

Agenda

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Scrutiny Committee

Date: **Thursday 5 September 2013**

Time: **6.00 pm**

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

For any further information please contact:

Pat Jones or

Telephone: 01865 252275

Email: lstock@oxford.gov.uk

Scrutiny Committee

Membership

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

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 WORK PROGRAMME AND FORWARD PLAN

1 - 18

Contact Officer: Pat Jones, Principal Scrutiny Officer.

Tele: 01865 252191

Email: phjones@oxford.gov.uk

Background Information
<p>The Scrutiny Committee operates within a work programme which has been set for the year 2013-2014.</p> <p>The programme will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee.</p>
Why is it on the agenda?
<p>This report allows Committee to:</p> <ul style="list-style-type: none">• Hear updates from Lead Members.• Consider forward agendas and issues.• Review the Forward Plan <p>In particular the Committee is asked to:</p> <ul style="list-style-type: none">• Consider additional membership to the Finance Standing Panel in line with agreed operating arrangements (note attached).• Note that Councillor McCready has asked to join the Housing Standing Panel. This “balances” membership in line with operating arrangements.• Note that at the request of the Committee Councillor Brett has agreed to lead the debate on social media when this is considered at the October meeting.• Note that the Oxfutures item, called for pre-decision scrutiny at the last meeting is no longer going ahead.• Note that Councillor Jones has expressed an interest in being

part of the Committee's debates on Community Safety, flooding and building scale considerations.
Who has been invited to comment?
Pat Jones, Principal Scrutiny Officer, will present the work programme, answer questions and support the Committee in its decision making.
What will happen after the meeting?
The work programme will be updated and republished.

4 REPORT BACK ON RECOMMENDATIONS

19 - 22

Contact Officer: Pat Jones, Principal Scrutiny Officer.
 Tele: 01865 252191
 Email: phjones@oxford.gov.uk

Background Information
The Committee makes a number of recommendations to Officers and decision makers. This item allows Committee to see the result of recommendations since the last meeting and the cumulative results of all its recommendations.
Why is it on the agenda?
<p>The results of recommendations on:</p> <ul style="list-style-type: none"> • The Youth Ambition Strategy, and • The Low Emission Strategy and Air Quality Action Plan, <p>are the latest items on the list.</p> <p>The Committees Housing Standing Panel met on the 3rd. September. Any recommendations from this Panel will be circulated at the meeting for consideration before presentation to the City Executive Board on the 11th. September.</p>
Who has been invited to comment?
Pat Jones, Principal Scrutiny Officer.
What will happen after the meeting?
Any comments or follow up from the Committee will be included in the work programme.

5 DISCRETIONARY HOUSING PAYMENTS - MONITORING REPORT

23 - 36

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

Background Information
<p>In June the Scrutiny Committee considered the Discretionary Housing Payments Scheme and made recommendations to the City Executive Board which were accepted.</p> <p>The Committee appointed Councillor Coulter as the Lead Member for this item.</p>
Why is it on the agenda?
<p>One of the accepted recommendations was for a monitoring report to be presented quarterly to the Scrutiny Committee showing at least:</p> <ul style="list-style-type: none">• The amount awarded and total spend• Claimant and property profiles• Any issues and knock on effects <p>The first quarter report is presented here.</p>
Who has been invited to comment?
<p>Councillor Brown, Board Member for Benefits and Customer Services, and Paul Wilding will attend to answer the Committee's questions.</p>
What will happen after the meeting?
<p>Any recommendations will be presented to the Board Member or City Executive Board at the next available meeting.</p>

6 CUSTOMER CONTACT STRATEGY

37 - 58

Contact Officer: Helen Bishop, Head of Customer Services.
Tele: 01865 252233
Email: hbishop@oxford.gov.uk

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre decision scrutiny.
Why is it on the agenda?
<p>The City Executive Board on 11th September will be asked to agree the Council's Draft Customer Contact Strategy for consultation.</p> <p>The consultation will take place between September 2013 and January 2014 and take a number of different forms. These are set out in paragraphs 5 and 6 of the report.</p> <p>The outcome of the consultation together with the proposed Strategy will be brought back to City Executive Board in February 2014.</p>
Who has been invited to comment?
Councillor Brown, Board Member for Benefits and Customer Services, and Helen Bishop will attend to answer the Committee's questions.
What will happen after the meeting?
This item will be considered by the City Executive Board on the 11 th September. Any recommendations from the Scrutiny Committee will be presented at that meeting.

7 PERFORMANCE MONITORING - QUARTER 1

59 - 64

Contact Officer: Pat Jones, Principal Scrutiny Officer.
Tele: 01865 252191
Email: phjones@oxford.gov.uk

Background Information
<p>The Scrutiny Committee set a small Panel of members to consider the available performance measures and select two sets, linked to the scrutiny programme, for monitoring on a quarterly basis.</p> <p>The sets were to be considered by the Housing Panel and the</p>

<p>Scrutiny Committee.</p> <p>The attached table includes the selection for the Scrutiny Committee.</p>
<p>Why is it on the agenda?</p>
<p>These tables represent performance at the end of Quarter 1. The Panel was able to find and select measures that related to the following priorities of the Committee:</p> <ul style="list-style-type: none"> • Youth Ambition. • Reducing Emissions. • Participation in Healthy Activities. • Improved Recycling. • Great Customer Contact • Empowerment. • Corporate Health. <p>All finance measures will be considered by the Finance Panel.</p> <p>A separate set will be considered by the Housing Panel, as agreed by the Committee, but are presented here for information only.</p>
<p>Who has been invited to comment?</p>
<p>As this is the first consideration of these measures Pat Jones will take forward any views of the Committee. Service Officers will be invited to attend a future meeting depending on the views of the Committee.</p>
<p>What will happen after the meeting?</p>
<p>Any recommendations will be made to the Board Member or the next available City Executive Board.</p> <p>If the Committee wishes to question Service Officers on performance these will be invited to a future meeting.</p>

8 MINUTES

Minutes of the meeting held on 2nd July 2013.

9 DATES OF FUTURE MEETINGS

Meetings are scheduled as follows:-

1st October 2013
5th November 2013
3rd December 2013
14th January 2014
4th February 2014
4th March 2014
1st April 2014

All meetings start at 6pm.

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.

Scrutiny Committee Work Programme 2013 - 2014

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

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

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

The programme also lists:

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

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Full Committee Meetings

Topic	Area(s) for focus	Progress	Lead and other Councillors
Thames Water investment to improve flooding and sewage issues in the City.	To consider the experience of Swindon Council in influencing Thames Water.	Date check needed	Lead: Councillor Pressel (Councillor Darke if the committee convert this item to a Panel). Councillor Jones has expressed an interest in this issue.

2

Discretionary Housing Payments	Quarterly updates on spending, claimant/property profiles, and issues and knock on effects.	Report to September meeting.	Lead: Councillor Coulter.
Performance monitoring	Quarterly report on a set of Corporate and service measures chosen by the Committee.	Councillors met and agreed 2 performance sets: <ul style="list-style-type: none"> • Scrutiny Committee • Housing Panel Qtrly meetings scheduled.	Councillors Campbell?, Simmons, Coulter and Darke.
Council Tax exemption for students. Is this being applied consistently and managed.	Two councillors to talk to officers about the process and report back to the committee if there is an issue to follow up on.	November meeting to take issues.	Lead: Councillor Simmons.
Fusion Leisure Contract	Leisure centre usage and the engagement in all leisure activities across the City with a particular focus on engagement of residents from our most deprived wards.	April meeting.	Lead: Councillor Coulter.
Community Safety	Issue to be decided on after consultation with the Board Member.	Discussion with Board Member at the October meeting	All Committee. Councillor Jones has expressed an interest in this issue.
The method by which the scale of new buildings and	Evaluation of the pilot in City development.	Date check needed	Lead: Councillor Fry.

<p>extensions is indicated in planning applications, in particular an evaluation of the agreed pilot scheme based on the practice in Swiss Cantons.</p>			<p>Councillor Jones has expressed an interest in this issue.</p>
<p>Use of Social Media by the Council</p>	<p>Review proposals within the Public Engagement Strategy.</p>	<p>October Meeting alongside the Public Engagement Strategy</p>	<p>Lead: Councillor Brett.</p>
<p>Any item called from the Forward Plan for pre decision scrutiny.</p>	<p>To consider and comment on issues to be decided by the City Executive Board.</p>	<p>The following have been considered by the Committee:</p> <ul style="list-style-type: none"> • Discretionary Housing Payments Scheme – Recommendations made to CEB. • End of year integrated report – Issues raised for inclusion in the scrutiny programme. • Corporate Debt Management Policy – No actions. • Appointment of the main contractor for the Affordable Homes Programme – No actions. • Youth Ambition Strategy – Recommendations made to CEB. • Low Emissions Strategy and Air Quality Action Plan – Recommendations made to 	<p>Lead: Councillor Mills.</p>

		<p>CEB.</p> <ul style="list-style-type: none"> • Riverside Land – Acquisition – September meeting. • Customer Contact Strategy – September meeting. • Oxford Fund – (item delayed indefinitely). • Grants Programme Commissioning Review – September meeting. • City Deal – September meeting. • Public Engagement Strategy – October meeting. 	
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Standing Panels

4

Topic	Area(s) for focus	Progress	Nominated councillors
Housing – All strategic and landlord issues considered within the Scrutiny Function.	<p>Issues:</p> <ul style="list-style-type: none"> • Allocation Policies and how we communicate, give advice and take account of feedback. • Decent Homes Standard – where do we go next in investment in our stock? • Regeneration on estates – what are our ambitions and how do we deliver and engage communities. 		<p>No substitutions allowed. Lead: Councillor Smith.</p> <p>Co-opted Member – Linda Hill Councillor Hollick, Sanders and McCready.</p>

5

	<p>Items for pre decision scrutiny:</p> <ul style="list-style-type: none"> • Housing Strategy Action Plan periodic review – September meeting • Housing Strategy refresh – September meeting. • Long term affordable housing for homelessness prevention – September meeting. • Allocations review and changes to the Allocations Policy – September meeting. 		
Finance Panel – All finance issues considered within the Scrutiny Function.	<ul style="list-style-type: none"> • Quarterly budget monitoring. • Medium Term Financial Strategy and budget review. • “Proper Body” for scrutiny of the Treasury Management Strategy and Function. 		<p>No substitutions allowed. Lead: Councillor Simmons.</p> <p>Councillors Fry, Darke and Mills. Councillor Fooks has asked to join this Panel</p>

Review Panels in progress

Topic	Scope	Progress	Nominated councillors
Covered Market Strategy and	Scope:	The Group is currently observing the	No substitutions

