 February 2015 |
| 22 January | 3 February (VAP) | 11 February | 18 February* (Wednesday) and 23 February (both Budget only) |
| 19 February | 3 March (CAP) | 11 March | |
| 12 March (+ 9 April for 13 April Council) | 24 March (VAP) | 1 April | 13 April |
| 16 April | 28 April (CAP) | 13 May | |
| 11 May (Monday) (AGM) | | | 18 May (Annual) |
| Number of Meetings | Number of Meetings | Number of Meetings | Number of Meetings |
| 13 + AGM (+1?*) | 11 | 11 | 5 + 1 (Annual) +1 (Budget) |

* If a Labour Group meeting is needed to precede Budget Council then programme for Thursday 12 or Monday 16 February

**GOVERNANCE REVIEW – ENHANCING MEMBER ENGAGEMENT –
SPEAKING AT CITY EXECUTIVE BOARD MEETINGS**

1. Additional standard item for the Board agenda:-

After the item 'Reports from Scrutiny Committees' add an item
'Councillor Addresses on any Item for Decision on the Board's Agenda'

2. Additional item for the Constitution:-

Delete Procedure Rule 12.9 and replace it with the following:-

12.9 Councillors speaking at meetings

City Councillors may, where the chair agrees, address the Board on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by no later than 9.30 am on a day so that there is at least one working day before the meeting. An address may last for not more than three minutes. If an address is made, the Board member who has political responsibility for the item for decision may respond or the Board will have regard to the points raised in reaching its decision.

This page is intentionally left blank

23 CODE ON COUNCILLOR-OFFICER RELATIONS

| | | |
|-------|--|---|
| 23.1 | Status of this code | 1 |
| 23.2 | Roles of Councillors and officers | 1 |
| 23.3 | Politeness and respect | 2 |
| 23.4 | Unfair pressure | 2 |
| 23.5 | Councillors' enquiries | 2 |
| 23.6 | Close personal relationships | 3 |
| 23.7 | Complaints about Councillors or officers | 3 |
| 23.8 | Information and advice | 3 |
| 23.9 | Political activity | 4 |
| 23.10 | Support services to Councillors and political groups | 5 |
| 23.11 | Correspondence | 5 |
| 23.12 | Officer advice to political groups | 5 |
| 23.13 | Councillors' briefings, agendas and reports | 5 |
| 23.14 | Media Releases and Publicity | 6 |
| 23.15 | Specific ward issues and ward Councillors | 7 |
| 23.16 | The Council as an employer | 8 |
| 23.17 | Responsibility for this code | 9 |

23.1 Status of this code

This code gives guidance only but it may be taken into account if there is a complaint about a Councillor or an officer. Councillors are obliged to observe the members' code of conduct. Any complaints received in relation to alleged breaches of the code of conduct will be considered initially by the Monitoring Officer. Officers are also obliged to comply with a code of conduct. Any complaints received about officers behaviour or conduct will be considered by the relevant managers.

23.2 Roles of Councillors and officers

Officers and Councillors both serve the public but they have different roles. Officers are employees of the Council and are politically neutral. Their role is to advise Councillors and implement the policies of the Council to the best of their abilities. Councillors are office holders and will often belong to a political party. They are obliged to exercise their own judgement in respect of matters before them but may also legitimately pursue party political objectives.

23.3 Politeness and respect

Councillors and officers should show each other politeness and respect. Councillors have the right to criticise officers' reports or actions, but they should:

- avoid personal and/or public attacks
- ensure their criticism is fair and constructive
- try to improve things for the future, not just criticise

Officers should not criticise Council decisions even if they do not personally agree with those decisions.

23.4 Unfair pressure

When they deal with each other, Councillors and officers should not try to take advantage of their position.

Councillors should generally restrict their discussion on strategic or significant issues to more senior officers, for example heads of service or team leaders.

Councillors should be aware that officers (especially junior officers) may feel unable to respond appropriately. Councillors, in particular those with special responsibilities should be particularly aware of this.

Councillors should not pressure officers to work outside their normal hours or to do anything they are not allowed to do or that is not part of their normal work.

Councillors should normally make appointments before visiting officers and should try to avoid frequent unscheduled interruptions.

Officers should not try to persuade individual Councillors to make a decision in their personal favour or raise things to do with their employment with individual Councillors. Nor should they approach individual Councillors with allegations about other officers. They should use the Council's consultations, grievance, whistle blowing and disciplinary procedures instead.

23.5 Councillors' enquiries

Officers should answer Councillors' enquiries within five working days. If that is not possible, they should send a holding reply.

23.6 Close personal relationships

Close personal relationships between individual Councillors and officers should be avoided.

23.7 Complaints about Councillors or officers

If an officer feels a Councillor is not treating them with politeness and respect, they should consider talking to the Councillor directly. If they do not feel they can talk to the Councillor or talking to the Councillor does not help, they should talk to their line manager, head of service or director immediately. The manager approached will talk to the Councillor or the leader of their political group and may also tell the chief executive. The officer will be told the outcome. Officers may also make a complaint alleging a breach of the members' code of conduct.

If a Councillor feels an officer is not treating them with politeness and respect, they should consider talking to the officer directly. If they do not feel they can talk to the officer or talking to the officer does not help, they should talk to the officer's line manager, head of service or director immediately. If the problem continues the manager approached will consider whether to discipline the officer under the Council's procedures.

23.8 Information and advice

(a) General information and advice

Councillors can ask the chief executive or a director or a head of service for information or advice that relates to their work as a Councillor. As long as it does not involve giving the Councillor exempt information, officers will provide the best information and advice they can with the resources available.

If it is possible that a Councillor will use the information at a meeting, the Board member will be told what information has been asked for and given.

(b) Advice for Councillors with special responsibilities

The lord mayor, Board members and committee chairs can ask the chief executive, directors and heads of service for extra background information and advice on different courses of action.

The leaders of minority political groups can ask the chief executive or directors or heads of service for background information or more details about items coming to the next meeting of a committee or the Board or to a single executive member. The appropriate chair or Board member will be told about any information given.

Party group leaders can ask for advice on presenting their budget in a correct form. This will be given in confidence.

(c) Help with casework

When data protection laws allow, Councillors will be given the information they need to do their casework. This will be done in confidence.

23.9 Political activity

(a) Restrictions on officers' political activities

Most senior officers and some other officers are politically restricted. These officers cannot be Councillors or MPs and cannot say, publish or do anything in their private capacity that seems intended to affect public support for a political party.

The Head of Human Resources and Facilities keeps a list of politically restricted posts. Any Council officer in their official capacity must not publish things that seem intended to affect support for a political group on the Council.

No one can be both an officer and a Councillor on the same Council

(b) Lines of reporting

Employees answer to the chief executive, not to individual Councillors, whatever office they hold. But there should be good communication between senior officers and Councillors with special responsibility for their area of work

23.10 Support services to Councillors and political groups

Support services should only be used for Council business. They should never be used for private purposes, for party political or campaigning activity or for the benefit of other groups or bodies.

23.11 Correspondence

(a) Between Councillors and officers

If emails or letters between officers and Councillors are copied to someone else, they should say so. Blind copies should not be sent.

(b) Letters on behalf of the Council

Letters on behalf of the Council will normally be sent by officers rather than Councillors. The leader or committee chairs may write some letters on behalf of the Council, for example representations to government ministers. These should be copied to the Board or the appropriate committee. Councillors must never send letters that create obligations or give instructions on behalf of the Council.

23.12 Officer advice to political groups

Political groups can invite officers to their meetings to give information and advice on Council business but cannot insist they attend. Officers who do attend must make themselves available to all groups on the same basis.

Officers must not do anything at a political group meeting that goes beyond giving information or advice on Council business.

Officers must not interpret group decisions as Council decisions.

