

Agenda

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Scrutiny Committee

Date: **Tuesday 1 April 2014**

Time: **6.00 pm**

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

For any further information please contact:

Pat Jones

Telephone: 01865 252191

Email: phjones@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 Craig Simmons	St. Mary's;
	Councillor Val Smith	Blackbird Leys;
	Councillor Louise Upton	North;

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

The Quorum for this Committee is four Members and substitutes are allowed.

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 EDUCATIONAL ATTAINMENT - EVALUATION OF THE LEADERSHIP PROGRAMME

11 - 26

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

Background Information
The Scrutiny Committee established a panel to study the effects and value of the Council's investment in educational attainment at primary level. The Panel planned to partner with a school for three terms to explore this issue.
Why is it on the agenda?
As part of the investment into educational attainment, the University of Oxford, Oxford Brookes University and Education Excellence in Oxfordshire (now the Oxfordshire Teaching Schools Alliance) were commissioned by Oxford City Council to develop a programme to improve the quality of leadership in Oxford City schools and in so doing improve pupil outcomes. The programme that was developed was the Leadership for Learning programme, and evaluation of the first year of this programme is the subject of the attached report. It is anticipated that evaluation of the KRM model will take place at the Committee's meeting in June 2014.
Who has been invited to comment?
Panel Members (Councillors Campbell, Jones, Coulter, Paule and Khan) will introduce this topic. Professor Ian Menter (Department of Education, University of Oxford, and Programme Director), Linda Rowe (Programme Co-ordinator) and Councillor Pat Kennedy (Board Member for Education, Crime and Community Safety) will also attend the meeting to answer any questions.

What will happen after the meeting?
The Panel will take into account comments from the Committee when deciding how to progress further.

4 WORK PROGRAMME AND FORWARD PLAN

27 - 54

Contact Officer: Pat Jones, Principal Scrutiny Officer, Tel: 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> <p>In addition, the Forward Plan is attached so that the Committee can decide if it wishes to pre-scrutinise any item.</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. <p>In particular the Committee is asked to note:</p> <ul style="list-style-type: none"> • The Anti-Social Behaviour Strategy expected at this meeting has now slipped to May, possibly June, because of delays on presentation to the City Executive Board; • Some date changes have been made to the 2014/2015 scrutiny programme. These are shown at the end of the agenda; • The programme end of year report will be presented to the May scrutiny meeting; • The 2 Standing Panels are still very active and an update on their work will be given at the meeting.
Who has been invited to comment?
The 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.

5 REPORT BACK ON RECOMMENDATIONS

55 - 78

Contact Officer: Pat Jones, Principal Scrutiny Officer, 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?
The results of recommendations to CEB, 12 th March 2014 on:- <ul style="list-style-type: none">• Quarter 3 Spending (from Finance Panel)• Oxfordshire Strategic Economic Plan are the latest items on the list.
Who has been invited to comment?
Pat Jones, Principal Scrutiny Officer, will present the item.
What will happen after the meeting?
Any comments or follow up from the Committee will be included in the work programme.

6 FUSION LIFESTYLE SERVICE PLAN - PRE SCRUTINY

79 - 158

Contact Officer: Lucy Cherry, Leisure and Performance Manager, 01865 252707, Email: lcherry@oxford.gov.uk

Background Information
This report, which will be presented to the City Executive Board on 9 th April, will ask the Board to endorse Fusion Lifestyle's 2014/15 Annual Service Plan for the management of the Council's leisure facilities.
Why is it on the agenda?
The Scrutiny Committee wished to look at 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 This item was called up from the Forward Plan for pre-scrutiny.

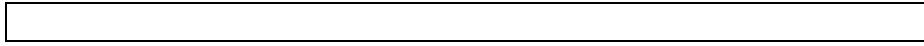
Who has been invited to comment?
Ian Brooke, Head of Leisure, Parks and Communities Councillor Rowley, Board Member for Leisure Services have been invited to attend the meeting.
What will happen after the meeting?
Any comments and recommendations will be passed to the Board Member and City Executive Board

7 REVIEW OF ESSENTIAL CRITERIA FOR ENTRY LEVEL JOBS WITH EMPHASIS ON YOUNG PEOPLE WHO ARE NEET

159 - 164

Contact Officer: Jarlath Brine, Organisational Development and Learning Advisor, Equalities and Apprenticeships, 01865 252131, Email jbrine@oxford.gov.uk.