Leasing Strategy.	<ul style="list-style-type: none"> • Pre-scrutiny and engagement with the developing Covered Market Strategy and Leasing Strategy. • Independent engagement with the Covered Market Traders Association. • Review of the leasing decision for the unit formerly occupied by Palm's Delicatessen. • Consideration of comparative data from similar markets. 	<p>Covered Market Stakeholder engagement and will be talked directly to Market Tenants on the 25th. July.</p> <p>Visits have been arranged to 4 London markets and Bristol market.</p> <p>Programmed to finish in October</p>	<p>allowed.</p> <p>Lead: Councillor Campbell.</p> <p>Councillors Fooks , Van Nooijen, Clarkson and Benjamin</p>
Recycling Rates – Are our targets ambitious enough.	<p>Scope:</p> <ul style="list-style-type: none"> • Consider our current policies and their effects. • Review with service officers barriers to improvement alongside best practice and new initiatives. 	<p>The Group have identified a number of areas for potential improvement and are currently working with officers to explore these.</p> <p>The Group has agreed to focus its efforts around reward and penalty schemes taking in a broad range of suggestions.</p> <p>Data gathering is underway.</p> <p>Programmed to finish no later than October.</p>	<p>No substitutions allowed.</p> <p>Lead: Councillor Fry.</p> <p>Councillors Simmons and Jones</p>
Enfranchisement and Empowerment.	<p>Scope:</p> <p>As census data is published we begin</p>	<p>Planning is underway for the Group to run 3 focus groups talking to the</p>	<p>No substitutions allowed.</p>

	<p>to see the diverse and changing nature of Oxford and the number of people who failed to complete details without a least 1 reminder. Alongside this there are a number of properties with no one registered to vote.</p> <ul style="list-style-type: none"> • What effect does this have on our understanding of Oxford's communities? • Do we understand why some households/communities choose not to engage? • What is the extent of this democratic deficit? • What does this mean for communities, services and funding? 	<p>Somali, Pakistani and Polish communities to understand the extent of their knowledge of public services and issues they have with engagement. These will happen in September 2013.</p> <p>Programmed to finish in October.</p>	<p>Lead: Councillor Darke.</p> <p>Councillors Jones and O'Hara.</p>
<p>The effects and value of the City's investment in educational attainment at primary level.</p>	<p>Scope: To partner with a participating school to:</p> <ul style="list-style-type: none"> • See the on the ground effects of the KRM model. • Understand the effects for children of all ability types. • Hear and see how the school copes with the cultural and professional challenges. • See how school inspectors 	<p>The Group has agreed continuing discussions with its partner school which will happen in July.</p> <p>Recent membership changes to the Group have slowed progress.</p> <p>Work with the school will continue for a third term.</p>	<p>No substitutions allowed.</p> <p>Lead: Not nominated</p> <p>Councillors Campbell, Jones, Coulter, Paule and Khan.</p>

	<p>respond.</p> <ul style="list-style-type: none"> • Understand the targets set by the school management team and the part KRM plays in this. <p>Latterly the group has also decided to look at absenteeism.</p>		
Mutual Exchanges between Council Tenants.	<p>Scope: To consider the under occupancy in the Council’s stock and the potential for mutual exchanges to support those tenants affected by the changes to benefits and in particular the “bedroom tax”.</p> <p>To consider what changes and support is needed to make mutual exchanges a more useful tool for tenants.</p> <ul style="list-style-type: none"> • Interview a range of tenants who have just registered to move. <p>Interview a range of tenants at the point of swap within the mutual exchange system.</p>	Evidence gathering underway interviewing tenants who are seeking mutual exchanges or have been through the process.	<p>No substitutions allowed.</p> <p>Housing Panel with Linda Hill (Lead) tenant.</p>
Budget Review	Scope: Review of the budget and Medium		Members of the Finance Standing

	Term Financial Plan – focus to be agreed.		Panel.
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Potential Review Panels – to be taken when resources allow (no particular order)

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

6

Items Called in and Councillor Calls for Action

None

New suggestion from Councillors or Residents

None

Committee Agenda Schedules

Each agenda will have 2 standing items:

- Work programme and recommendation progress
- Forward Plan

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

14 th . January	1. Public Involvement Strategy (consultation outcome).
4 th . February	1. Discretionary Housing Payments – Monitoring Report. 2. Performance Monitoring – Qtr. 3.
4 th . March	1. Education Attainment Panel report.
1 st . April	1. Leisure centre usage and the engagement in all leisure activities across the City with a particular focus on engagement of residents from our most deprived wards.

Finance Standing Panel

Dates	Agenda Items
6 th . September 5.00pm	<ol style="list-style-type: none"> 1. Budget monitoring – Qtr. 1. 2. Treasury Management Strategy end of year report 12/13 3. Treasury Management performance – Qtr. 1.
7 th . November 6.00pm.	<ol style="list-style-type: none"> 1. Budget monitoring – Qtr. 2. 2. Treasury Management performance – Qtr. 2.
6 th . February 2014 6.00pm.	<ol style="list-style-type: none"> 1. Budget monitoring – Qtr.3. 2. Treasury Management performance – Qtr. 3. 3. Treasury Management Strategy – 2014 – 2015.

Housing Standing Panel

Outline –issues still to be developed by Panel

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

- 3rd. October.
- 5th December (used).
- 15th. January 2014.
- 6th. March 2014.
- 3rd. April 2014.

Dates	Agenda Items
3 rd . September 6.00pm.	<ol style="list-style-type: none"> 1. Housing Strategy Action Plan. 2. Long term affordable housing for homelessness prevention. 3. Allocations review and changes to the Allocations Policy. 4. Performance monitoring – Housing Measures – Qtr. 1. 5. Allocation Policies and how we communicate, give advice and take account of feedback.

	6. Panel work programme.
4 th . November at 6.00pm.	<ol style="list-style-type: none"> 1. Performance monitoring – Housing Measures- Qtr. 2. 2. Decent Homes standard – where next for investment in our stock. 3. Outcome from review of the Mutual Exchange process.
5 th . December at 6.00pm.	<ol style="list-style-type: none"> 1. Housing Strategy refresh.
7 th . February at 6.00pm.	<ol style="list-style-type: none"> 2. Performance monitoring – Housing Measures – Qtr. 3. 3. Regeneration on estates – what are our ambitions and how do we deliver and engage communities.

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To: Scrutiny Committee

Date: 5th September 2013.

Report of: Head of Law and Governance

Title of Report: Finance Standing Panel Membership

Summary and Recommendations

Purpose of report: To agree, or not, additional appointments to the Finance Standing Panel

Scrutiny Lead Member: Councillor Simmons

Recommendations:

The Scrutiny Committee is asked to decide if it wishes to appoint Councillor Fooks to the Finance Standing Panel.

Introduction and Background

1. At the first meeting of the Scrutiny Committee in June 2013 a set of operating principles was agreed. These included guidelines for the membership of Panels.
2. The guideline is that whilst panels do not have to be politically balanced a “starting point” will be used for membership according to the size of the Panel. Membership will only vary from this with the agreement of the Committee.
3. The table below is an extract from the operating principles and outlines the membership “starting point” agreed.

Principle	Comment
<p>Panels will be commissioned to conduct more detailed scrutiny work.</p> <p>Panels do not have to be politically balanced but the Committee will use the following guide for appointment:</p> <p>All Panels should have between 3 and 6 members:</p> <ul style="list-style-type: none"> • 3 member Panel – 1 from each party or 2 from the administration plus 1 other. If a party does not want to take a place then committee agree on the allocation of that place. • 4 member Panel – 1 from each party plus another administration member. If a party does not want to take a place then committee agree on the allocation of that place. • 5 member Panel – 1 from each party plus another administration member. Committee agree the 5th member. If a party does not wish to take a place the committee agrees on the allocation of that place. • 6 member Panel - 1 from each party plus another administration member and another opposition member. Committee agrees the 6th member. If a party does not wish to take a place the committee agrees the allocation of that place. 	<p>The Scrutiny Committee will continue to hold the Executive and Senior Officers to account publicly at committees but will also set Panels drawn from all non executive councillors to consider issues in more detail.</p> <p>Themed Lead Members will lead or actively engage with Panels within their area and report back to the Scrutiny Committee on progress and outcomes.</p>

Current Position

4. The Finance Standing Panel was appointed by the Committee as a 4 member Panel which matched the agreed arrangements. Since this appointment, and in line with the Scrutiny Committee's desire to involve non executive councillors, a request has been received from Councillor Fooks to join the Finance Panel. This would make a 5 member Panel and requires the Scrutiny Committee to confirm or not additional membership.

5. The options available to the committee are:

- To confirm Councillor Fooks membership.
- To not agree Councillor Fooks membership.
- To confirm Councillor Fooks membership along with the appointment of a further Administration member.
- Any other arrangement agreed by the Committee.

6. The Committee is asked to decide.

Name and contact details of author:-

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**List of background papers: Scrutiny Committee Operating Principles
Version number: 1**

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Scrutiny Recommendation 2013 – 2014

All recommendations

19

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

To support the setting of the Low Emissions Strategy and ambitions but for the City Executive Board to require early reference of the document to the Carbon and Natural Resources Members Board so that gaps on data, resources and financing can be discussed and a robust action plan produced.	Agreed	City Executive Board 10 th . July
<p>Discretionary Housing Payments</p> <p>Scrutiny Committee – 4th. June 2013</p>		
Recommendation	Outcome	Considered by
To organise a general campaign of clear advice through as many agencies, partnerships and offices as possible making it clear the temporary nature of Discretionary Housing Payments and the requirements to engage in more sustainable solutions.	Agreed	City Executive Board 12 th . June 2013
To extend current out reach work to include benefit take-up to maximise benefits to current and potential claimants.	Agreed with amendment. Clarity in some aspects of Welfare reform is needed.	City Executive Board 12 th . June 2013
To keep the Discretionary Housing Payment Policy under review and in particular to revisit it once regulations on further Welfare Reform are clear.	Agreed	City Executive Board 12 th . June 2013

For the Scrutiny Committee to be included in the monitoring arrangements for this policy in both financial and outcome terms. To see this at the September Scrutiny Committee.	Agree	City Executive Board 12 th . June 2013
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To: Scrutiny Committee

Date: 5th September 2013

Report of: Head of Customer Services

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

Summary and Recommendations

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

Report Approved by:

Finance:

Legal:

Policy Framework: Efficient, Effective Council

Recommendation(s): To note the monitoring arrangements that have been put in place, and expenditure to date.

APPENDICES:

Appendix 1 – Summary of DHP Expenditure

Appendix 2 – Example of Income & Expenditure form

INTRODUCTION

1. On 12 June 2013 The Council's Executive Board agreed a new Discretionary Housing Payment (DHP) policy. This policy was inspected by the Scrutiny Committee at its meeting of 4 June 2013. One of the recommendations of the Committee was that they be included in the on-going monitoring arrangements for the DHP policy, and that reports be brought back to the Committee on a quarterly basis. This report seeks to provide an update on DHP activity.
2. Discretionary Housing Payments (DHP's) are monies allocated by local authorities under legislation set out in the Child Support, Pensions and Social Security Act 2000 and The Discretionary Financial Assistance Regulations 2001 (SI2001/1167). In summary, the funds can be used

to meet eligible rent for people already in receipt of housing benefit. The customer must make an application for the payment, and the council must consider the applicants financial need if an award is to be made. In effect, the fund allows some local discretion to meet the needs that are not covered by the national Housing Benefit scheme.