23.13 Councillors' briefings, agendas and reports

(a) Briefings on agendas

Directors and heads of service will give briefings on full Council, Board and committee agendas to the leader and deputy leader and committee chairs and vice chairs.

(b) Consultation on agendas

The leader will be consulted on agendas for the Board. Scrutiny committee chairs will be consulted on agendas for their committees. This should happen at least two weeks before the meeting.

(c) Requests for reports

Instructions for reports to come to the Board or committees can only come from the leader, the Board, a Board member, a committee or a committee chair.

23.14 Media Releases and Publicity

(a) Code of practice

The Media and Communications Team will follow the government's code of recommended practice on local authority publicity.

(b) Media enquiries

Officers must refer all media enquiries to the Media and Communications Team and must co-operate promptly with requests for information from the team.

(c) Content of media releases

Media releases can contain quotes from the leader, Board members, committee chairs, the lord mayor, the deputy lord mayor or the sheriff and information about how to contact them. They must not contain quotes from other Councillors or information about how to contact them. Any quotes from officers must be either factual or consistent with Council policy.

When a media release is issued after a meeting, it must be about things discussed at the meeting. Media releases issued before a meeting should contain factual information only.

(d) When to issue media releases

The Media and Communications Team will be guided by the leader, Board member or committee chair on whether to issue a media release before or after a meeting. The Media and Communications Team will advise these

Councillors on when a media release would be appropriate, taking into account any recommendations made by directors or heads of service. If there is a disagreement about what a media release should say, the chief executive will decide.

(e) Publicity in the run-up to elections

Once a notice has been published of an election in the Council's area, there can be no publicity about anything controversial until after polling day. Nor can there be any publicity that links policies or achievements to specific Councillors.

(f) Invitations to media events

Representatives of each political group will be invited to all media events involving Councillors. The Media and Communications Team will liaise with the leader, Board member or committee chair when setting up media events involving Councillors.

(g) Media releases by party groups and individual Councillors

When individual Councillors or spokespeople for political groups issue media releases, they should make it clear that they are not issuing them on behalf of the Council.

23.15 Specific ward issues and ward Councillors

If the Council organises a public meeting, about a specific ward issue it should invite all the Councillors for that ward and give them as much notice as possible.

If the Council does any consultation about a specific ward issue it should consult the Councillors for that ward at the start of the consultation.

Ward Councillors should be told in advance about anything which particularly affects their ward and is potentially controversial and any press releases about their ward.

23.16 The Council as an employer

(a) Fairness in employment

Councillors should not take part in a recruitment process where any of the candidates are friends, relatives, partners or other people they live with. Nor should they have any role in disciplinary action or grievances involving these people.

Councillors should not try to influence appointments (except as members of the appointments committee or when appointing a political assistant). Nor should they help any particular candidate by giving them information that the other candidates could not get.

Councillors should not discriminate unfairly against officers and should judge candidates for employment or other rewards on merit.

Councillors should not take part in a recruitment process without having undertaken appropriate training.

(b) Grievances and disciplinary procedures

Councillors should not try to influence the handling of any grievance. Councillors can report their concerns about an officer's performance or behaviour to a line manager. But they should not try to influence any disciplinary procedure (except as members of the disciplinary committee for the chief executive, directors and heads of service).

Councillors serving on the disciplinary committee for the chief executive, directors and heads of service must base their decisions on the facts and in accordance with the Council's employment obligations. They should not be influenced by party political or personal factors.

Councillors should not take part in any disciplinary process without having undertaken appropriate training.

(c) Accountability and confidentiality

Councillors are accountable for the decisions they make as employers but they should keep individual employment matters confidential.

23.17 Responsibility for this code

The Monitoring Officer has overall responsibility for this code and will review how the code is working.

This page is intentionally left blank

GOVERNANCE REVIEW – PUBLIC ENGAGEMENT

These recommendations from the Scrutiny review of area forums were agreed by the City Executive Board on 5th December 2012:-

- On area structures -

That an informed debate takes place between councillors in their area groupings and community development officers to agree how councillors community leadership roles can best be delivered and supported in their areas within the councillor, officer and likely resident resources available. (Note: Deployment of community development workers has been discussed at XPWG)

- On linking area structures and community views to the Organisation -

That the council considers within its governance structures how the “community voice” can be heard in a way that allows:-

- ***Ideas and solutions from communities to be heard by decision makers through their ward councillors in a timely manner.***
- ***For service and officer protocols to exist that link community views within service construction and outcomes***

In all circumstances for the views and challenges of communities to be responded to via their local ward councillors or decision makers whichever is more appropriate.

- On the powers already available to ward councillors -

That the various mechanisms already available to members to champion the views of their communities within the organisation are detailed in protocols and made clear to all.

- On councillor’s roles and skills -

That the Chief Executive facilitates a cross party debate on the various roles played by elected councillors as ward representatives and members of the Council. The aim of these debates would be to get broad agreement on the expectations and requirements to allow training and

support programmes to be designed, put in place and command the respect and engagement of all.

This table shows which Service Area is primarily responsible for progressing the decisions, and an indicative timetable.

| Recommendation | Responsible | Implementation date |
|---|-----------------------|----------------------------|
| Area structures | Community Development | February - June |
| Linking area structures | Democratic Services | April - June |
| Powers available to ward councillors | Democratic Services | April |
| Councillor roles and training and support systems | Democratic Services | April |

GOVERNANCE REVIEW – COUNCIL PROCEDURES

| <u>ISSUE</u> | <u>CURRENT PROCEDURE</u> | <u>PROPOSED PROCEDURE</u> |
|---|--|--|
| 1. Order of business at Ordinary Council Meetings | The Constitution sets out the Order of Business at Council meetings. | <p>Order of Business to be as follows:-</p> <p><u>Part 1 – Business – start at 5.00 pm</u></p> <ul style="list-style-type: none"> • Minutes, declarations and sundry announcements – <i>no time limit</i> • Board recommendations – <i>no time limit</i> • Officer reports – <i>no time limit</i> • Board minutes – <i>15 minute maximum (PR11.9(a))</i> • Member questions – <i>no time limit</i> <p>THEN A BREAK and resume at a set time described in the Constitution and on the web as ‘not before 7.00 pm’</p> <p><u>Part 2 – Public Involvement and Scrutiny</u></p> <ul style="list-style-type: none"> • Public addresses and questions – <i>question and address circulated in advance of the meeting – 45 minute time limit (PR11.10 and 11.11)</i> • Petitions – <i>5 minute address by head petitioner then 15 minute time limit (PR11.13)</i> • Outside organisation reports and questions – <i>no time limit (PR11.14)</i> • Scrutiny chair reports – <i>no time limit (PR11.15)</i> • Scrutiny recommendations – <i>no time limit</i> |

| | | |
|---|--|--|
| | | <p><u>Part 3 – Proclamations – Representing the City</u></p> <ul style="list-style-type: none"> Motions – 15 minutes time limit per Motion and a maximum of 6 Motions per meeting (PR11.16) |
| 2. Frequency of Council Meetings | <p><u>2012/13</u> Annual Meeting, then July, October, December, February and April.</p> | <p>Proposed pattern of Council meetings to be Annual Meeting, then June, September, November, January, February (Budget only) and April.</p> |
| 3. Motions on Notice (a) <u>Numbers of Motions</u> | <p>Unlimited number permitted at present but they must be about things the Council is responsible for or about something that directly affects people in the City.</p> | <p>Maximum of six Motions per meetings, three of those Motions for submission by the largest political group and three of those Motions for submission by the other political groups combined. The present rules to apply on content. Each Motion to be limited to 15 minutes (PR11.16).</p> |
| ----- (b) <u>Amendments to Motions</u> | <p>----- Amendments may be proposed/submitted at any time including during the Council meeting itself.</p> | <p>----- Amendments to Motions <u>as printed with the Council agenda</u> to be submitted not later than 4 ½ working days before the Council meeting (i.e typically by 1pm on the Monday before the Monday of the Council meeting) (PR11.18(f)). <u>Amendments arising from debate on the Motion</u> to be formulated and submitted during the Council meeting itself (PR11.18(g)).</p> |
| 4. Statements on Notice by Members | <p>Councillors can make statements to the Leader, a Board Member or to the Chair of a Scrutiny Committee.</p> | <p>Discontinue statements. The facility is rarely used.</p> |
| 5. Questions on Notice by Members | <p>There is an informal deadline and a formal deadline. The informal deadline enables replies to be prepared and issued before the Council meeting.</p> | <p>Make the informal deadline (4½ working days before Council) the formal deadline thus enabling replies to be issued before the Council meeting (PR11.9(b)).</p> |