Background Information
At its meeting in December 2013, the Committee looked at performance indicator BV017a – Percentage of Black and Ethnic Minority Employees. This indicator showed red. The Chair asked for further details on the current position including for this group: <ul style="list-style-type: none"> • the percentage of applicants • the percentage on shortlists • the percentage appointed • the percentage appointed of those applying
Why is it on the agenda?
The Committee asked for a review of essential criteria for all entry level jobs to ensure that no unnecessary barriers existed. This report outlines progress on that review.
Who has been invited to comment?
Jarlath Brine, Organisational Development and Learning Advisor, Equalities and Apprenticeships, and Simon Howick, Head of Human Resources and Facilities will attend the meeting to support the debate and answer questions.
What will happen after the meeting?
Any recommendations will be presented to the Board Member and or City Executive Board.



8 MINUTES

165 - 172

Minutes of the meeting held on 4th March 2014.

9 DATES OF FUTURE MEETINGS

Next meeting: 6th May 2014.

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.

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Leadership for Learning

Year 1 2013

Evaluation Report



Leadership for learning

Evaluation of Year 1 Programme

1. Background

The University of Oxford, Oxford Brookes University and Education Excellence in Oxfordshire (now the Oxfordshire Teaching Schools Alliance) were commissioned by the Oxford City Council to develop a programme to improve the quality of leadership in Oxford City schools and in so doing improve pupil outcomes. The programme that was developed was the Leadership for Learning programme and the first cohort of leaders completed the programme in November 2013. The second year of the programme is now under way with another cohort.

The core team providing the programme is led by Prof Ian Menter of Oxford as Director with Prof Deb McGregor from Brookes as Deputy Director. The Programme Co-ordinator is Linda Rowe. Other core team members are Dr Linet Arthur, Dr Liz Browne, Dr Nigel Fancourt and Linda Squire. OTSA involvement is led by Paul James, Head of The Cherwell School.

A programme advisory group was established at the outset and meets once each term to review progress and to advise on developments. This group is chaired by the lead City Councillor with responsibility in this area (initially Steve Curran, now Pat Kennedy). The programme providers are all represented on the group as well as senior and middle leader programme participants. The Council's education adviser, Anna Wright, also attends and a representative of the County Council is a member.

In Year 1 there were 37 participants from 11 schools across Oxford City taking part in the programme and a group of leaders from Leicester also contributed to the programme. Governors were also offered the opportunity to attend public seminars and core workshops. During the programme 5 governors representing 4 schools engaged in various aspects of the programme, such as the public seminars and the core workshops.

2. Evidence base

The findings below result from:

- interviews at the interim stage of the programme with head teachers whose schools are involved in the programme and governors whose schools are part of the programme and who have attended some core workshops and public seminars
- the presentation of impact session held at the end of the programme.

3. What heads expected from the programme when enrolling their leaders

Heads' reasons for sending leaders onto the programme included:

- wanting them to develop an understanding of the different levels of leadership;
- strengthening middle leadership to be more effective in role, resulting in having a greater impact on pupil outcomes; and
- providing an opportunity for a head to work alongside their senior leaders and develop their strategic thinking in relation to school improvement.

4. Opportunities for leadership learning on the programme

The range of opportunities for learning on the programme included:

- 3 core workshops
- 6 action learning set meetings
- 5 public seminars

These have provided opportunities for leaders to learn from:

- experts in leadership
- leaders outside of the City
- other leaders on the programme
- trying out new ways of working in their own schools

It has provided opportunities to engage with the theory and learn from experience.

Details of core workshops, public seminars, action learning sets and coaching expectations can be found in Annex B.

4.1 Coreworkshops:

Core workshops provided leaders with an opportunity to engage with leadership theory and then explore the implications for them as leaders in their schools. There were 3 full day workshops that enabled them to engage with a wider group of leaders from across the City as well as engage with international experts in leadership such as John West-Burnham, Geoff Southworth and Pam Sammons.