3. DHP is not a sustainable solution for people who have a shortfall between their Housing Benefit and rent costs. To this end the policy provides for awards to be: a) limited to three months in duration in most case and b) for conditionality to be applied to the majority of awards.
4. The policy also makes provision for awards to be withdrawn if conditionality is not met. It is intended that any conditionality is designed to promote effective financial management, help support people into work, or assist with reducing rental liability. Examples provided in the policy include attending work related coaching and seeking assistance to manage debts.

DHP PROCESS

5. Discretionary Housing Payments (DHP's) are currently handled by the Benefits Team and the Welfare Reform Team. The Welfare Reform Team process applications from people with shortfalls caused by the Benefit Cap or under occupancy regulations. The Benefits Team process applications from people with shortfalls caused by the changes to Local Housing Allowance Rates, or with shortfalls as a result of people not being entitled to full Housing Benefit (this will usually be as a result of having excess income)
6. To ensure consistent application of the new DHP policy, it is intended that the Welfare Reform team will process all applications going forward.
7. To facilitate this a one year post is being created in the Welfare Reform Team to deal exclusively with DHP applications. The post will be responsible for dealing with all applications including determining repeat applications and be responsible for monitoring the budget and reporting progress with DHP applications. The post will be funded from money provided by the Department of Work and Pensions to assist Local Authorities deal with the changes to Housing Benefit.
8. The key determination in making a DHP award is whether someone is able to afford their HB shortfall, and this is done with reference to a detailed income and expenditure form which the customer fills in. The person assessing the application will go back to the customer with any queries about the income and expenditure before making a decision
9. When making an award, one or more conditions will be applied requiring the customer to take some specific actions in order to find a sustainable solution to their problem. The conditionality will relate to

finding work, finding affordable accommodation and/or reducing expenditure.

10. Conditionality related to finding work usually requires engaging with one of our partners to deal with the barriers to work, provide access to training or ultimately find work. Our main partners are Skills (Training) UK, Jobcentre Plus, Aspire, Crisis Skylight and the CAB. They are helping customers overcome barriers of debt, security of tenure, lack of skills, perceived lack of employability and access to affordable childcare.
11. Conditionality relating to finding affordable accommodation involves registering on the housing list and bidding for properties, or actively participating in the mutual exchange scheme. Conditionality relating to reducing expenditure will involve obtaining debt advice, or taking action to reduce specific items of excessive expenditure identified on the Income & Expenditure form.
12. A spreadsheet pre-populated with details of expected household expenditure by household composition is used to assess people's expenditure. Areas of higher than average spend are immediately identifiable and used by the caseworker to start a conversation about how expenditure could be reduced. As well as discretionary expenditure such as television contracts, alcohol and tobacco, we also consider higher than average utility bills. The latter are often caused by the repayment of arrears, and we may be able to assist people with agreeing a more manageable repayment plan. An example of the spreadsheet used is attached at Appendix 2.
13. Customers are made aware that awards are for a short; defined period and may be cancelled if the agreed actions are not undertaken and that repeat awards will not be made if conditionality has not been met.
14. Awards are usually made for three months, but may be longer in some cases. Each case is determined on its own merits. A reason for making a longer award maybe where there has been administrative delay in assessing a claim.
15. Repeat applications may be made but will only be awarded if the conditions attached to the first award have been met. Customers requesting a repeat award must also attend an interview with the person assessing their application.
16. Consistency is achieved in two ways. Firstly there is a limited number of staff dealing with DHP applications and they are encouraged to discuss the more complicated cases with each other, or with a manager. Secondly a 10% check of cases is made by a manger to ensure the DHP policy is being followed.

DHP EXPENDITURE

17. The chart at Appendix 1 shows the monthly breakdown of DHP expenditure, together with the current position for the DHP budget.
18. As of the end of July £125,436.48 had been spent from our budget of £625,369.00. It is estimated that a further £325,000 will be spent on Benefit Cap cases during the year, a forecast has also been made for potential expenditure on repeat awards. Taking these into account, the DHP budget currently has a residual £80,351.40 available for brand new awards for non Benefit Cap cases.

BENEFIT CAP

19. Since the introduction of the new DHP policy, a lot of work has been focussed on those people who are expected to be subject to the Benefit Cap. The Cap was introduced on 15 July 2013, and is expected to account for approximately half of our DHP expenditure this year.
20. The DWP have to date notified us of 56 cases where they were seeking to apply the cap. 54 have actually been capped and of these 46 are currently engaged with the Welfare Reform team (we have not been able to contact the other cases).
Of the 46:
13 cases are Home Choice tenants
17 cases are Council tenants and 11 of these are in the Direct Payments Project
21. The loss of Housing Benefit across the 54 cases is split as follows:
6 are losing over £200 per week
8 are losing between £100 and £200 per week
16 are losing between £50 and £100 per week
24 are losing under £50 per week
22. Of the two cases where the cap wasn't applied, one case was because the claimant had taken on a Council tenancy which put them below the level of the Cap, and in the other the claimant's partner (who works full time) has moved in with them.
23. There are currently 16 cases who we think will be affected by the Cap who we have been unable to contact. For these cases, when the Cap is applied, a Benefits Visiting Officer will hand deliver their notification letter.
24. So far 16 DHP awards totalling £19.6k have been made to Benefit Cap claimants. In all cases conditionality has been set around finding work. Additionally 2 cases have been advised to apply for DLA, 2 cases have been told they need to reduce their spending, and 2 cases have been told to seek debt advice.

OTHER SCRUTINY RECOMMENDATIONS IN RELATION TO DHP

25. Scrutiny recommended that the new policy was publicised so that interested parties were aware of the short term nature of DHP awards,

and the requirement for applicants to engage in more sustainable solutions. Since approval of the Policy all customers requesting a DHP have had this message explained verbally, and where an award has been made this has been confirmed in writing. Liaison meetings with Voluntary Organisations and Housing Associations have also been used to convey the same message. In addition, all our partners working with us on our Universal Credit pilot have also had this message conveyed to them.

26. Scrutiny's second recommendation was to maximise benefit take up. In recent months work has been focussed on take up of benefits which would qualify people for an exemption from the Benefit Cap, i.e. Disability Living Allowance or its replacement, Personal Independence Payment. In addition to promoting such benefits, we have offered to pay Oxfordshire Welfare Rights' costs in representing a claimant at an appeal where an application is unsuccessful. This would only be for cases where there is a reasonable chance of success.

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Background papers: None

Version number: 0.2

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APPENDIX 1 - SUMMARY OF DHP EXPENDITURE

	Pre-April	April	May	June	July	August	Total
Applications & Awards							
Applications	68	81	57	86	51		343
Awards	58	60	43	57	30		248
Value of Awards	£33,523.78	£29,327.15	£26,332.75	£23,318.49	£12,934.31		£125,436.48
Highest Weekly Award	£115.26	£108.80	£102.69	£144.11	£276.42		£276.42
Lowest Weekly Award	£4.01	£4.61	£5.77	£3.25	£4.61		£3.25
Mean Weekly Award	£21.11	£21.09	£29.90	£26.07	£27.29		£24.57
Mean Award Period (weeks)	27	22	20	17	13		21
Conditionality							
Look for work	0	0	2	10	8		20
Reduce spending	0	1	0	7	4		12
Seek debt advice	0	0	0	2	1		3
Find smaller accommodation	0	0	8	16	12		36
Look for a lodger	0	0	0	2	0		2
Reason for App							
Benefit Cap	0	0	1	0	1		2
Bedroom Tax	27	30	27	65	36		185
LHA	38	48	24	14	10		134
Combination of above	0	0	0	0	0		0
Other	3	3	5	7	4		22
BUDGET POSITION							
DWP Grant	£525,369.00						
Additional from Housing	£100,000.00						
Total Budget	£625,369.00						
Total Awarded	£125,436.48						
Estimated spend on Benefit Cap*	£321,406.54						
Potential Repeat Awards**	£98,174.58						
Remaining Budget	£80,351.40						

*The original estimate was £325,000, this has been reduced by actual expenditure

** Repeat awards are calculated as follows:

The caseworker makes a judgement about the likelihood of a repeat award (Very Unlikely, 50/50, Very Likely)

This converts to a multiplier (0,0.5,1)

The number of weeks remaining after the customer's current award ends are multiplied by the weekly award, and the multiplier above.

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APPENDIX 2- EXAMPLE INCOME & EXPENDITURE FORM

Household information

Number of adults (claimant and partner only)	2
Number of children aged under 16	
Number of children aged 16-18	
Number of vehicles owned	0
Number of bedrooms in property	3
Number of occupiers in property	2

Normal discretionary spending limits

	Weekly	Monthly
Housekeeping	£126.23	£547.00
Travel	£37.39	£162.02
Phone	£13.15	£56.98
Other	£62.30	£269.97
Total	£239.07	£1,035.97

31

Utilities

	Estimate	Weekly	Monthly	Note on estimate
Water - metered bill (average use)	y		£0.00	Thames Water 2013-14
Water - unmetered bill (assessed charge)	y		£0.00	Thames Water 2013-14
Gas	y		£0.00	Per bedroom cost, average of main gas suppliers (2012)
Electricity	y		£0.00	Average by bill and tariff (2012)

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APPENDIX 2- EXAMPLE INCOME & EXPENDITURE FORM

Customer:		Ref:	Period	Amount	Weekly	Monthly	Note
CFS							
Expenditure							
Rent (after HB)		W	15.34	£15.34	£66.47		
Council Tax (after CTRS)				£0.00	£0.00		
Ground rent				£0.00	£0.00		
Service charges				£0.00	£0.00		
Water rates - metered			0.00	£0.00	£0.00		Use only one line for water rates
Water rates - not metered		M	24.00	£5.54	£24.00		Use only one line for water rates
Insurance - endowment, contents	OTH			£0.00	£0.00		
Travel expenses	TRA			£0.00	£0.00		
Meals at work	OTH			£0.00	£0.00		
Fuel (NOT petrol)				£0.00	£0.00		
Gas		M	50.00	£11.54	£50.00		
Electricity		M	50.00	£11.54	£50.00		
Loans/credit cards				£0.00	£0.00		
Private pension payments				£0.00	£0.00		
Court fines				£0.00	£0.00		
Maintenance payments				£0.00	£0.00		
Hire purchase (car)	TRA			£0.00	£0.00		
Entertainment	OTH			£0.00	£0.00		
Housekeeping	HKP	M	30.00	£6.92	£30.00		
Food	HKP	M	120.00	£27.69	£120.00		
Baby food/mix	HKP			£0.00	£0.00		
Toiletries	HKP	M	10.00	£2.31	£10.00		
Nappies	HKP			£0.00	£0.00		
Health care e.g. prescriptions	OTH	M	28.00	£6.46	£28.00		
Laundry/dry cleaning	HKP			£0.00	£0.00		
Cleaning materials	HKP	M	15.00	£3.46	£15.00		
Newspapers/magazines	HKP			£0.00	£0.00		
Cigarettes	HKP	W	10.00	£10.00	£43.33		
Alcohol	HKP			£0.00	£0.00		