| | | |
|---|---|---|
| <p>6. Public Addresses (including the submission of Petitions as part of an Address) and Public Questions</p> | <p>Submission by 1 pm, 1½ working days before the Council meeting. No requirement in the Constitution to respond at the meeting. The Constitution says that unless an address or question is about a matter on the Council agenda the address or question is referred to the Chief Executive without debate for him to arrange for a response to be made outside the Council meeting.</p> | <p>Submission by 1pm eight working days before the Council meeting on a topic about something the Council is responsible for or about something that directly affects people in the City. Questions and addresses can then be included in the Council agenda. Up to two addresses and two questions permitted at this stage (PR11.10 and 11.11). Submission by 1 pm 4½ working days before the Council meeting for matters that <u>are for decision</u> at the Council meeting. Questions and addresses can then be included in the briefing note. Up to two addresses and two questions permitted at this stage (PR11.10 and 11.11). Addresses and questions on the same subject to successive meetings to continue to be permitted. As at present a member of the public may only ask one question at a Council meeting. Members of the public still to be permitted to ask their questions or make their addresses at Council.</p> |
| <p>7. Public Addresses – Numbers of speakers</p> | <p>The Constitution says that a group of up to 4 people can speak to full Council for up to 5 minutes. This wording has led to difficulty in dealing with members of the public.</p> | <p>Change the Constitution so that it says that there shall be no more than 4 addresses to any one Council meeting, that each address shall be for no more than 5 minutes and that where more than one person wishes to address on the same subject they must share one of the 4 x 5 minute slots (PR11.10(g)).</p> |
| <p>8. Member reporting to Council</p> | <p>Does not feature as a self-standing item at present. Certain members may make announcements. Members may make statements (but see 4. above).</p> | <p>Add to the revised order of business at ordinary meetings of Council an item 'Reports from Chairs of Scrutiny Committees' (on the work of their committee since the last meeting of Council). This will increase knowledge and understanding of scrutiny. Reports must be written (PR11.15).</p> |

| | | |
|---------------------------------|---|---|
| 9. Petitions | Can be submitted within an address by a member of the public but they are not debated until the next following Council meeting. | 15 minute time limit for each petition debate (PR11.13). This is the same time limit as proposed for debates on Motions on notice. |
| 10. Special Meetings of Council | Any five councillors may call a special meeting. | Change to 12 members (ie one quarter of the total number of members on the Council). This number is the same as the number of members needed to call in a planning application from an area planning committee to the Planning Review Committee (PR11.3). |

11. FULL COUNCIL PROCEDURES

| | | |
|-------|--|----|
| 11.1 | Order of business at annual meeting of full Council..... | 1 |
| 11.2 | Order of business at ordinary meeting of full Council..... | 2 |
| 11.3 | Special meetings of full Council | 3 |
| 11.4 | Time and place of full Council meeting | 3 |
| 11.5 | Quorum for full Council | 3 |
| 11.6 | Changing the order of business..... | 4 |
| 11.7 | Minutes..... | 4 |
| 11.8 | Reports to full Council | 4 |
| 11.9 | Questions and statements by Councillors | 5 |
| 11.10 | Addresses by the public | 5 |
| 11.11 | Questions by the public..... | 7 |
| 11.12 | Rejecting addresses and questions | 9 |
| 11.13 | Petitions to full Council | 9 |
| 11.14 | <u>Reports and questions about organisations on which the council is represented</u> | |
| 11.15 | <u>Reports by chairs of scrutiny committees</u> | |
| 11.16 | Motions on notice..... | 10 |
| 11.17 | Motions without notice | 12 |
| 11.18 | Rules of debate..... | 12 |
| 11.19 | Voting | 16 |
| 11.20 | Officers..... | 17 |
| 11.21 | Excluding the public | 17 |
| 11.22 | Councillors' behaviour..... | 17 |
| 11.23 | Disruption by the public | 18 |
| 11.24 | Suspending and changing the procedures in this section..... | 18 |

Note: The expression 'clear working days' for the purposes of this section of the Constitution does not include the day on which notice is given or the day of the meeting. So, to use 11.9(b) (Councillor Questions on Notice) as an example, if the meeting at which the question is to be taken is on a Monday, the question must be received by 1.00 p.m. on the previous Monday, with the four clear working days being the intervening Tuesday to Friday.

11.1 Order of business at annual meeting of full Council

The order of business will be:

- (a) elect the lord mayor
- (b) appoint the deputy lord mayor
- (c) appoint the sheriff

- (d) receive any announcements from the lord mayor or the head of paid service
- (e) elect the leader (in the year in which this is required)
- (f) receive a report from the leader on the appointment of the deputy leader, Board members and the executive scheme of delegation
- (g) appoint any committees required by law
- (h) appoint any other committees
- (i) agree how Council responsibilities will be carried out (see section 5)
- (j) deal with any other business on the agenda

11.2 Order of business at ordinary meetings of full Council

The order of business will be:

Part 1 –Public Business

- (a) election of chair (if the lord mayor and deputy lord mayor are absent)
- (b) approval of minutes as a correct record
- (c) declarations of interests from councillors
- (d) appointments to committees
- (e) announcements from the lord mayor, sheriff, leader, head of paid service, chief finance officer and monitoring officer
- (f) any unfinished business from the last meeting
- (g) recommendations from the Board
- (h) reports for decision by the meeting
- (i) decision sheets from the Board
- (j) questions by councillors (see 11.9 (b))

Part 2 – Public Involvement and Scrutiny

- (k) addresses by the public (see 11.10)
- (l) questions by the public (see 11.11)
- (m) consideration of petitions (see 11.13)
- (n) reports and questions about organisations the Council is represented on (see 11.14)
- (o) reports by chairs of scrutiny committees (see 11.15)
- (p) recommendations and reports from scrutiny committees

Part 3 – Proclamations – Representing the City

- (q) motions on notice (see 11.16)
- (r) anything else on the agenda.

11.3 Special meetings of full Council

The chief executive can be required to call a special meeting by full Council, the lord mayor, the monitoring officer, the chief finance officer or any twelve councillors.

The chief executive may also call a special meeting at her or his discretion.

Special meetings will only deal with the business they have been called for but they may receive addresses (see 11.10 (d))

11.4 Time and place of full Council meeting

Ordinary meetings usually start at 5.00 p.m. The annual meeting will usually start at 4.00 p.m. The times of special meetings are decided by the chief executive. Meetings are usually held in the council chamber in the town hall.

For ordinary meetings, Part 2 of the order of business as set out in 11.2 shall not commence before 7.00 p.m.

11.5 Quorum for full Council

The quorum will be a quarter of all councillors.

If a quorum is not present at the time the meeting is due to start, the start time of the meeting will be put back by 15 minutes. If there is still no quorum, the business will be deferred until a quorate meeting can be arranged. If a meeting becomes inquorate part of the way through, business will halt for five minutes. If there is still no quorum, the business will be deferred until a quorate meeting can be arranged.