4.2 Public seminars

Public seminars, each lasting 1 ½ to 2 hours, provided opportunities for leaders to deepen and extend their understanding of leadership through presentations on specific aspects of leadership from experts. Participants attended as school teams – and in some cases including governors - to hear current thinking on leadership and consider the implications for leadership across their schools. Run as twilight sessions they were open to a wider audience but offered participants on the programme opportunity to engage in the wider debate on leadership that extended their learning from the core workshops and informed their working in action learning sets.

Both the core workshops and the public seminars provided participants with a ‘call to action’ in terms of developing their leadership.

4.3 Action learning sets

The action learning sets provided yet another opportunity to work with other leaders from across the city, share ideas and visit each other’s schools. However the purpose of these action learning sets was for them to take what they had learnt from the core workshop days and the public seminars and together use this learning to address some of their key leadership challenges. Working in small facilitated groups, each leader tried out ways of addressing a specific leadership challenge in their own school and then shared their learning with others in their group. This provided them not only with opportunities to learn from each other but developed a way of working together that could be used in the future to support each other in finding solutions to their challenges as leaders.

4.4 Coaching

Coaching was provided by secondary heads from Oxfordshire Teaching School Alliance. The offer of coaching was made available to one leader in each school – with 8 schools taking up the offer. Coaches met with their leaders for four face to face sessions and also provide coaching support

through the use of email and telephone. In addition, other participants were encouraged to support each other through peer coaching, using skills they developed during the programme.

4.5 Leadership Diagnostic

Each leader on the programme carried out a diagnostic activity that focused on their leadership competencies. It gave them an indication of their strengths and areas for development and provided a basis for their discussions with their coach and for planning their learning on the programme.

4.6 Working with other leaders from across Oxfordshire

In addition to leaders from Oxford City schools the programme provided opportunities to work with leaders from Leicester Primary Schools. These heads joined in a range of activities and provided opportunities for Oxford leaders to visit their schools in Leicester.

5. Impact of the programme on leadership development at the interim stage of the programme

There was a range of indicators that demonstrated that the programme was beginning to have impact. One head stated that it was developing his leaders' ability to ask questions to find out more about how to improve teaching and learning – and was giving them the confidence as leaders. This had been made evident in an inset session they had set up for teachers in the school. Other heads echoed that the programme was increasing the confidence of their leaders.

Another head said that her leaders had focused on improving marking in their school as a result of engaging with the programme and had been working with staff to address the issue. The head said that this *would not have been done without the stimulus from their Action Learning Set¹*. There was already evidence of improvements across the school, as well in them engaging in focused professional dialogue to address an issue. There was also evidence that leaders were understanding *'more about team building'* and as a result becoming better leaders.

One head at the interim stage said that the programme was resulting in them having *'a lot more conversations with two of their leaders about leadership'* and an opportunity to coach the other leader who was on the programme. This head felt more confident to delegate to them and was involving them in interviewing applicants for vacant posts.

Another head said that the impact on leaders in her school had been: *'Greater understanding of working across teams. Good knowledge building from core workshops and public seminars. Developing networking across the city - this has led to people developing areas together in smaller teams (e.g. SEN policy).'*

A governor reported that the programme had prompted leaders in their school to look more closely at community involvement and set up a programme of interventions to engage with the local community.

One of the challenges in determining impact at this interim stage was that many of these schools are receiving a range of support to develop leadership and it was difficult to tease out whether the impact was as a result of the Leadership for Learning programme or another initiative that the school is involved in.

¹ Throughout the report participants' verbatim written or spoken statements have been italicised.

6 The impact of the programme on leadership development at the end of the programme

The fundamental purpose of the programme was to develop leadership to improve the quality of teaching and learning in our city schools – resulting in improvements in pupil outcomes. To measure immediate direct impact on pupil outcome from a project that leaders have just engaged in is virtually impossible as it takes time to embed changes to practices both of the leaders and those they are leading. However what we can look at are changes in behaviours – performance indicators - that will lead to improved leadership and result in improved outcomes for pupils.