Clothing	HKP			£0.00	£0.00
School meals	OTH			£0.00	£0.00
School trips	OTH			£0.00	£0.00
Childcare				£0.00	£0.00
TV licence		M	12.13	£2.80	£12.13
Colour TV assumed - delete amount if no TV, or 4.08 if B&W					
Internet/cable/Sky	OTH	M	18.50	£4.27	£18.50
Furniture	OTH	M	10.00	£2.31	£10.00
Phone - landline/mobile/other	PHO	M	15.00	£3.46	£15.00
Holidays	OTH			£0.00	£0.00
Payments to arrears - rent, council tax, utilities	OTH	M	50.00		£50.00
made as the result of a court order, direct deductions from benefit, or are evidenced as priority debts in a financial statement from advice centre or debt advice service. Change CFS code in column B if					
Other (please state) Repairs	OTH			£0.00	£0.00
housekeeping, travel or phone Change CFS code in column B if					
Other (please state)	OTH	M	31.00	£7.15	£31.00
housekeeping, travel or phone					
Total				£120.79	£573.44
Income					Expenditure exceeds income
Wages		M	398	£91.85	£398.00
Wages (partner)				£0.00	£0.00
JSA				£0.00	£0.00
IS				£0.00	£0.00
ESA				£0.00	£0.00
State retirement pension				£0.00	£0.00
Sick pay / maternity pay				£0.00	£0.00
Rent from lodger				£0.00	£0.00
Money from non dependant				£0.00	£0.00
Pension credit				£0.00	£0.00
Tax credits				£0.00	£0.00
Child benefit				£0.00	£0.00

Maintenance	£0.00	£0.00
DLA / PIP	£0.00	£0.00
Occupational pension	£0.00	£0.00
Carer's Allowance	£0.00	£0.00
Student income	£0.00	£0.00
Income from savings / investments (total)	£0.00	£0.00
Other (please state) SDA	£0.00	£0.00

Total **£91.85** **£398.00** **Expenditure exceeds income**

Summary	Summary	Weekly	Monthly	Status	
Weekly income	£91.85				
Weekly expenditure	£120.79	Water (me)	£0.00	£0.00	OK
Balance	-£28.95	Water (unr)	£5.54	£24.00	OK
Expenditure exceeds income		Gas	£11.54	£50.00	OK
		Electricity	£11.54	£50.00	Above average electricity costs
		Housekeep	£50.38	£218.33	OK
		Travel	£0.00	£0.00	OK
		Phone	£3.46	£15.00	OK
		Other	£20.19	£137.50	OK

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To: City Executive Board

Date: 11th September 2013

Report of: Head of Customer Services

Title of Report: Draft Customer Contact Strategy for Consultation

Summary and Recommendations

Purpose of report: To agree the Council's Draft Customer Contact Strategy (attached at Appendix 1) for consultation. The consultation will take place between September 2013 and January 2014 and take a number of different forms as set out at paragraphs 5 and 6. The outcome of the consultation together with the proposed Strategy will be brought back to City Executive Board in February 2014.

Key decision? No

Executive lead member: Cllr Susan Brown

Policy Framework:

Recommendation(s): To approve the Draft Customer Contact Strategy for consultation.

Appendix 1: Draft Customer Contact Strategy for Consultation

Appendix 2: Risk Assessment

Appendix 3: Equalities Impact Assessment

Introduction

1. Oxford City Council has an aspiration to create a world-class city for everyone and deliver world-class services.

World class customer service for Oxford City means:

- Consistent; right first time service delivery.
 - Proactively seeking customer feedback to inform service delivery.
 - Customer service being at the heart of our values and behaviours.
 - Working in partnership with complementary organisations to provide added value to our customers
 - Enabling as many customers as possible to access our services using the most efficient and cost effective channels (web and contact centre), whilst ensuring our face-to-face service is available for those customers who most need it.
 - Ensuring our end to end processes are as efficient as possible and that the customer journey and contact can be tracked.
2. The Council's current Customer Contact Strategy was agreed in October 2009. The strategy has been reviewed in light of current working practices, best practice and changes in technology. It is proposed that the draft strategy, attached at Appendix 1 is now consulted on to inform the future direction of customer contact for the City Council.

Draft Customer Contact Strategy

3. The Draft Customer Contact Strategy at Appendix 1 is intended for extensive consultation with users and stakeholders. The customer insight gathered throughout the consultation will be reported to the City Council's Executive Board in February 2014 together with a final proposed Strategy.
4. In developing the draft strategy we have pulled together a picture of who our communities are, and what they might need from the City Council in order to make their experience of using our services positive because their interaction with us has been quick and easily accessible. We have used the 2011 census to provide an initial outline of our potential customer base.
5. The Draft Customer Contact Strategy sets out where we are now, what areas we believe we need to develop, and how we will consult and work with our customers and stakeholders to inform how we develop future service delivery. Using demographic data, consultation will be carried out using a number of methods to ensure we offer varied opportunities for customers to give their feedback. Consultation methods will include:
 - Customer Focus Groups – Groups will be representative of the community and be used to discuss and inform service improvements
 - Surveys – surveys will be carried out to ensure customers unable to attend focus groups are able to be involved in the consultation process. Surveys may be carried out on the web or in paper form to ensure all customers are able to access them.

6. The detailed work to be undertaken is included in the Strategy itself at Appendix C, summarised below are the key milestones in the consultation process and the estimated dates for delivery.

- Draft Customer Contact Strategy for Consultation agreed by City Executive Board. (September 13)
- Inform delivery of accessible, user friendly access channels - We will ask customers whether there are additional ways they would prefer to access our services, for example using social media or mobile applications. We will also ask them what they believe great customer service is, including what our customer service standards should be and how they would like to be able to provide customer feedback. We will use our demographic data to identify hard to reach groups and investigate how we can reach them. We will also use our demographic data to analyse who our partner organisations should be. (September to December 13)
- Involve customers in service design to remove avoidable contact - To understand how best to encourage self-service generally via both the web and telephone and more specifically for housing repair requests. (August 13 to January 14)
- Customer Contact Strategy 2014 -2016 agreed by City Executive Board - Following analysis and evaluation of customer and stakeholder feedback. The Strategy will contain a high level implementation/action plan for. (February 14)

Risk

7. A risk assessment is attached at Appendix 2.

Climate Change/Environmental Impact

8. There will be no impact on climate change or the environment.

Equalities Impact

9. An equalities impact assessment has been is attached at Appendix 3.

Financial Implications

10. The costs of consulting on the strategy are contained within the Customer Services budget for 13/14.

Legal Implications

11. There are no legal implications.

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List of background papers: Customer Consultation Report Jan-Apr '13

Version number: 0.5

www.oxford.gov.uk



Draft Customer Contact Strategy for Consultation

2013 - 2016

Authors	Customer First Programme Team
Version	12 DRAFT
Date Issued	August 2013
Document status	Draft for Comment

Distribution

Name	Title	Purpose
Jackie Yates	Director	Review and input
Helen Bishop	Head of Customer Services	Review and input
CLlr Susan Brown	Portfolio Holder	Review and input
Peter Sloman, Peter McQuitty, Jane Lubbock, Stephen Clark	Customers First Programme Board	Review and input
Corporate Management Team		Review and input

Index

<u>Section</u>	<u>Description</u>	<u>Page No.</u>
1	Introduction	3
2	Background	3
3	Insight into Oxford City Customers	4
4	Where are we now?	5
5	Customer Consultation and the way forward	7
6	Key milestones in 2013/14	8
Appendix A	Demographic Information	9
Appendix B	Customer Consultation Report: High Level Summary – January – April 2013	11
Appendix C	Customer Consultation Action Plan	13

1. INTRODUCTION

- 1.1 This draft Strategy is intended for extensive consultation with users and stakeholders who access information and advice on the services delivered by Oxford City Council. The customer insight gathered throughout the consultation will then be used to inform the final Customer Contact Strategy which will be reported to the City's Executive Board for approval in February 2014.
- 1.2 In developing this strategy we have analysed who our communities are and what they might need from the City Council in order to make their experience of using our services positive; because their interaction with us has been quick and easy. We have also assessed the backdrop of other external drivers that will help to drive up service performance to deliver right first time value for money services. We have used the 2011 census to provide an initial outline of our potential customer base.
- 1.3 We already receive customer feedback via focus groups and customer feedback mechanisms such as GovMetric (satisfaction survey) complaints, comments and compliments. However, to inform the final Strategy we propose to undertake further targeted consultation with our customers and stakeholders. In summary we will consult on the following:
- What good customer service looks like for our customers.
 - What service standards our customers find acceptable
 - How we can encourage the takeup of online services;
 - Which services voice automated messaging could be used for (if any); and
 - How we can improve our current telephony service.

2. BACKGROUND

- 2.1 Oxford City Council has an aspiration to create a world-class city for everyone, delivering world-class services.

World class customer service for Oxford City means:

- Consistent; right first time service delivery.
 - Proactively seeking customer feedback to inform service delivery.
 - Customer service being at the heart of our values and behaviours.
 - Working in partnership with complementary organisations to provide added value to our customers
 - Enabling as many customers as possible to access our services using the most efficient and cost effective channels (web and contact centre), whilst ensuring our face-to-face service is available for those customers who most need it.
 - Ensuring our end to end processes are as efficient as possible and that the customer journey and contact can be tracked.
- 2.2 'Customers First' is one of the Council's transformation themes, focusing on putting customer needs at the forefront of its work and improving customer service. The Customer Contact Strategy sets out where we are now, what areas we believe we need to develop, how we will consult and work with our customers and stakeholders to inform how we develop future service delivery. The Strategy is built upon the key values of the City Council which are:
- Excellent public service at the heart of everything we do
 - Putting communities and customers first
 - Taking personal responsibility
 - Embracing innovation
 - Valuing diversity

3. INSIGHT INTO OXFORD CITY CUSTOMERS

3.1 The demographics of Oxford's population dictate to some extent the nature of the service needs. The 2011 Census had the following key headlines:

- Rapid population growth over the last decade with large increases in the number of children and young people
- International migration has driven population growth and ethnic diversity has increased and is expected to get increasingly diverse
- Large increase in the number of students
- Large increase in the number of people in the labour market
- More households live in flats, and more rent their home
- Growth in households has been driven by families with children, single adults and 'other' households (e.g. houses in multiple occupation)

3.2 Oxford's population in 2011 was estimated to be 151,900, an increase of 12% since 2001 and is deemed to be one of the fastest growing local authority areas in England. The council itself has approximately 7,800 tenants. Because of the very large university student population (which has increased by 6,000 over the last decade), Oxford's population is very young. 35% of the population is aged between 15 and 29 years (compared to a UK average of 20%). Although the UK is experiencing an ageing population, Oxford's population is expected to get younger in the future, with most population growth coming from the working age population.