11.6 Changing the order of business

The lord mayor can ask full Council to agree to change the order of business (see 11.1 and 11.2), except for the first two items at annual meetings.

11.7 Minutes

(a) Signing the minutes

At the first ordinary meeting when the minutes are available, the lord mayor will move that the minutes are correct and sign them. Full Council will not discuss the minutes.

(b) No minutes at annual or special meetings

Minutes are not signed at annual meetings or special meetings. They are signed at the next ordinary meeting instead.

11.8 Reports to full Council

- (a) Officers can be asked to introduce reports.
- (b) Reports and recommendations from the Board will be moved by the leader or one of the Board members. Reports and recommendations from committees will be moved by the chair (or another member of the committee they have nominated). Reports from officers may be moved by any member.
- (c) The person moving a report can withdraw all or part of it, correct mistakes or make minor changes.
- (d) After any questions, statements and amendments to recommendations to Council have been acted upon, the Board or committee or officer recommendation will be voted upon and adopted subject to any agreed amendments.

11.9 Questions and statements by Councillors

(a) Questions and statements without notice

A Councillor can ask a question without notice to anyone making an announcement under 11.2 (e).

A Councillor can ask a question or make a statement without notice to:

the leader or a Board member about a recommendation, report or action of the Board

the leader or a Board member about a decision of the Board

the chair of a scrutiny committee about a recommendation, report or action of the committee

Questions on Board decisions (11.2 (i)) are limited to 15 minutes in total.

(b) Questions on notice

Questions on notice must be about something the Council is responsible for or something that directly affects people in the city.

The full wording of these questions must be emailed to fullCouncil@oxford.gov.uk or received by the head of law and governance by 1.00 p.m. at least four clear working days before the full Council meeting.

Questions must be directed to the lord mayor, a Board member or a committee chair. A Board member can nominate another Board member to reply.

(c) Supplementary questions

One supplementary question can be asked without notice. This must be addressed to the councillor who replied to the first question and must arise directly from the first question or the reply. No further supplementary questions are allowed.

11.10 Addresses by the public

(a) Addressing full Council

Members of the public may address full Council for up to five minutes. This can be about anything the Council is responsible for or something that directly affects people in the city or something for decision at the meeting. An address can also be put in writing. A member of the public making an address may be accompanied by up to three other members of the public.

Addresses will be taken in the order in which they are received by the head of law and governance.

(b) Number of addresses to full Council

There shall be no more than four addresses to any full Council meeting. No more than two addresses may be made where notice has been given under 11.10 (e) and no more than two addresses may be made where notice has been given under 10.10 (f).

(c) Annual meeting

There will not be any addresses to the annual meeting.

(d) Special meetings

Addresses will only be taken at a special meeting if they are about a topic the special meeting is discussing.

(e) Notice – matters that affect people in the city

Where an address is about something the Council is responsible for or that directly affects people in the city the full wording of the address must be received by the head of law and governance by 1.00 p.m. at least seven clear working days before the full Council meeting.

(f) Notice – matters for decision at the meeting

Where an address is about something that is for decision at the meeting the full wording of the address must be received by the head of law and governance by 1.00 p.m. at least four clear working days before the full Council meeting.

(g) Number of addresses

Normally full Council will hear just one spoken address on each topic. If there is more than one request to speak on

a topic, the five minute limit for the address shall be shared by those wishing to speak.

On issues where there are arguments for and against, full Council can hear one speaker for and one against.

(h) Addresses that are about something for decision at the meeting

If an address is about something that is for decision at the meeting it will be considered with that recommendation or report or motion.

(i) Addresses that are not about something that is for decision at the meeting

If an address is about something that is for decision at the meeting, it will be referred to the chief executive without discussion. The chief executive will send a written reply after having it investigated by an officer or discussed by the Board or a committee

(j) Personal attacks

Addresses must not contain personal attacks. If an address contains a personal attack, the lord mayor will ask the speaker to stop. If the personal attack continues, the lord mayor will ask the speaker to leave. If the speaker refuses to leave straight away, the lord mayor can halt the meeting until they do.

11.11 Questions by the public

(a) Asking questions at full Council

Members of the public can ask questions at ordinary meetings. These can be addressed to the leader or other Board member. Questions must be about something the Council is responsible for, something that directly affects people in the city or something for decision at the meeting.

Members of the public cannot ask questions at an annual or special meeting.

Questions will be taken in the order in which they are received by the head of law and governance.

(b) Notice – matters that affect people in the city

Where a question is about something the Council is responsible for or that directly affects people in the city the full wording of the question must be given to the head of law and governance by 1 pm at least seven clear working days before the full Council meeting.

(c) Notice – matters for decision at the meeting

Where a question is about something that is for decision at the meeting the full wording of the question must be given to the head of law and governance by 1.00 p.m. at least four clear working days before the full Council meeting.

(d) Number of questions

Members of the public cannot ask more than one question per meeting. Supplementary questions are not allowed.

No more than two questions may be asked where notice has been given under 11.11 (b) and no more than two questions may be asked where notice has been given under 11.11 (c)

(e) Asking the question

The lord mayor will ask the questioner to ask their question. The member asked the question will answer it either orally at the meeting or by referring to the availability of the answer at the meeting. If the questioner or the councillor to whom the question is addressed is not present, the chief executive will have a reply sent with 10 working days. This will be copied to the councillor who would have been asked the question.

(f) Length of questions and answers

Questions and answers to questions cannot take longer than three minutes unless the lord mayor agrees.

(g) Referring questions to the Board or to committee

After a question has been answered, there will be no discussion.

Any councillor can propose that a matter raised by a question is referred to the Board or to a committee. If the

proposal is seconded, it will be voted on without discussion.

(h) Total length of addresses and questions

Full Council will not spend more than 45 minutes taking addresses (11.10) and questions (11.11). If it cannot take all the addresses and questions, it will take them in the order that notice was given of them until there is no time left.

(i) Written answers

If a question is not taken because there is no time left, the chief executive will have a reply sent within 10 working days.

11.12 Rejecting addresses and questions

The head of law and governance can reject a question or an address on notice by a member of the public or a question on notice by a councillor, and the lord mayor can reject a question or statement without notice, if:

- it is not about something the Council is responsible for or about something that directly affects people in the City or about a matter for decision at the meeting
- it is defamatory, frivolous, trivial or offensive
- it requires the Council to make public exempt or confidential information (see 15.4)

If a question or statement is rejected, reasons must be given.

11.13 Petitions to full Council

Under the Council's petitions scheme (annexed to this part of the Constitution), if a petition contains at least 1,500 signatures it will be debated at full Council. Any petition presented as part of an address (see 11.10) directly to full Council and that contains at least 1,500 signatures will not be debated at that meeting but at the next ordinary meeting. The petition organiser may address full Council upon the petition for up to five minutes before the debate upon the petition.

Following any address by the petition organiser full Council will debate the petition in any way that full Council chooses and decide one of the following:

- note the petition
- take the action the petition requests
- not take the action the petition requests
- commission further investigation into the matter
- where the matter is one which the executive is required to make the final decision, decide whether to make recommendations to inform that decision.

There is a limit of 15 minutes for dealing with each petition

11.14 Reports and questions about organisations on which the council is represented

A councillor who has been appointed to represent the council on another organisation may present an oral or written report to full Council on the work of that organisation. Notice of the presentation of such a report and, where a written report is to be presented, that report, shall be received by the head of law and governance by 1.00 pm at least seven clear working days before the meeting.

A councillor who wants to ask a question about an organisation on which the council is represented shall give the full wording of the question to the head of law and governance at least four clear working days before the meeting.