6.1 Improved ability to lead change

A challenge for any middle leader is being 'caught in the middle' between accountability and responsibility: accountable to senior leaders for outcomes in the key stage or phase they lead while being responsible for improving practice in that Key stage or phase.

One middle leader in the action learning set focused on the teaching of phonics because the outcomes of their KS1 reading test were poor. Through observation she determined that the teachers and TAs were not using the correct methods and structures in their teaching of phonics. As a result, this middle leader had to work with teachers in the classrooms, modelling practice, as well as observing and giving feedback. This gave her teachers clear direction as to how to improve their teaching of phonics. In addition she ran insets for all staff on the teaching of phonics. The impact was that the number of children passing the KS1 phonics test rose from 27% to 79%. This middle leader was learning how to lead change in order to improve teachers' practice – and outcomes for pupils.

Another challenge that this middle leader faced was the churn of staff in her key stage – 4 different teachers in one class during one term. For her change was '*hard to manage*' but she worked with the present teacher in the class to support and gain commitment to staying and hence establish continuity in teaching and learning for the children. For the Deputy in the school her key leadership task was to manage this staff turnover in terms of its impact on other staff, while ensuring that the rapid progress the school had been making continued. The action learning set discussions were important to her as they provided opportunities to: '*discuss strategies to use...to draw on each other's experiences of what worked*'. From that she learnt and implemented as a leader a number of strategies to continue to improve teaching and learning and sustain progress – including supporting and training for staff and provide where needed one to one support. Another key learning point for her as a leader was: '*to be presentout there with the staff...seeing what was going on*'. She was demonstrating to the staff that she wanted and needed to know what was happening and that she was there to support them. The overall impact was that: '*morale was good...we were working together..leaders were working with them*'. Much of this change in her practice she has put down to her learning on the programme because she said that like others she became: '*acutely aware that as leaders we need to support our staff*'. For this senior leader the programme was developing her ability to both lead and manage and her understanding of the difference between each activity.

For another middle leader the programme has helped her improve her leadership in two ways. The first has been through the support she gained from talking to others in the action learning set as she tried to lead and embed the new KRM initiative in her school. Discussions with other leaders provided her with an opportunity to: '*talk through the common issues we are facing and to gain support*' as to how to address them. In addition she felt that being part of the programme, alongside other colleagues from her school, gave them a '*common language*' that enabled them to continue conversations and address challenges back in school.

For a third middle leader the programme had provided her with the opportunity to develop her coaching and mentoring skills to up skill staff in terms of their teaching. She felt that making the most of the skills she had learnt *helped her staff to feel supported*. In addition the programme prompted her to work on engaging parents by running workshops to engage them in their children's learning. The outcome for her *has all been positive*.

6.2 Improved leadership of teaching and learning

A strength of leaders learning together how to improve teaching and learning was that it provided the opportunity to share ways of supporting staff to improve their practice. The starting point for one leader, who had been part of an action set focusing on improving the quality of teaching, was on how to spread good teaching throughout their school – and gain consistency. Speaking to other leaders in her action learning set prompted her to reflect and think about how she needed to do things differently - communicate more clearly with people, model practice for others, embed the use of a learning study model.

Another leader found that the action learning set provided the opportunity to share certain practices and try them out in different schools. An example was the use of filming to provide a focus for a teacher's reflection and subsequent discussion on their practice: *giving them time and a tool like filming helped my teachers to reflect and decide how they could improve*. Equally working as a group supported them as leaders in understanding what to focus on and develop further in their school.

Wider curriculum development was the focus of one leader, who looked at the emotional literacy of children across the school to enable them to overcome barriers and learn. She shared her learning and challenges with others in her action learning set and learnt from them. She used the opportunity to develop the coaching skills the programme had introduced to her. As a result she felt that she had: *become more confident as a leaderusing coaching to enable staff to move forward*. It has led her on a leadership journey as she has led her team in tracking and making correlations between children's learning and their emotional literacy.