3.3 The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England. These areas are in the Leys, Barton, Littlemore and Rose Hill areas of the city, and experience multiple levels of deprivation - low skills, low incomes and high levels of crime; the majority of the council's 7,800 tenants live in these areas. Men and women from the least deprived areas can expect to live six years longer than those in the most deprived areas.

3.4 In 2012, 80% of all UK households had internet access. 93 per cent of households with Internet access used a fixed broadband connection, of which 30 per cent used a cable or fibre optic connection. In 2012, 67 per cent of adults in Great Britain used a computer every day, rising to over 80% amongst people under 45 years of age. Access to the Internet using a mobile phone more than doubled between 2010 and 2012, from 24% to 51%. In 2012, 32% of adults accessed the Internet using a mobile phone every day.

3.5 Whilst we do not have statistics about the level and type of Internet use in Oxford, as the city has a very young population due to the large number of university students, we can expect that internet usage in Oxford is higher than the national average. Education is also an important determinant of whether people have internet access at home. Almost all adults (93%) who had a degree-level qualification are estimated to have internet access at home – compared to 56% of people with no formal qualifications. Oxford has a higher than average proportion of the population with degree-level qualifications, and a lower than average proportion of the population with no qualifications. This is another reason why we can expect internet usage in Oxford to be higher than the national average. However in the deprived areas of the city very high proportions of the population have no qualifications, so in these areas there may be lower than average rates of internet usage.

3.6 Further demographic information can be found at Appendix A.

4. WHERE ARE WE NOW?

4.1 Since writing the original Customer Contact Strategy in 2009, the Council's Customer First Programme has delivered the following outcomes:

- Constant measuring of customer satisfaction, which is monitored and benchmarked with over 100 other local authorities. The corporate target for customer satisfaction is set at 75% (and is being achieved), and covers the service experienced in our contact centre, customer service centres and website. Customer satisfaction with the telephone contact centre specifically is at 91%, putting us just outside top ten performances with our benchmark peers. More work needs to be done to improve satisfaction levels with our face-to-face service and the Council's website.
- Single customer contact centre with one telephone number for the organisation, providing access to a wide range of council services. Over 90% of all customers get through first time using this number.
- A modern walk in customer service centre providing access to officers via appointment or "drop in" alongside self-service facilities. The customer service centre is also available for partner surgeries and is being effectively used by Carers Oxfordshire and Shelter to introduce a one-stop-shop of local services.
- Multi skilled Customer Service Officers who are able to deal with a wide range of customer enquiries; Housing Repairs, Tenancy Services, Rents and Homeless, Housing Benefits and Council tax, Waste recycling and Garden waste. Environmental Development – Pest and Dog warden services and Planning enquiries. Over 90% of all enquiries handled either face-to-face or over the telephone are resolved at point of contact and without hand off to the back office.
- The implementation of a Customer Relationship Management (CRM) system which has enabled service delivery and resolution at the first point of contact in the majority of cases in our customer service centres and contact centre.
- Consistency of business processes associated with customer contact and simultaneously improvements in service levels and consequently customer satisfaction.
- Provision of more self-service opportunities e.g. online application forms, payments, service requests and improved website information.
- 24/7 automated payment telephone line.
- Out of hours duty officer service, to handle urgent customer enquiries.
- Customer Service Excellence accreditation, achieving full compliance with all 57 parts of the standard.
- New telephony software is currently being implemented, which will offer a reduced number of service options for customers to select. The system provides a range of increased functionality to the contact centre to be implemented during the financial year, including:
 - Improved management information
 - 'Queue Buster' technology
 - Message facilities
 - Voice recognition
 - Home working opportunities
 - Workforce management and planning
 - Website 'Call me Back' function

4.2 Customers currently resolve their enquiries by visiting one of our Customer Service Centres at St Aldates or Templar Square, Cowley; telephoning our customer contact centre; or visiting our website. The customer enquiry numbers per year for each channel are as follows:

Channel	Enquiries Per Annum
Face-to-face	15,600
Telephone	261,850
Web – on line form usage	25,000
Total	302,450

In the contact centre the call volume per service area is as follows:

Service area	Enquiry Volumes
Waste	40,000
Elections	2,050
Housing repairs	37,000
Tenancy and rent	22,000
Housing benefit	29,000
Council tax	38,000
Business rates	3,400
Planning	8,900
Pest and dogs	5,500
No option selected by customer *	76,000
Total	261,850

* This data is taken from the telephone system and denotes customers who do not select a particular option from the automated options presented

4.3 The unit costs associated with each channel compared to the benchmark average are as follows:

Access Channel	Current Unit Cost £	Benchmark Unit Cost £
Face-to-face	£30	£10 - £14
Telephone	£5.80	£3 – £5
Web		£0.08

- Benchmarks sourced from SOCITM and PWC

5. CUSTOMER CONSULTATION AND THE WAY FORWARD

5.1 To date customer feedback has been collated through focus groups and customer feedback mechanisms such as GovMetric (satisfaction survey) complaints, comments and compliments. A high level summary report on what our customers have been telling us is at Appendix B.

5.2 Following a restructure in Customer Contact, two Quality and Customer Insight roles have been created so that we continue to collate customer data and feedback to ensure services are developed and our commissioning strategy informed to meet customer need. They will work with customers to identify opportunities for service improvement. The roles will also continue to develop partnerships with other like-minded organisations to ensure we provide a relevant and complementary range of services to our customers.

5.3 As part of the consultation on the Draft Strategy we will seek to engage with customers to understand how they wish to access services and how we can proactively encourage access via the web and promote the advantages of self-service. This will include where appropriate turning off other, traditional, access channels for certain customers e.g. paper invoices for business customers.

Encouraging customers to 'channel shift' is a key element of the strategy, and implemented well it can lower costs, build reputation, empower the citizen and improve the overall service proposition. However, to change customer behaviour it is important to understand what is important to them and what barriers they experience in accessing services. Oxford City Council will seek to enable and encourage customers to access our services using the most cost effective channels whilst ensuring a face-to-face service is available for those customers who most need it.

5.4 The key themes we will focus on in delivering the Strategy are listed below. Action Plans to establish the detailed milestones can be found in Appendix C.

- Accessible User friendly Services
- Use customer insight to inform service design
- Embedding Customer Service Excellence across the Council.

5.5 The current targets for delivering Customer Service in 2013/14 are:

- Increase the level of online transactions incrementally from 12/13 base. 18% in 13/14; 23% in 14/15.
- Increase net customer satisfaction rating to 91% for telephones and 45% for face-to-face (net satisfaction)
- 95% of customers getting through first time on the Council's main telephone number
- 85% of telephone customers answered within 20 seconds
- 90% of enquiries answered at first point of contact
- Improve numbers of customers self-serving to 5%

6. KEY MILESTONES IN 2013/14

6.1 The detailed work to be undertaken is in Appendix C. Using demographic data, consultation will be carried out using a number of methods to ensure we offer varied opportunities for customers to give their feedback. Consultation methods will include:

- Customer Focus Groups – Groups will be representative of the community and be used to discuss and agree service improvements
- Surveys – surveys will be carried out to ensure customers unable to attend groups are able to be involved in the consultation process. Surveys may be carried out on the web or in paper form to ensure all customers are able to access them.

Summarised below are the key milestones for the financial year 13/14 and the estimated dates for delivery. The milestones beyond this period will be established as the outcomes from work undertaken are realised.

- Customer Contact Strategy for Consultation agreed by City Executive Board. (September 13)
- Ensure we have accessible, user friendly access channels. We will ask customers whether there are additional ways they would prefer to access our services, for example using social media or mobile applications. We will also ask them what they believe great customer service is, including what our customer service standards should be and how they would like to be able to provide customer feedback. We will use our demographic data to identify hard to reach groups and investigate how we can reach them. We will also use our demographic data to analyse who our partner organisations should be. (September to December 13)
- Involve customers in service design to remove avoidable contact, help design the new telephony system, understand the needs to encourage self-service generally and more specifically for housing repair requests. (August 13 to January 14)
- Customer Contact Strategy agreed by City Executive Board. Having undertaken an analysis of the available demographic data, and full consultation with customers and stakeholders as per our plan, we will then evaluate the insight gathered to set out the vision for customer contact for the City Council to take us to 2016. The Strategy will contain high level actions plans for delivery of the strategy. (February 14)

Demographic Information

1. Oxford is a relatively diverse population in terms of people's ethnicity. In 2011, 22% of the population were from black or minority ethnic backgrounds, compared to an England average of 13%. An additional 14% of residents were of white but non-British backgrounds. This is partly a result of the large number of people born outside the UK - in 2011, 28% of Oxford residents had been born outside the UK compared to 19% in 2001. The largest non-white ethnic groups represented are Pakistani, Indian, Black African, 'other Asian' and Chinese ethnic groups. The diversity of the population varies considerably by age. The child population is considerably more ethnically diverse than the older population and as a result the population is expected to get more ethnically diverse in the future.
2. In 2011, 23,700 Oxford residents said they had a main language which was not English. At 16% of the population, this is twice the 8% national average. Of those residents whose main language was not English, the vast majority reported that they could speak English well or very well. 1.8% of residents (2,600 people) said they could not speak English or could not speak it well. This is similar to the 1.7% national average. After English, the most common main languages were Polish and Chinese languages, followed by French, Portuguese and Spanish. South Asian languages - Urdu, Bengali and Panjabi - made up a large proportion too.
3. The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England. These areas are in the Leys, Barton, Littlemore and Rose Hill areas of the city, and experience multiple levels of deprivation - low skills, low incomes and high levels of crime; the majority of the council's 7,800 tenants live in these areas. Men and women from the least deprived areas can expect to live six years longer than those in the most deprived areas
4. A large proportion of the population – 43% has degree-level qualifications or above. At the other end of the spectrum, 14% (17,000 people) have no qualifications at all. This is strongly age-related – older people are more likely than younger people to have no formal qualifications.
5. Oxford's high housing prices – both in the property market and the rental sector – make it one of the least affordable places in the country. The percentage of households who own their home is relatively low in Oxford - 47% compared to 63% in England. The percentage of households renting their home in the private sector is high - 28% in Oxford compared with 17% in England. Over the last decade the number of households renting their home in the private sector rose by almost 50%, from nearly 11,000 households in 2001 to nearly 16,000 households in 2011. We have approximately 12,000 benefits claimants. The number of households who owned their house declined.
6. 144 households were living in temporary accommodation we provide in the city as of December 2011. At the same time our waiting list figures exceeded 6,000 households. This is a much higher rate than those of neighbouring districts and the South East region.
7. Unemployment rates for Oxford City are presently at 5.7%, compared to an average for Great Britain of 7.9% (2012 estimate). The large universities and hospitals mean that Oxford has a larger than average number of jobs in the service sector – most notably, 46% of all employee jobs are in the public administration, education or health sectors. The second largest employment sector is financial and business services, accounting for 24% of jobs. Manufacturing accounts for 9% of jobs, half of which are at the BMW car plant. Retail employment accounts for around one-tenth of jobs in Oxford. There has been steady

growth in the number of businesses registered in Oxford over the past decade, from 2,600 in 1995 to 4,000 in 2011.