Questions must be directed to the councillor who represents the council on the organisation. The councillor may nominate another councillor to reply.

11.15 Reports by chairs of scrutiny committees

Each ordinary meeting of council shall receive a written report from at least one of the council's scrutiny committees on the work of the committee. That report shall be included in the agenda of the meeting. The chair of any other scrutiny committee may report orally if there are matters arising from the work of the committee that the chair considers Council should know about without delay.

11.16 Motions on notice

(a) Giving notice of motions

Some motions may be moved without notice. These are listed at 11.17. For all other motions, the full wording

must be emailed to fullcouncil@oxford.gov.uk or received by the head of law and governance by 1.00 pm at least seven clear working days before the meeting. These motions will be reproduced on the agenda for the meeting.

(b) Number of motions

No more than six motions may be included on the agenda of an ordinary meeting of Council. Up to three of those motions may be from members of the largest political group and up to three of those motions may be from members of all of the other political groups combined. If more than three motions from the largest political group or more than three motions from all of the other political groups combined are received by the head of law and governance before the deadline in 11.16 (a) the head of law and governance will ask the leader of the largest political group and the leaders of the other political groups which motions shall be included on the agenda. In the event that agreement cannot be reached as to the inclusion of motions, the head of law and governance shall include the first three motions received from the largest political group and the first three motions received from the other political groups combined but so that (if submitted) there is at least one motion from each of the other political groups and (if submitted) at least one motion from any member independent of a political group.

(c) Topic of motions

Motions must be about things the Council is responsible for or something that directly affects people in the city.

(d) Listing motions on the agenda

Motions will appear on the agenda in the order they were received by the head of law and governance

(e) Time limits

There is a time limit of 90 minutes for dealing with all motions and a time limit of 15 minutes for dealing with each motion.

(f) Motion to remove the leader

Any motion to remove the leader and replace her or him with another leader must be signed by no less than twelve members and received by the head of law and

governance by 1.00 pm must be emailed to fullcouncil@oxford.gov.uk or at least seven clear working days before the meeting. This motion will be reproduced on the agenda for the meeting.

The motion may be emailed to fullcouncil@oxford.gov.uk

11.17 Motions without notice

There is no need to give notice of motions to:

- appoint a chair of the meeting
- agree or correct the minutes
- change the order of business
- refer something somewhere else
- agree or amend recommendations of the Board, Council committees or officers
- withdraw a motion
- amend a motion during a debate on it – see 11.18 (g)
- got to next business
- move to a vote
- adjourn a debate or meeting
- suspend a full Council procedure – see 11.24 (a)
- hold a discussion in private (when allowed under the access to information and key decision procedures – see 15)
- hear a Councillor no further – see 11.22 ©
- exclude a Councillor from the meeting – see 11.22 (d)
- give full Council's agreement when it is required by the Constitution.

11.18 Rules of debate

(a) No speeches until motion moved and seconded

No speeches can be made on a motion until it has been moved and seconded.

(b) Secunder's speech

A councillor who formally seconds a motion or amendment can speak later in the debate.

(c) Contents and length of speeches

Speeches (except for points of order and personal explanations (see (m) and (n)) must be about the item being discussed.

(d) When a Councillor can speak again

A councillor who has already spoken in a debate cannot speak again except to:

exercise their right of reply – see (j)

make a point of order – see (m)

make a point of personal explanation – see (n)

(e) Amendments to motions - relevance

An amendment must be relevant to the motion and must be a proposal:

to refer a motion somewhere else

to add, replace or leave out words.

Amendments to add, replace or leave out words must not negate the motion.

(f) Amendment to a motion on notice on the council agenda

An amendment to add, replace or leave out words on a motion included on the agenda for an ordinary meeting must be received by the head of law and governance by 1.00 pm on a day so that there are at least four clear working days before the Council meeting.

(g) Amendment arising during a debate on a motion

An amendment that a councillor wants to make in the course of a debate on a motion and that arises directly as a result of that debate must be written down and read or circulated at the meeting.

(h) Debate on amendments

The lord mayor can allow two or more amendments to be discussed together. But they must be voted on separately.

If any amendment is carried, the amended motion replaces the original motion. Any further amendments will be to the motion

If any amendment is not carried, any further amendments will be to the original motion.

The same amendment cannot be moved twice.

(i) Councillor changing their own motion

A councillor can change a motion they have moved without notice if both the meeting and the seconder agree. The meeting will accept or reject the change without discussion.

The councillor can only make changes that could have been made as an amendment.

(j) Right of reply

A councillor who moves a motion has a right to reply at the end of the debate, immediately before the vote.

If an amendment is moved, the councillor who moved the original motion has the right to reply at the end of the debate on the amendment but not before.

A councillor who moves an amendment has the right to reply immediately before the councillor who moved the original motion.

(k) Motions that can be moved during debate

When a motion is being debated, no other motions can be moved except for the following procedural motions:

to withdraw a motion

to go to next business

to move to a vote

to adjourn the meeting or debate

to hold a meeting in private (when allowed under the access to information and key decision procedures – see 15)

to hear a Councillor no further – see 11.22 (c)

to exclude a Councillor from the meeting – see 11.22 (d)

(l) Motions to end or postpone the debate

After a speaker has finished speaking any councillor can move next business or propose to move to a vote or adjourn the debate or meeting. They must do this without comment.

If a motion to go to next business is seconded and the lord mayor thinks the meeting has discussed the item enough, the mover of the original motion will have the right of reply. Full Council will then vote on whether to go to next business. If full Council agrees to go to next business, the original motion will not be voted on and will not become a resolution of full Council.

If a motion to move to a vote is seconded and the lord mayor thinks the meeting has discussed the item enough, full Council will vote on whether to take the vote on the original motion. If full Council decides to take the vote, the mover of the original motion will have the right to reply. Then full Council will vote on the original motion without further debate.

If a motion to adjourn the debate or meeting is seconded and the lord mayor thinks it is not possible to give the item enough discussion at the current meeting, full Council will vote on whether to adjourn. The mover of the original motion will not have the right of reply before this vote.

(m) Points of order

A councillor can make a point of order at any time. The lord mayor will hear a point of order immediately. A point of order must be about the law or a full Council procedure being broken. The councillor must say which law or

procedure is being broken and how. The lord mayor will consider the monitoring officer's advice when deciding on a point of order and the lord mayor's decision will be final.

(n) Points of personal explanation

A councillor can give a personal explanation at any time. This must be about something they have said in the past that they feel is now being misunderstood or misrepresented. The lord mayor will have the final say over what counts as a personal explanation.

11.19 Voting

(a) Majority

Unless the Constitution says otherwise, votes will be decided by a simple majority of Councillors in their seats and voting.

(b) Lord mayor's second or casting vote

If there is the same number of votes for and against, the lord mayor will have a casting vote.

(c) Method of voting

Votes can be:

by the general agreement of the meeting, if there is no one against

by show of hands

named or recorded – see (d) and (e).

(d) Named votes

Any ten councillors present at the meeting can ask for the minutes to name who voted for, who voted against and who abstained on a vote.

(e) Right to have individual vote recorded

Any councillor can ask for the minutes to record whether they voted for or against or abstained on a vote. The request must be made immediately after the vote.

(f) Voting on appointments

If there are three or more candidates for a position and none has more than half the votes, the candidate with the fewest votes will be eliminated and a new vote taken. This will continue until one candidate has more than half the votes.

11.20 Officers

Full Council will consider whether to exclude the public before discussing the conditions, supervision, dismissal or conduct of any officer or former officer.

11.121 Excluding the public

The public can only be excluded if it is under the access to information rules (see 15) or if they are making a personal attack (see 11.10 (i)) or disrupting the meeting (see 11.23).