6.3 Improved leadership of the school

One action learning set has been effective in bringing leaders together to address the challenges facing leaders in schools. For one new leadership team the programme gave time for them to come together and reflect on the actions they needed to take to improve their failing school – and to be supported by others. The outcome was that: *our teaching and learning has moved from 50% inadequate to no teaching judged as inadequate and 80% judge good. This has led to better outcomes for our children*. Their effectiveness as leaders has been verified by both by Ofsted and a review team.

Another head felt that the programme and particularly the action learning set: *provided head teachers time to be more strategic – always with the focus to improve attainment of children in our schools*. He had used the support of the action learning set to help plan for sustainability in his school with his imminent retirement. He felt that his school had had a top down model of leadership and he *was not using the enthusiasm and skills of his staff effectively*. His challenge was to empower leaders to involve the staff in changes that the school needed to make. From the discussion and support with colleagues in his action learning set, he created change teams – in English, Maths, the new Primary Curriculum and Early Years. Every member of staff was put into a change team and he empowered his leaders in each of these areas to: *lead their teams. They took responsibility for identifying the issues, what changes were needed and how to bring about those changes*. The impact has been that: *staff meetings have been more interactive, more interesting... and teachers are understanding the changes that need to be made and why and how these relate to raising standards*.

In this case the programme has impacted on a leader to change his practice and distribute leadership.

For one head returning to school following a time on maternity leave the programme helped her to focus on what was needed in her own school – which included the challenge of accountability in middle leaders and the support structure in the school for SEN children. The action learning set provided her with the opportunity to talk through and test out some of the strategies she was thinking of implementing with others in the group and get their feedback as to the potential impact. Having implemented the changes she was now able to see the impact on: *children's learning ...and for colleagues to seeing that change can be a good thing and lead to positive outcomes.*

The opportunity to be coached by a secondary head teacher colleague proved a positive experience for those leaders who took up the offer. For one head in particular it provided the opportunity to focus on leadership rather than the challenges of a particular school phase. It has given the opportunity, for example, *to rehearse those difficult conversations with staff.* She has spent a total of six hours working with her coach but *those six hours have possibly had the biggest impact on developing my skills and my leadership development in general since I became a head teacher six years ago.* Now she is looking to use what she has learnt from being coached to develop the staff in my school – and begin to build a coaching model.

Another head used the programme to look at how to sustain leadership in the school structure – and maintain the school's improving results as staff change. She knew the challenges in recruiting to her school and used the opportunity to be part of the Leadership for Learning programme to attract leaders to apply for a post in her school. This head on reflecting on the impact of the programme on the her team said that she felt that: *the biggest single impact has been confidence.... it has empowered them... the gift of the course – input from the core workshops, the seminars, the speakers - has allowed my leaders to develop their own philosophy around what makes good education and how to sustain and develop themselves as leaders and to see themselves the leaders in the team. I saw that leadership unfolding before my eyes as we went through the year. The programme has given my leaders confidence to lead change...a voice...confidence to support colleagues and develop their teams...and work out their non-negotiables.*

In Annex A are the posters developed by participants to present the impact of the programme on their leadership development.

7. Challenges faced during the implementation of the programme

Staff turnover between the end of the summer term and the start of the autumn term had an impact on some schools in the project. One group of schools experienced 75% turnover during the summer break. There was a change of head in 3 of the schools and changes of heads of school in the 3 schools in the academy chain. The particular challenge of newly appointed heads joining part way through the programme had an impact on continuity in terms of the work of the action learning sets.

Whether heads 'bought into' the programme or not had a significant impact on the participants being able to extend their learning back in their schools. Where heads were actively involved in the programme they were able to provide opportunities to engage their leaders in continued professional dialogue following a programme event when they were back in their schools. Heads championing the programme in their schools was a significant feature of successful completion.