8. In 2012, 80% of all UK households had internet access. This has grown from 57% of households in 2006. 93 per cent of households with Internet access used a fixed broadband connection, of which 30 per cent used a cable or fibre optic connection. In 2012, 67 per cent of adults in Great Britain used a computer every day, rising to over 80% amongst people under 45 years of age. Access to the Internet using a mobile phone more than doubled between 2010 and 2012, from 24% to 51%. In 2012, 32% of adults accessed the Internet using a mobile phone every day.
9. We do not have statistics about the level and type of Internet use in Oxford. However, as the city a very young population due to the large number of university students, we can expect that internet usage in Oxford is higher than the national average. Education is also an important determinant of whether people have internet access at home. Almost all adults (93%) who had a degree-level qualification are estimated to have internet access at home – compared to 56% of people with no formal qualifications. Oxford has a higher than average proportion of the population with degree-level qualifications, and a lower than average proportion of the population with no qualifications. This is another reason why we can expect internet usage in Oxford to be higher than the national average. However in the deprived areas of the city very high proportions of the population have no qualifications, so in these areas there may be lower than average rates of internet usage.

Customer Consultation Report Jan-Apr '13: High Level Summary

1. Consultation activities were held between Jan-Apr '13 to:

- Provide information on overall satisfaction with services provided by and via Customer Contact
- Identify customer use, views, and preferences regarding channels of communication
- Identify issues with service provision and channels as identified by customers
- Inform & support the review of the Customer Contact Strategy
- Understand issues influencing customer satisfaction
- Understand customers awareness and view of channel shift options
- Develop Customer insight for future service improvement

2. The following consultation methods were used:

- Focus Groups: January – March 2013
 - specific groups in the community, targeting customers that might not normally participate in surveys or accept invitations to focus groups in the Town Hall
 - 8 groups involving approximately 66 people (group size ranged from 3 to almost 20)
- Mystery Shopping: January - February 2013
 - Ten residents were trained, and carried out a total of 65 shops
 - 40 telephone
 - 19 visits to SAC or TSQ
 - 5 email
 - 1 website
- Survey: February – April 2013
 - On-line
 - Face to face
 - 129 in total
- GovMetric: ongoing, year round, feedback
 - Compare themes and satisfaction levels with those from the other sources above

3. The overall findings of the consultations were as follows:

- The good levels of satisfaction with the telephone service expressed in focus groups and mystery shopping is consistent with satisfaction levels from GovMetric
- The service delivered via the phones is generally regarded as having improved overall during the past 18 months. CSOs are seen as pro-active, polite and helpful
- Customers are aware of the changes made to St Aldates Customer Service Centre and feel the refurbishment has helped to improve the atmosphere and service
- There is a willingness to channel shift, or to consider channel shift.
- There is a willingness to do more online self-service (survey and focus groups)
- 64% in the survey were happy to receive statutory information, for example Council Tax mailing, by email.
- Only 20% of customers in the survey would not consider using a single-sign on customer account on the website
- 43% in the survey access the internet using a mobile phone
- Email and telephone were the top preferences in the survey for contact between the customer and Council.

4. The focus groups revealed some additional information

- Self-service needs to be pro-actively supported to encourage inexperienced customers to use the website more
- Printing facilities would make self-service more attractive
- Low income communities find web-based transactions attractive. They are effectively 'free' (either because a fixed subscription is paid, or access is via community facilities). This is better than running out of credit on the phone.
- Concerns were expressed about replacing emails with web forms (no record of input; quality of information in automated response).
- A strong preference was expressed for receiving a phone call rather than a letter, especially about debts, so that the issue could be understood and resolved quickly, perhaps avoiding court costs

The full version of this report is available as a background paper.

Customer Contact Strategy – Action Plan**Consultation Methodology**

Using the demographic data, consultation will be carried out using a number of methods to ensure we offer varied opportunities for customers to give their feedback. Consultation methods will include:

- Customer Focus Groups – Groups will be representative of the community and be used to discuss and agree service improvements
- Surveys – surveys will be carried out to ensure customers unable to attend groups are able to be involved in the consultation process. Surveys may be carried out on the web or in paper form to ensure all customers are able to access them.

Aim	Key miles stones	Target Date
	Verify our 'hard to reach' groups or customers who do not make contact with us	September 13
Accessible User Friendly Services	Using the data analysed, identify additional access channels that customers would use to access Council services, to include the use of social media and mobile phone applications. To also identify the preferred range of devices that are used. This could include getting self-service terminals, or access to the contact centre in the community. To also understand customer need for single sign-on to the Council's website.	November 13
	Using the data analysed, identify changes to existing access channels that would enable customers to access Council services better, including what we can turn off	December 13
	Using the data analysed, identify relevant partners and consult customers on how we could work together	September 13
	Develop partnerships with appropriate partners and analyse opportunities for service delivery	December 13
	Ask customers what great customer service looks like, including customer contact service standards and how they can provide feedback on an ongoing basis to the whole Council	December 13

Key outcomes from consultation:

- Definition of who the hard to reach groups are in Oxford and how we can access them.
- The access channels to be used to engage with our customers, together with any improvements to existing channels
- Definitive list of partner organisations we should seek to engage with as an organisation in order to deliver relevant joined-up customer services (this to also inform the Local Support Services Framework)

- Definition of great customer service (including customer contact service standards and providing customer feedback) that could be translated into an organisation-wide promise to all customers

Use Customer Insight to inform Service Design	Use demographics to understand customer segments with propensity to embrace self-service across entire customer database and particularly with City Council's tenants	September 13
	Customer consultation on requirements to embrace self-service	November 13
	Customer consultation with City Council tenants regarding online housing repair requests	December 13
	Customer Consultation on voice recognition services	December 13
	Carry out customer journey mapping	Jan 14
	Identify avoidable contact	Jan 14
	Identify opportunities for service redesign	Jan 14

Key outcomes from consultation:

- Specification of what customers need to embrace self-service generally
- Specification of how we can encourage our tenants to book their housing repairs and appointments online
- Specification of how we can proactively remind customers about our services
- Development of the telephone voice recognition services

Embedding Customer Excellence across the Council	Review lessons learnt from implementation in Customer Contact	Sep 13
	Agree areas where City Council can apply for Compliance Plus standard – as an exemplar of best practice in those areas	Oct 13
	Develop a strategy for rolling out CSE lessons learned across organisation where appropriate	Jan 14

Key outcomes from internal & external consultation:

- Customer Service Excellence Strategy and Implementation Plan

Appendix 2

Risk Register

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	
		I	P			I	P	Action: Reduce Owner :	Outcome required:
1.	Failure to consult with a representative sample of customers/residents so opportunity missed to improve services to meet customer need.	3	3	Failure to make available a range of consultation activity which all can access and contribute to in a way that suits them.	Ensure a full range of consultation methods are used. Ensure we carefully identify all demographic and hard to reach groups	3	2	Customer Contact Manager	Robust consultation plan that reviews and assesses all outcomes.
2.	Failure to use feedback from customers to inform final strategy & improve service delivery	2	3	Failure to consider outcomes from consultation to identify trends in feedback	Ensure all consultation outcomes are reviewed and considered carefully in final Strategy	2	2	Customer Contact Manager	Able to evidence how insight into customer views and needs has been incorporated into final strategy.
3.	The consultation process has a cost and customers may already be content with the service as it is and do not want to see any change	2	3	First time analysed available information for this purpose, and used it to consult further	Keep costs down by utilizing customer insight already available to City Council, and use streamlined approach to consult customers using existing resources. As part of consultation process sell the benefits for customers, and assurance that the process will be simple and easy to access	2	2	Customer Contact Manager	Able to evidence utilisation of existing data and resources

Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The draft Customer Contact Strategy aims to reach a representation of residents for their feedback on our aims and objectives to further improve our current services and extend others (i.e web access).

We have identified that some groups may not have the resources to access the internet and therefore we will be carrying out a range of consultation activity that all could take part in; we will also specifically target harder-to-reach residents.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

There are some changes currently planned that will increase accessibility by offering additional channels, for example offering online requests for housing repairs for our tenants. In the consultation proposed we will be verifying with all of our customers whether there are any other additional channels that would also improve accessibility, and understanding how we can maximise their potential.

A final version of the strategy, informed by the consultation activities, will be presented to CEB for approval by February 2014.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

We plan to consult with a representative sample of all residents in Oxford who would need to access our services.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

No formal adverse impacts were assessed to result from the draft Customer Contact Strategy. Any adverse impacts will be considered at throughout the consultation period.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

We will continuously monitor throughout the consultation period and review before the final strategy is presented to CEB in April 14.

Lead officer responsible for signing off the EqIA: Helen Bishop

Role: Head of Customer Services

Date: July 13

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Performance Summary
Scrutiny Committee

Agenda Item 7

Trends compare relative performance with

Prd: previous month

Prev Year End: previous March

Year on Year: the same period from the previous year

Green = target met
















Amber = within tolerance

Red = outside tolerance

Jun-2013

Corp?	Measure		Owner	Result 2012/13	Latest Data		Year End Target 2013/14	Trends			Comments
	Ref	Description			Target	Result		Prd	Prev Year End	Year on Year	

Scrutiny Committee

	BI002a	BI002a: The number of training places and jobs created through Council investment projects and other activities	Jane Lubbock	197 Number	250 Number	197 Number	586 Number				waiting for the Competition Pool construction to start
	BI002b	BI002b: The number of Council apprentices created through Council investment for those who live in Oxford	Simon Howick	22 Number	20 Number	23 Number	20 Number				There are currently 22 apprentices at OCC, with 14 (64%) living in Oxford. An upcoming Electrical Apprentice vacancy will be advertised in June 2013 as the next opportunity to target and recruit candidates from within the city. The next large cohort is not due to be recruited until September 2014 (with a budget commitment to be repeated in September 2016). Work has already begun to contact schools and get current apprentices to speak to interested Year 10-11s. Cheney, Cherwell and St Gregorys have been contacted. The B10002b measure needs to be adjusted to reflect the fact that it needs to make a distinction between influencing the creation of apprenticeships through procurement/ contracts and directly investing in Council apprenticeships through allocated funding.
	BIT019	BIT019: The level of self-service transactions that are carried out using the Council's website	Jane Lubbock	Not Recorded	4.50%	4.78%	18.00%				
	CS001	CS001: The % of customers satisfied at their first point of contact	Helen Bishop	70.00%	75.00%	76.00%	75.00%				The year to date figure for overall satisfaction has increased from by 1% in June. Telephone satisfaction is consistently high and face to face and website satisfaction remains consistent.
	ED002	ED002: The reduction in the city council's carbon footprint	Paul Robinson	647 Tonnes	38 Tonnes	121 Tonnes	503 Tonnes				Barton Neighbourhood Centre LED security lighting (80% installation completed - est 4tCO2/year) - various Salix funded projects in progress/development for install during 13/14 (depots lighting, sheltered housing lighting, Park and Rides lighting and Blackbird Leys Leisure sports hall lighting)
	LP119	LP119: The number of young people accessing youth engagement projects and activities outside school hours	Ian Brooke	Not Recorded	2,000 Number	1,304 Number	5,250 Number				We have outstanding data to come in from half term and grand funded projects, some of the projects have only recently started. We are confident that the performance will be on target profile going forward.