11.22 Councillors' behaviour

(a) Standing to speak

When they speak at full Council, councillors must address the lord mayor. Only one councillor may speak at any one time.

(b) Lord mayor standing

If the lord mayor stands during a debate, any councillor who is speaking must stop speaking. The meeting must be silent.

(c) Councillor not to be heard further

If a councillor keeps on disrupting the meeting, the lord mayor can move that the councillor is not heard further. If seconded, the motion will be voted on without being discussed.

(d) Councillor to leave the meeting

If full Council has voted not to hear a councillor further and the councillor continues to disrupt the meeting, the lord mayor can move that the councillor leaves the meeting or that the meeting is adjourned. If seconded, the motion will be voted on without being discussed.

(e) General disturbance

If a group of councillors are making it impossible for full Council to do its business, the lord mayor can halt the meeting for as long as necessary.

11.23 Disruption by the public

(a) Disruption by an individual

If a member of the public is disrupting the meeting, the lord mayor will warn them. If they carry on disrupting the meeting, the lord mayor can halt the meeting until they leave.

Clearing part of the meeting room

If there is a general disturbance in a part of a meeting room open to the public, the lord mayor can have the area cleared.

11.24 Suspending and changing the procedures in this section

(a) Suspending the procedures in this section

All the full Council procedures in this section can be suspended except 11.6 (changing the order of business), 11.7 (b) (no minutes at annual or special meetings) and 11.19 (e) (right to have individual vote recorded). A procedure can be suspended if at least half of all councillors are present and there is a simple majority in favour. No notice is needed for a motion to suspend a procedure. Procedures can only be suspended until the end of the meeting.

(b) Changing the full Council procedures in this section

Any motion to change the procedures in this section must be proposed and seconded. After this, it will not be discussed until the next ordinary meeting of full Council.

Oxford City Council Petitions Scheme

Introduction

The City Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns. All petitions sent or presented to the council will receive an acknowledgement from the council within 10 working days of receipt. This acknowledgement will set out what we plan to do with the petition. We will treat something as a petition if it is identified as being a petition, or if it seems to us that it is intended to be a petition, and if it contains a minimum of 1000 signatures where it relates to a Citywide matter or 500 signatures where it relates to a matter that affects one Ward.

The Council encourages use of the e-petition feature of the website. An e-Petition is a petition which collects signatures online. This allows petitions and supporting information to be made available to a potentially much wider audience than a traditional paper based petition. Paper petitions are still accepted and should be sent to:-

Head of Law and Governance
Oxford City Council
Town Hall
St Aldate's
Oxford, OX1 1BX

Petitions can also be presented to a meeting of the council. Ordinary meetings take place four or five times a year. Dates, times and agenda can be found on our Council Meetings pages. If you would like to present your petition to the council, or would like your councillor or someone else to present it on your behalf, please contact the Head of Law and Governance or telephone 01865 252214 at least 10 working days before the meeting and they will talk you through the process. If your petition has received 1500 signatures or more it will also be scheduled for a council debate.

What are the guidelines for submitting a petition?

Petitions submitted to the council must include:

A clear and concise statement covering the subject of the petition. It should state what action the petitioners wish the council to take.

The name and address and signature of any person supporting the petition. Petitions should be accompanied by contact details, including an address, for the petition organiser. This is the person we will contact to explain how we will respond to the petition. The contact details of the petition organiser will not be placed on the website. If the petition does

not identify a petition organiser, we will contact signatories to the petition to agree who should act as the petition organiser.

Petitions which are considered to be vexatious, abusive or otherwise inappropriate will not be accepted. In the period immediately before an election or referendum we may need to deal with your petition differently. If this is the case we will explain the reasons and discuss the revised timescale which will apply.

If a petition does not follow the guidelines set out above, the council may decide not to do anything further with it. In that case, we will write to you to explain the reasons.

What will the council do when it receives my petition?

An acknowledgement will be sent to the petition organiser within 10 working days of receiving the petition. It will let them know what we plan to do with the petition and when they can expect to hear from us again. It will also be published on our website.

If we can do what your petition asks for, the acknowledgement may confirm that we have taken the action requested and the petition will be closed. If the petition has enough signatures to trigger a council debate, or a senior officer giving evidence, then the acknowledgment will confirm this and tell you when and where the meeting will take place. If the petition needs more investigation, we will tell you the steps we plan to take.

If the petition applies to a planning or licensing application, is a statutory petition (for example requesting a referendum on having an elected mayor), or on a matter where there is already an existing right of appeal, such as Council tax banding and non-domestic rates, other procedures apply. Further information on all these procedures can be obtained from the Head of Law and Governance or by telephoning 01865 252230.

We will not take action on any petition which we consider to be vexatious, abusive or otherwise inappropriate and will explain the reason for this in our acknowledgement of the petition.

To ensure that people know what we are doing in response to the petitions we receive, the details of all the petitions submitted to us will be published on our Accepted Petitions page, except in cases where this would be inappropriate. Whenever possible we will also publish all correspondence relating to the petition (all personal details will be removed).

How will the council respond to petitions?

Our response to a petition will depend on what a petition asks for and how many people have signed it, but may include one or more of the following:

Taking the action requested in the petition

Not taking the action the petition requests

Considering the petition at a council meeting

Holding an inquiry into the matter

Undertaking research in to the matter

Holding a public meeting

Holding a consultation

Holding a meeting with petitioners

Referring the petition for consideration by a scrutiny committee*

Calling a referendum

Noting the petition

Writing to the petition organiser setting out our views about the request in the petition

(*Scrutiny committees are committees of councillors who are responsible for scrutinising the work of the council - in other words, the scrutiny committee has the power to hold the council's decision makers to account.)

In addition to these steps, the Council will consider all the specific actions it can potentially take on the issues highlighted in a petition.

If your petition is about something over which the council has no direct control (for example the local railway or hospital) we will consider making representations on behalf of the community to the relevant body. The council works with a large number of local partners and partnerships and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example if what the petition calls for conflicts with council policy), then we will set out the reasons for this to you. You can find more information on the services for which the council is responsible on our About Us page on our website.

If your petition is about something that a different council is responsible for we will give consideration to what the best method is for responding

to it. This might consist of simply forwarding the petition to the other council, but could involve other steps. In any event we will always notify you of the action we have taken.

Full council debates

If a petition contains more than 1500 signatures it will be debated by the full council (unless it is a petition asking for a senior council officer to give evidence at a public meeting - see later in this Scheme for details on such requests). This means that the issue raised in the petition will be discussed at a meeting which all councillors can attend.

The council will endeavour to consider the petition at its next meeting, although on some occasions this may not be possible and consideration will then take place at the following meeting.

The petition organiser will be given five minutes to present the petition at the meeting and the petition will then be discussed by councillors. The council will decide how to respond to the petition at this meeting. It may decide to take the action the petition requests, not to take the action requested for reasons put forward in the debate, or to commission further investigation into the matter, for example by a relevant committee, or simply to note the petition.

Where the issue is one on which the Council's Executive is required to make the final decision, the council will decide whether to make recommendations to inform that decision. The petition organiser will receive written confirmation of this decision. This confirmation will also be published on our website.

Officer evidence

Your petition may ask for a senior council officer to give evidence at a public meeting about something for which the officer is responsible as part of their job. For example, your petition may ask a senior council officer to explain progress on an issue, or to explain the advice given to elected members to enable them to make a particular decision.

If your petition contains at least 750 signatures, the relevant senior officer will give evidence at a public meeting of the council's scrutiny committee. The following list of senior staff that can be called to give evidence:

Head of Paid Service

Monitoring Officer

Head of Human Resources and Facilities

Chief Finance Officer

Executive Director, City Regeneration

Executive Director, City Services

Executive Director, Finance and Efficiency

You should be aware that the scrutiny committee may decide that it would be more appropriate for another officer to give evidence instead of any officer named in the petition - for instance if the named officer has changed jobs.

The committee may also decide to call the relevant councillor to attend the meeting. Committee members will ask the questions at this meeting, but you will be able to suggest questions to the chair of the committee by contacting us on 01865 252230 up to three working days before the meeting.

What can I do if I feel my petition has not been dealt with properly?

If you feel that we have not dealt with your petition properly, the petition organiser has the right to request that the council's scrutiny committee review the steps that the council has taken in response to your petition. It is helpful to everyone, and can improve the prospects for a review if the petition organiser gives a short explanation of the reasons why the council's response is not considered to be adequate.

The scrutiny committee will endeavour to consider your request at its next meeting, although on some occasions this may not be possible and consideration will take place at the following meeting. Should the committee decide we have not dealt with your petition adequately, it may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to the Council Executive and arranging for the matter to be considered at a meeting of the full council.

Once the appeal has been considered the petition organiser will be informed of the results within 5 working days. The results of the review will also be published on our website.

VALUE AND PERFORMANCE SCRUTINY COMMITTEE

Monday 28 January 2013

COUNCILLORS PRESENT: Councillors Mills (Chair), Rowley (Vice-Chair), Abbasi, Canning, Fooks, Fry, Gotch, Kennedy, Malik, McCready, Simmons and Van Nooijen.

OFFICERS PRESENT: Mathew Metcalfe (Democratic and Electoral Services), Pat Jones (Principal Scrutiny Officer), Helen Bishop (Head of Customer Services), Jarlath Brine (Equalities and Diversity Business Partner), Sarah Claridge (Trainee Democratic and Electoral Services Officer), Simon Howick (Head of Human Resources and Facilities), Nigel Kennedy (Head of Finance), Ian Wright (Environmental Development) and Tim Sadler (Executive Director Community Services)

34. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were received from Councillor Mick Haines.

35. DECLARATIONS OF INTEREST

There were no declarations of interest made.

36. STANDING ITEM: WORK PROGRAMME AND FORWARD PLAN

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

Pat Jones from Law and Governance introduced the report.

Councillor Simmons said that he could not see the Corporate Plan consultation listed. In response Pat Jones said that this had been taken at the Finance and Performance Scrutiny Panel.

Councillor Fooks felt that the Constitution Review should be seen by the Value and Performance Scrutiny Committee. She also asked why there was the need to have all of the past history of the Work Programme etc. included in the agenda papers. In response Pat Jones said that the past history provided an update on the recommendations and reports that the Committee had not always seen. The Constitution Review item was the annual update of the Constitution and was not connected with the Governance Review currently underway.

Councillor Simmons suggested that instead of the Constitution Review coming to the Committee that the Governance Review report did instead.

The Committee also noted that the Complaints Monitoring Report was scheduled to be considered by the City Executive Board at its meeting on 21st March 2013.

Sarah Claridge from Law and Governance attended the meeting and gave a verbal update on the work of the Covered Market Review Panel. She said that the Panel had met and a further meeting would take place in February 2013. In terms of the Covered Market Strategy the Corporate Property Team was drafting this and a consultant was being appointed. The Strategy would cover three areas:

- (i) Vision and Future
- (ii) Plan to revitalise the short/medium term performance of the Market
- (iii) A long term strategic outlook

She said that the Panel Members would be participating in workshops with the consultant, who would take away the comments/points raised in these workshops.

Councillor Simmons was concerned that traders were under pressure due to the current economic climate and action was required now.

Councillor Canning felt that it was important to get the engagement with stakeholders right to move things forward.

Councillor Malik said that the Council had a duty on the development of the City and it was important that the character of the Covered Market was retained. Councillors Fooks added that the Market was a unique selling point in Oxford.

In response to comments concerning leases and a leasing strategy, Sarah Claridge confirmed that a leasing strategy was part of the overall Covered Market Strategy.

The Committee agreed:

- (a) To hold a special meeting of the Value and Performance Scrutiny Committee to consider two items:
 - (1) Complaints Monitoring
 - (2) Governance Review
- (b) To receive a further update from the Covered Market Review Panel at its meeting in April 2013, noting that the work of the Panel was unlikely to be completed by this date and the Panel would rollover into the 2013/14 Work Programme.

37. STANDING ITEM: REPORT BACK ON THE COMMITTEE'S RECOMMENDATIONS TO THE CITY EXECUTIVE BOARD AND ON MATTERS OF INTEREST TO THE COMMITTEE

As the City Executive Board has not received any reports from the Committee since its last meeting, there was nothing to report under this item.

38. FINANCE AND PERFORMANCE PANEL BUDGET REVIEW - UPDATE

The Chair of the Finance and Performance Panel, Budget Review Group, Councillor Mike Rowley informed the Committee that the Group had met with Directors and would be meeting on 31st January 2013 to finalise its report. He thanked Councillors Fooks, Fry and Simmons for their help and support during the review.

Councillor Simmons said that the process was very useful and he thanked Officers for their input.

Pat Jones said that she would supply Members with copies of the questions that the Review Group had put to Officers, along with the responses received.

The Committee agreed:

- (a) To thank Councillor Rowley for his update and the Members of the Review Group for their work, along with Officers;
- (b) To note that Pat Jones would circulate to Members copies of the questions and answers from the Review Group.

39. WELFARE REFORM UPDATE: DEPARTMENT FOR WORK AND PENSIONS PILOT SCHEMES

The Head of Customer Services submitted a report (previously circulated, now appended) which provided an update on the Council's implementation of two pilot schemes being run in partnership with the Department for Work and Pensions, namely the Direct Payment Demonstration Project and the Local Authority role in the Universal Credit.

Helen Bishop, Head of Customer Services attended the meeting along with Councillor Van Coulter who had temporary Board Member responsibility for Customer Services.

Helen Bishop informed the Committee that the rent arrears within the pilot Group on the Direct Payment project stood at £135k (6%) as of 31st December 2012. In comparison the total rent arrears for all Oxford City Council tenants stood at 2.2%. She said that of the tenants in the pilot who had signed up to Direct Payment, 900 plus had a credit rent balance, 100 had decreased their rent arrears and 160 had gone into rent arrears. As part of the support to tenants in the pilot, Officers had written to all the tenants asking them for information to enable their risk to be assessed. She added that during this process the most successful engagement with tenants was via the phone rather than by letter due in some part to tenants not understanding the letter etc. She further added that the Council had been successful in obtaining extra funding from the Department for Work and Pensions (DWP) for a Tenancy Sustainment Officer.

Helen Bishop with regard to the Local Authority Pilot informed the Committee that approximately 177 customers had been contacted who would be affected by the benefits cap, to ascertain their circumstances. A further 600 plus tenants had been written to concerning the new Under Occupancy Regulations that would affect them and support packages were being developed to support them.

Councillor Coulter said that there would be a huge transition and it was important that it was successful as nine separate benefit changes would affect our tenants. He added that Councillors and Officers were working hard to get the message out that the Council was there to help.

Councillor Rowley asked if the 1600 tenants were representative. In response Helen Bishop said that the City had been split into six patches, GreenSqaure who the Council were in partnership with for the pilot predominately covered the Blackbird Leys area, so the Council covered five patches.

Councillor Rowley asked what was being done to work with the other advice providers. In response Helen Bishop said it was hoped that focus groups would be held, not just with advice providers but with tenants affected by the changes as well as those not.

In response to further questions Helen Bishop said that the pilot had been a large logistical exercise with 1600 tenants and officers had worked hard between May and October 2012 collecting information, contacting tenants etc.

Councillor Fry asked questions on the staffing requirements and collection rates for rent. In response Nigel Kenney, Head of Finance said that a provision of £500k had been put into the Housing Revenue Account to cover rent arrears. The collection rate target had also been changed to 97%.