**Performance Summary
Scrutiny Committee**

Green = target met
Amber = within tolerance
Red = outside tolerance

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Jun-2013

Corp?	Measure		Owner	Result 2012/13	Latest Data		Year End Target 2013/14	Trends			Comments
	Ref	Description			Target	Result		Prd	Prev Year End	Year on Year	
	NI008	NI008 The % increase in the number of adults taking part in sport as measured by Sport England's Active People Survey	Ian Brooke	26.4%	25.5%	27.8%	26.0%				Sport England's Active People survey is an annual survey (December) that measures the percentage increase in numbers of adults taking part in regular sport. The result of 27.8% places Oxford City in the top quartile of all districts within the Country and is a 7.1% increase from the baseline figure of 20.7 which was recorded in 2005/6.
	NI191	NI 191 The Kg of waste sent to landfill per household (YTD)	Geoff Corps	422.63 kgs	111.30 kgs	105.70 kgs	445.00 kgs				In June, the residual waste per head was 31.5kg.. Initiatives currently taking place to reduce residual waste are the food waste promotion and student moving out campaign.
	NI192	NI192 Household waste recycled and composted (YTD)	Geoff Corps	48.0%	41.7%	44.8%	50.0%				the recycling rate is made up of 15.57% compost and 29.26% dry recycling. The June 2013 monthly recycling rate was 46.40%, this is made up of 17.22% compost and 29.21% dry recycling. Initiatives currently taking place to increase recycling are roadshows, press releases, student door knocking and moving out campaign and rebalancing projects.
	PC019	PC019: To achieve results for Oxford city schools that are 10% above the national average for KS2 by April 2015	Anna Wright	Not Recorded	68.0%	72.0%	68.0%				Targets for this programme were drawn up in 2011, but we have since had results for 2012 which are higher than our original anticipated trajectory. As a result of these milestones for this plan will be revised for future years, although the overall target for 2015 (84%) is the same. Results become available in December of each year, so the first report will be in December 2013
	BIT022	BIT022: Level of efficiency savings, income generation identified through service reviews and process/system improvement projects	Jan Heath	Not Recorded	£82,500	£140,000	£330,000				June's identified savings figure includes the Gloucester Green re-rendering which will save the Council £100,000 per year for 5 years
	CH001	CH001: Days lost to sickness	Simon Howick	7.16 days	2.00 days	1.63 days	8.00 days				
	ED004	ED004: The % of OxFutures programme milestones met	Jo Colwell	100%	100 %	100%	100 %				
	LG002	LG002: Achieve the electoral registration rate target	Jeremy Thomas	96.00%	96.00%	96.30%	96.00%				The 2012/13 performance outturn was 96.3% against a target of 96%. 2013/14 data will not be available until March 2016
	LP008	LP008: To reduce the use of utilities in Leisure facilities	Ian Brooke	3 Kgs CO2	2 Kgs CO2	3 Kgs CO2	2 Kgs CO2				Jun 13 was 2.91 kgCO2 per visit (all facilities). Jun 12 was 2.77 kgCO2 per visit (all facilities). Colder than average monthly temperatures are likely to have increased use of electricity.

**Performance Summary
Scrutiny Committee**

Green = target met
Amber = within tolerance
Red = outside tolerance

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Jun-2013

Corp?	Measure		Owner	Result 2012/13	Latest Data		Year End Target 2013/14	Trends			Comments
	Ref	Description			Target	Result		Prd	Prev Year End	Year on Year	
	LP120	LP120: The number of individual people participating in the City Exercise on Referral scheme	Ian Brooke	Not Recorded	15 Number	45 Number	120 Number				45 referrals received April to Jun 13. Six clients completed the scheme this quarter, eight clients dropped out this quarter.
	PC027	PC027: Increase the Number of people engaging with the Council's social media accounts	Chris Lee	Not Recorded	30,750 Number	34,959 Number	33,000 Number				
	BV016a	BV016a: Percentage of employees with a disability	Simon Howick	9.35%	10.00%	9.05%	10.00%				The Percentage of employees with a disability has stabilised recently as a result of more employees declaring a disability, which is a positive step as it allows the Council to manage their needs more effectively.
	BV017a	BV017a: Percentage of black and ethnic minority employees	Simon Howick	5.7%	8.0%	6.2%	8.0%				There has been a slight increase in BME staff through recent recruitment campaigns/ appointments as well as a push to minimise some data gaps identified as a result of an analysis of sensitive data. A recent BME focus group workshop around potential or actual barriers to recruitment, retention and career development has led to a "You said, we did" report being sent to the Head of Human Resources with recommendations for short and medium term actions.
	CS003	CS003: Customers getting through first time on Councils Main Service lines	Helen Bishop	87.73%	95.00%	95.57%	95.00%				Performance has dropped slightly this month due to a number of vacancies within the team. We have worked hard to keep staff on the phones as much as possible and also used the telephony technology to make the most of the staff available.
	CS004	CS004: Enquiries resolved by customer service centre without hand off	Helen Bishop	91.50%	90.00%	93.90%	90.00%				Performance in this measure remains consistently high as a result of ongoing training and quality checking.
	LP106	LP106: To increase participation at our leisure centres by target groups	Ian Brooke	13%	5 %	1%	5 %				Jun 13 (Year to Date) participation by this key user group shows 118,554 visits; compared with 117,842 visits for Jun 12. A 1% increase.
	PC004	PC004: Grow level of active participation in dance through programme of events	Claire Thompson	9,400 Number	500 Number	1,540 Number	6,000 Number				

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**Performance Summary
Housing Panel**
































Green = target met
Amber = within tolerance
Red = outside tolerance

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Jun-2013

Corp?	Measure		Owner	Result 2012/13	Latest Data		Year End Target 2013/14	Trends			Comments
	Ref	Description			Target	Result		Prd	Prev Year End	Year on Year	

Housing Panel

	HC014	HC014: Number of new Rough Sleepers spending a second night on the streets (snapshot count)	Stephen Clarke	Not Recorded	0 Number	4 Number	0 Number				No count in June. Figure is for May count.
	HC015	HC015: Capital investment in Council housing	Stephen Clarke	Not Recorded	£1,704,924	£1,577,523	£19,054,000				More work on future profiles needed - will be shown in July results.
	HC016	HC016: Number of affordable homes for rent delivered	Stephen Clarke	Not Recorded	0 Number	0 Number	4 Number				
	HC017	HC017: Tenant satisfaction with their estates	Stephen Clarke	Not Recorded	0 %	0%	75 %				This is a new measure that has no existing data. The STAR survey results will be available later in the year.
	NI156	NI 156: The number of households in Oxford in temporary accommodation	Stephen Clarke	120 Number	120 Number	123 Number	120 Number				Slightly over target. Significant external challenges, but performance across homeless prevention and housing needs functions remains good.
	PC018	PC018: Satisfaction with our neighbourhoods	Hamera Plume	83.8%	87.0%	83.8%	89.0%				Satisfaction with our neighbourhoods as measured by the Winter 2012 Talkback Survey, was 83.8% compared to a target of 87%. Work is underway to understand the reasons for these results and a report will be available shortly.
	CA001	CA001: Delivering a programme of new homes at Barton	Jane Winfield	3 Milestone	3 Milestone	3 Milestone	3 Milestone				On target.
	FN024	FN024: Number of returned Social Housing dwellings through criminal proceedings	Carol Quainton	0 Number	1 Number	0 Number	4 Number				Waiting for the first suitable case for criminal prosecution.
	HC001	HC001: The % of Council tenants satisfied with landlord services	Stephen Clarke	87.00%	0.00%	0.00%	84.00%				Measured by annual survey. Results will be available later in the year.
	HC020	HC020: Percentage of properties failing to meet Decent Homes standard	James Carden	Not Recorded	0 %	2%	0 %				Calculated from historic data set pending review from updates from both direct services and stock condition survey project 2013.
	HC022	HC022: Percentage of tenants satisfied that OCC listens to their views and acts on them	Bill Graves	Not Recorded	0 %	0%	63 %				Measured by annual survey. Results will be available later in the year.
	HC024	HC024: Percentage of tenants satisfied with estate services	Bill Graves	Not Recorded	0 %	0%	77 %				Measured by annual survey. Results will be available later in the year.
	LP013	LP013: Increase satisfaction with parks	Ian Brooke	91.0%	90.0%	81.0%	90.0%				Results of the winter 2012 talkback show that satisfaction with parks has decreased to 81%. Whilst this is still high, we are back to 2009/10 figures. The poor summer weather could be a factor for the lower score.
	BV066a	BV066a: Percentage rent collected	Helen Bishop	96.83%	90.51%	95.34%	97.50%				
	CA027	CA027: Percentage of tenants satisfied with housing projects	Stephen Clarke	3%	0 %	0%	75 %				

**Performance Summary
Housing Panel**

Green = target met
Amber = within tolerance
Red = outside tolerance

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Jun-2013

Corp?	Measure		Owner	Result 2012/13	Latest Data		Year End Target 2013/14	Trends			Comments
	Ref	Description			Target	Result		Prd	Prev Year End	Year on Year	
	CS002	CS002: Time to process changes in circumstances	Helen Bishop	12 Days	10 Days	14 Days	10 Days				The June result of 12.72 days was the best monthly result of 2013/14 to date and reduced the year to date result to 14.25 days. During the month 4,880 change events were processed - this was the highest monthly total in the year to date. It is expected that improved work processes will result in lower average processing times in future months.
	CS005	CS005: Time to process new benefits claims	Helen Bishop	26.65 days	14.00 days	24.74 days	14.00 days				The June result of 20.62 days was the best monthly result of 2013/14 to date and reduced the year to date result to 24.74 days. During the month 459 new applications were processed. It is expected that improved work processes will result in lower average processing times in future months.
	CS010	CS010: Total current tenant arrears	Helen Bishop	£1,137,805.00	Not Set	£983,636.00	Not Set				
	CS011	CS011: Total former tenant arrears	Helen Bishop	£225,471.00	Not Set	£266,332.00	Not Set				
	CS013	CS013: Total arrears of tenants owing more than 7 weeks rent	Helen Bishop	£450,415.00	Not Set	£403,829.24	Not Set				
	CS014	CS014: Number of NSPs served on tenants in arrears YTD	Helen Bishop	760 NSPs	Not Set	246 NSPs	Not Set				
	HC003	HC003: Homeless Acceptances	Stephen Clarke	104 Number	30 Number	25 Number	120 Number				
	HC004	HC004: Homelessness cases prevented	Stephen Clarke	681 Number	135 Number	233 Number	540 Number				Breakdown of total: Homechoice 29 LMDGS 2 Housing Needs - Other 100 Tenancy Rel Off 40 CAB 4 Shelter 58
	NI154	NI154: Net additional homes provided	Michael Crofton -Briggs	194 Number	54 Number	17 Number	220 Number				Housing completions remain lower than the target figure, reflecting the national situation, but there are a number of sites progressing through the planning process. The rate of delivery is expected to significantly improve over the couple of years.
	NI 155	NI 155 Number of affordable homes delivered (gross)	Stephen Clarke	94 Number	0 Number	0 Number	4 Number				

SCRUTINY COMMITTEE

Tuesday 2 July 2013

COUNCILLORS PRESENT: Councillors Mills (Chair), Sanders (Vice-Chair), Abbasi, Darke, Lloyd-Shogbesan, Paule, Simmons, Smith, Sinclair and Pressel.