In conclusion Helen Bishop informed the Committee that the DWP had commissioned Sheffield Hallam University to conduct a detailed study of the pilots and their outcomes.

The Committee agreed:

- (a) To thank Councillor Van Coulter, Helen Bishop and Nigel Kennedy for attending the meeting;
- (b) To record that it:
 - (1) Was concerned on the impact of the benefit changes on residents and tenants of Oxford;
 - (2) Was felt to be valuable to be part of the pilot schemes to allow the Council to help shape the schemes with its Partners and the Department for Work and Pensions (DWP);
 - (3) Congratulated Officers for their hard work in preparing for the introduction of the pilots and for providing continued support to those tenants affected by the changes;
 - (4) Was concerned that there had been little discussion on the implications of the Under Occupancy Regulations (Bedroom Tax) on Council tenants.
- (c) To request the Head of Customer Services to provide a further update report on the progress of the Direct Payment Pilot and the Local Authorities Pilot to the Value and Performance Scrutiny Committee, along

with the learning points that would help the Council forward with the introduction of the final schemes;

- (d) That the membership of the Governance Reference Group for these pilots be more cross party and more representative of the most affected wards in the City.

40. LANDLORDS SURVEY RESULTS

The Head of Environmental Development submitted a report (previously circulated, now appended) which updated the Committee on the results of the survey of landlords with regard to the impact of the Houses in Multiple Occupation (HMO) Licensing Scheme in Oxford.

Ian Wright from Environmental Development attended the meeting along with Councillor Bob Price.

Ian Wright summarised the contents of the report to the Committee and in response to questions said that the Tenants survey had now been commissioned.

Councillor Abassi said that some landlords who had spoken to him had undertaken works to their properties to meet standards etc. only for the tenants to then damage the property. The landlords felt that they were being blamed for not keeping the properties up to standard. Was there anything the Council could do to protect the landlords.

In response Ian Wright said that landlords had to make it clear what responsibilities the tenants had, however the primary person responsible was the landlord. He said that the Council did not take action against landlords lightly and suggested that landlords in this situation contacted the Councils Tenancy Relations Officer who was their not just for tenants but also landlords.

Councillor Fry said that there were situations where for example a couple rented a property, but then took in a lodger and did not consider themselves to be a HMO. Were there figures for the numbers of properties in this situation? In response Ian Wright said that they would not be in the system.

Councillor Fooks said it would be useful to have information on what the minimum statutory requirements were for landlords and did the Council ensure that lettings agents informed landlords of the Tenancy Relations Service.

Councillor Simmons said that it was important to look at the wider situation, especially with families. Were they due to what was available being made to rent the worst properties. He said it would be useful to know with regard to student accommodation in the City whether this was enough to offset the loss to the private rented sector of properties.

In response to questions, Ian Wright said that the latest data showed that the number of properties in the private rented sector had actually increased. It had been noted that the student numbers for example at Brookes University had dropped and it would be interesting to see the impact of this. The Council encouraged landlords to invest in their properties and to approach the Council

for advice on this. He added regarding fees, that he would like to see some movement on possible rewards for good landlords, but this would be once the scheme was bedded in as the scheme was self financing.

Councillor Rowley said that there was no ideal definition of a HMO and asked if the Council had any flexibility on the enforcement of HMO Licensing. In response Ian Wright acknowledged that wherever the bar was set there would be some anomalies.

Councillor Malik felt that the scheme was working well and that the rental market was unlikely to decrease in Oxford. However it was important to ensure that a range of people were attracted to the City to live.

Councillor Canning asked when Members would be able to review the detailed survey and had there been any feedback so far from tenants on the scheme. In response Ian Wright said that there would always be some complaints when you regulated an area that was previously unregulated. He acknowledged that it would be useful to survey a wider area to enable a clear picture to be obtained.

Councillor McCready regarding homelessness said that the Council had no capacity to find emergency accommodation and asked what could be done. In response Ian Wright said that it was difficult to obtain data on this.

The Committee agreed:

- (a) To thank Ian Wright for attending the meeting;
- (b) To request Officers supply information on the minimum statutory requirements for landlords and their properties;
- (c) To request that the outcomes of the Tenants Survey be submitted to the next meeting of the Value and Performance Scrutiny Committee along with any evidence of an increase in complaints within the family rented sector and any impact on the private rented sector following a reduction in student numbers in the City;
- (d) To request that a more detailed survey of landlords be conducted within the next 6 months.

41. EQUALITIES & DIVERSITY: UPDATE REPORT

The Head of Human Resources and Facilities submitted a report (previously circulated, now appended) which summarised the progress being made by the Council in increasing the diversity of its workforce.

Simon Howick, Head of Human Resources and Facilities, Jarlath Brine, Equalities and Diversity Business Partner/Apprenticeship Project Leader and Councillor Bob Price attended the meeting.

Simon Howick briefly introduced the report. Councillor Price added that the Council should celebrate the good work that has been done, especially on the apprenticeships. He added though that there was still work to be done such as going out into the schools with the apprentices to spread the word on what it was

like to work for the Council. He further added that where possible, existing role models such as the current apprentices should be used when ever the opportunity arose.

Councillor Malik had concerns over the gender split amongst the workforce and would like to see more females employed by the Council. In response Simon Howick said that traditionally the workforce had more male employees. He thought it would be good to speak to employees and Councillors from the black, minority and ethnic (BME) community to see how they felt about working for and being a member of the Council.

Councillor Rowley felt that tackling educational inequalities was an important area that should be dealt with as a way of increasing diversity of the workforce.

Councillor McCready felt that being able to offer services in a second language was a genuine service offer by the Council.

Councillor Fooks noted that 50% of the workforce lived outside the City and all young people whether they lived in the City or not, should be encouraged to consider Oxford City Council as a place they wanted to work.

Councillor Simmons welcomed the Oxford Living Wage, but also felt that the Council had to show it was not a stereo-typical public sector employer and that people enjoyed working for the Council, the image/brand of the Council should be considered.

Councillor Kennedy asked why in the Annual Workplace Equalities Report 2011/2012 under religion, the report differentiated between Christian and Catholic. In response Jarlath Brine said that national guidance on this data collection had been followed.

Councillor Rowley also in the Annual Workplace Equalities Report 2011/12 asked if there were any barriers to employees being open about their sexuality.

The Committee agreed:

- (a) To thank Simon Howick, Jarlath Brine and Councillor Bob Price for attending the meeting;
- (b) To note that Simon Howick would submit the new Annual Workplace Equalities Report 2012/13 when available to the Value and Performance Scrutiny Committee;
- (c) To note the pay difference between male and female employees and to request information on how the Council through its training programme could move people through the organisation to achieve their potential;
- (d) To note and welcome the suggestion from the Head of Human Resources and Facilities that a Pay Equality Audit be conducted on the new pay scheme to be introduced from 1st April 2013 for Oxford City Council employees, and for it to be submitted to the Value and Performance Scrutiny Committee.

42. MINUTES

The Committee agreed to approve the minutes (previously circulated) of the meeting held on 27th November 2012 subject to the following amendments:

- (a) In minute 29 (Houses in multiple occupation (HMO) Licensing – Update) to amend the fifth paragraph to read:

“Councillor Simmons supported the scheme, but was concerned that rents had increased because of it and this would lead to poor quality accommodation being the only accommodation available to families on restricted incomes. In response Councillor Turner said that the Administration was concerned that there could be an increase in the number of poorer quality properties being available to families. Councillor Simmons further asked why all private rented properties should not be licensed.

43. DATES OF FUTURE MEETINGS

The Committee noted that the next scheduled meeting date was Wednesday 3rd April 2013.

The meeting started at 6.00 pm and ended at 8.10 pm