BOARD MEMBERS PRESENT: Councillors Lygo (Parks, Sports and Events) Rowley (Leisure Services) and Tanner (Cleaner Greener Oxford)

OFFICERS PRESENT: Pat Jones (Principal Scrutiny Officer), Ian Brooke (Head of Leisure, Parks and Communities), Roger Pitman (Environmental Development), Jo Colwell (Environmental Sustainability Manager), Peter Sloman (Chief Executive), Tim Sadler (Executive Director Community Services) and Sarah Claridge (Trainee Democratic and Electoral Services Officer)

14. APOLOGIES FOR ABSENCE

Apologies were received from Cllr Van Coulter (substitute Cllr Dee Sinclair), Cllr James Fry (substitute Cllr Susanna Pressel) and Cllr Jim Campbell.

Apologies from Cllr Lygo (Board Member for Parks, Sports and Events) for having to leave before the Youth Ambition Strategy could be discussed.

15. DECLARATIONS OF INTEREST

There were no declarations of interest

16. WORK PROGRAMME PLANNING

The Principal Scrutiny Officer presented a report which outlined the list of suggestions made for the Committee's work programme for 2013/14. She outlined the operating principles of the Committee's panels and the priority system for choosing issues to investigate. She reminded the Committee that tonight they are asked to choose the issues they want to put on their work programme and will scope the work required at a later date.

The Committee made the following comments on the topics suggested:

Suggestion	Comment
Street Trading and Busking in the City Centre.	Local issue - Not needed
Tracking the experience of a few families affected by Benefit Changes	Form a Panel to look into the benefit tax/ cap and it's affect on the health of families. Lead Cllr Smith

<p>Allocations Policies – Are they “right” in the current circumstances and how can we communicate this better.</p>	<p>Has been reviewed recently.</p> <p>Officers to report to committee.</p>
<p>Decent Homes standards where do we go from here.</p>	<p>Focus on estates and the practicality and public perception of the Decent Homes strategy.</p> <p>Leave until completion of review, 6 months</p> <p>Project for Housing Standing Panel. Lead Cllr Smith</p>
<p>Regeneration for the long term. How do we do this, how do we engage people in ideas and planning, are partnership working well, are budgets sufficient for ambitions.</p>	<p>1. Focus on issues at a local community level happening on the estates. ie community centres and planning.</p> <p>2. Consultation/ engagement Strategy – pre scrutinise October.</p> <p>Project for Housing Standing Panel. Lead Cllr Smith</p>
<p>The method by which the scale of new buildings and extensions is indicated in planning applications, in particular an evaluation of the agreed pilot scheme based on the practice in Swiss Cantons.</p>	<p>Evaluate the Pilot scheme run by City Development re showing the height/scale of proposed developments.</p> <p>Panel Lead Cllr Fry</p>
<p>KRM programme and the achievement of:</p> <ul style="list-style-type: none"> - Looked after children - Boys - Pakistani background children <p>Have there been any knock on effects of the reading programme in</p> <ul style="list-style-type: none"> - Borrowing from libraries - Attracting helpers/volunteers into schools 	<p>An education group is already meeting. Project not needed.</p>
<p>To scrutinise the satisfactions KPI on repairs and maintenance to understand why the 97% satisfaction rates does not seem to correlate with what councillors here from their constituents. Possibly get beneath dissatisfaction and why this doesn't come through in “official” results.</p>	<p>Project to be looked at by the Tenants Engagement Panel.</p>

Council Tax exemptions. Are these being applied consistently and managed.	Focus on whether there are significant numbers of non students claiming a student Council tax exemption. Panel Lead Cllr Simmons.
Houses in Multiple Occupation (HMOs)	Can be reviewed through KPI throughout year. Not needed.
Benefits	Already done – Not needed
Flooding and sewage in Northway	Greater issue of Thames Water and drainage in Oxford How do you influence TW priorities and get onto their Investment Programme? Report from Swindon DC re success with TW to committee? Committee item initially – if panel formed, lead Cllr Darke
Use of social media by the Council	How can Council best use social media to improve communication with residents? Committee item – invite Cllr Brett
How the Council provides services to students	Not needed
Supporting economic growth in the City (Covered Market panel already)	Not needed

The Committee resolved to

1. Create a Housing Standing Panel, lead by Cllr Smith with the remit to review any housing related issues affecting the Council.
2. Create a Finance Standing Panel, lead by Cllr Simmons and made up of Councillors Fry, Mills and Darke with the remit to review:
 - the quarterly budget reports,
 - the medium term financial strategy
 - the budget , and
 - the treasury management strategy and function.

The Finance Standing Panel has the autonomy to make recommendations direct to City Executive Board without the Committee seeing them first.

3. Agree to invite the Board Member for Community Safety to discuss the crime and safety issue for the programme.
4. Decide it wished to review a set of “Service Level” performance indicators for focus. Cllrs Smith, Darke, Simmons and Mills volunteered to construct this list.

17. REPORT BACK ON RECOMMENDATIONS AND FORWARD PLAN

The Committee resolved to consider the Forward Plan and decided to scrutinise the following reports:

1. Grants Programme Commissioning Report
2. Riverside Land- Acquisition
3. Customer Contact Strategy
4. Oxfutures fund – establishment approval
5. Financial Performance and risk – quarter 1 progress

And refer the following reports to the Housing Standing Panel:

1. Long Term Affordable Housing for Homelessness prevention
2. Allocations review and changes to the allocation scheme

18. FUSION LEISURE CONTRACT - PERFORMANCE AGAINST TARGETS 2012/13

The Head of Leisure, Parks and Communities and Councillor Rowley (Board Member for leisure services) presented a report on the performance of the Council's leisure management contract with Fusion Lifestyle 2012/13.

- There has been an increase in the usage of all leisure centres in Oxford over the last 4 years
- Usage has increase in all four target groups with the largest increase being the users from areas of deprivation group.
- Participation amongst people with disabilities has improved by 16,000 visits in the last year an increase from a very low base.
- There is an imbalance of usage across City, with significant under participation in deprived area of the city.
- The cost of the contract has not changed significantly but the subsidiary is increased each year to take into account inflation.

The quarterly Leisure Partnership Board focus has been on expanding the GP health referrals programme and increasing activeness in Year 5 and 6 pupils.

The contract results you should expect to see are:

- Switching subsidy rate across centres - as income generated from well attended centres is transferred to the less used centres
- Full price attendees subsidising the slice card users

The Committee thanked the officers for the report and congratulated them on the improvements made. They made the following:

Push to get people involved in leisure to benefit their health through the GP referral programme, should we be aiming for every GP in the city to be involved in the programme?

Is there scope to extend promotions such as the Taster sessions aimed at young people and the Get healthy, Get into sport programme?

The Committee resolved to note the content of the 2012/13 performance update for the Council's Leisure Management Contract with Fusion Lifestyle.

That the Fusion leisure services performance report for 2013/14 focus on the outreach work only between Fusion and the target groups, and outlines when there are variations in contract cost.

19. YOUTH AMBITION STRATEGY - CONSULTATION OUTCOME

The Head of Leisure, Parks and Communities presented a report on the Youth Ambition Strategy which was consulted on in May 2013. The strategy aims to provide positive activities for young people that will teach them skills that will prepare them for entering the workforce.

The strategy has been developed on the needs of young people after consultation with youth. It is expected that frequent youth consultation will occur to make sure the strategy remains current.

The strategy relies on partnerships with other agencies ie Sport England to be formed to run and fund activities for young people.

The Committee questioned how officers planned to measure the value of performance, as the strategy was missing any base figures to measure from. They outlined the importance for youth to have a safe place to go to spend time with other young people and the success of the Blackbird Leys Friday youth evenings at the community centre, which had

The Committee resolved to send a report to CEB with the following recommendations:

1. To provide now a set of concrete outcome measures focused on the direct effects on the ambitions and pathways of the young people involved in this work.
2. To monitor and revisit regularly the type of activity provided to ensure that it is flexible, contemporary and engaging the right numbers, in the right place, at the right time.
3. To express the need for the provision of safe spaces for young people to express themselves as an overarching priority for all the schemes, actions and outcomes within this Strategy.

20. LOW EMISSION STRATEGY AND AIR QUALITY ACTION PLAN

The Environmental Development Officers and Councillor Tanner (Board Member for Cleaner, Greener Oxford) presented a report on the draft Low Emissions Strategy and Air Quality action plan which are being presented to CEB next week. The strategy/action plan aims to reduce carbon and air quality emissions through the following initiatives:

- Reduce emissions by discourage delivery vans/ lorries in the city centre

- 5% reduction in CO2 target for the Council's vehicle fleet.
- Work with partner agencies ie County Council as Transport Authority to form programmes that will reduce carbon/ emissions.

The strategy is ground-breaking by linking air quality emissions with CO2. The draft strategy is looks at the whole picture - it is a framework not an exact programme. Its aim is to provide possibilities so we know what the priorities are, where there are gaps and which agencies can deliver what programmes.

Cllr Simmons commented that the strategy was very aspiration but there had been no consultation with the Carbon Management Board and that some of the figures (for carbon reduction) didn't add up.

Cllr Tanner responded that due to the timeframe it had not been possible for the Carbon Resource Board to comment on the strategy before it goes to CEB, however he plans for the Carbon Management Board to see it at its next meeting in September. He doesn't want the strategy to delay going to CEB – so that the Carbon Management Board can see it first.

The Committee resolved to send a report to CEB with the recommendation:

To support the setting of the Low Emissions Strategy and ambitions but for the City Executive Board to require early reference of the document to the Carbon Management Board so that gaps on data, resources and financing can be discussed and a robust action plan produced.

21. MINUTES

The Committee resolved to APPROVE the minutes of the meeting held on 4 June 2013 as a true and accurate record.

22. DATES OF FUTURE MEETINGS

The Committee noted the next meeting was scheduled for 5 September 2013

The meeting started at 6.00 pm and ended at 8.25 pm