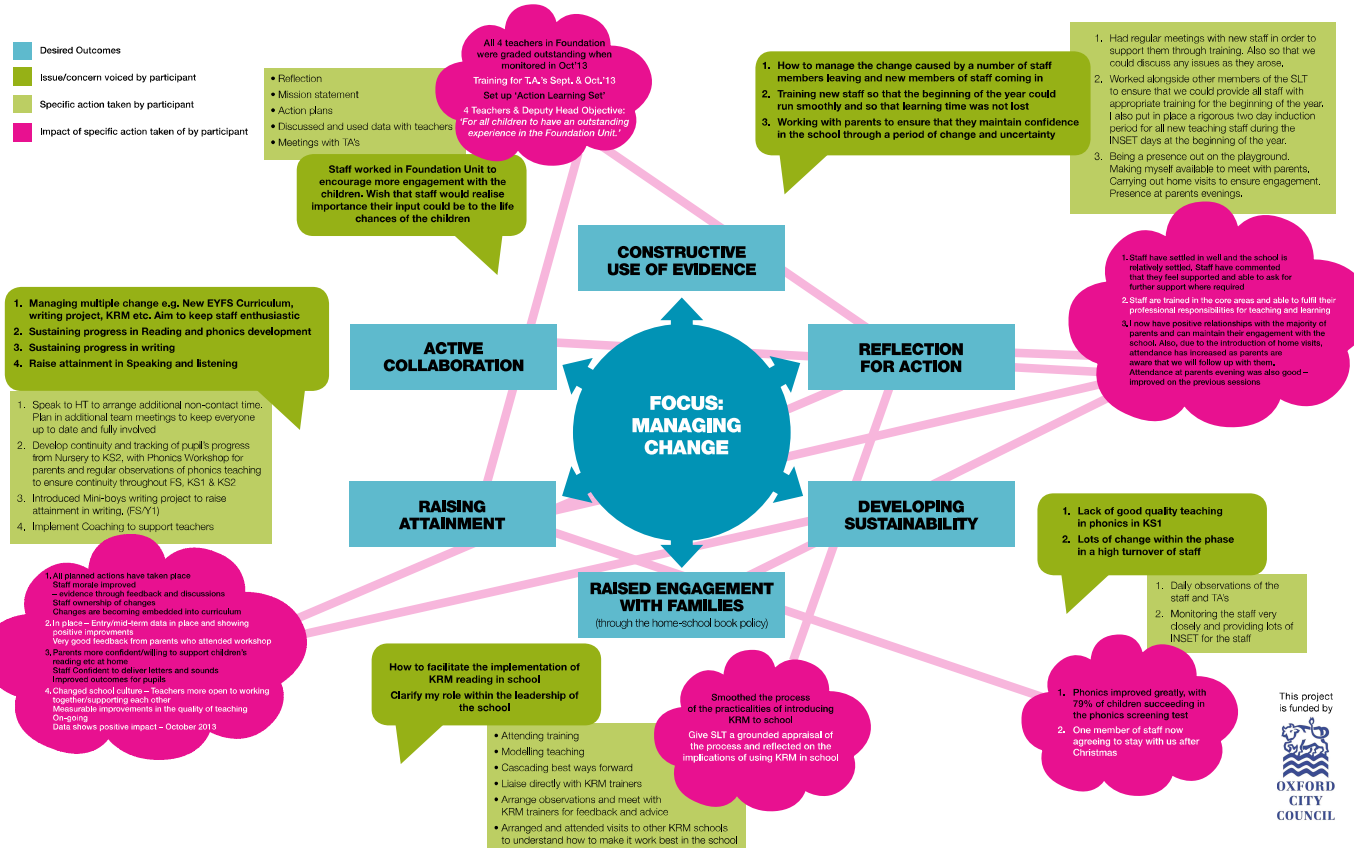
8. Conclusion: The importance of the programme in developing a more collaborative and supportive culture across schools in Oxford City – and a self-sustaining system

Many middle leaders in the City are relatively early in their careers and new to leadership. The programme has not only been important in meeting their needs but also in helping to set up a network of middle leaders across City schools that without the project might not have existed.

Equally, heads in the City work in two different partnerships, based on the old extended schools projects. The Leadership for Learning programme has enabled the heads of these City primary schools to meet as one group and discuss the challenges they are facing while supporting each other to find solutions. The programme has provided these heads and their colleagues with a framework and structure for learning and development that had not previously been available. Peer support and collaboration has been an important feature of the programme. Working in this way has laid the foundations for a collaborative leadership learning culture that has the potential for continuing beyond the life of the programme.

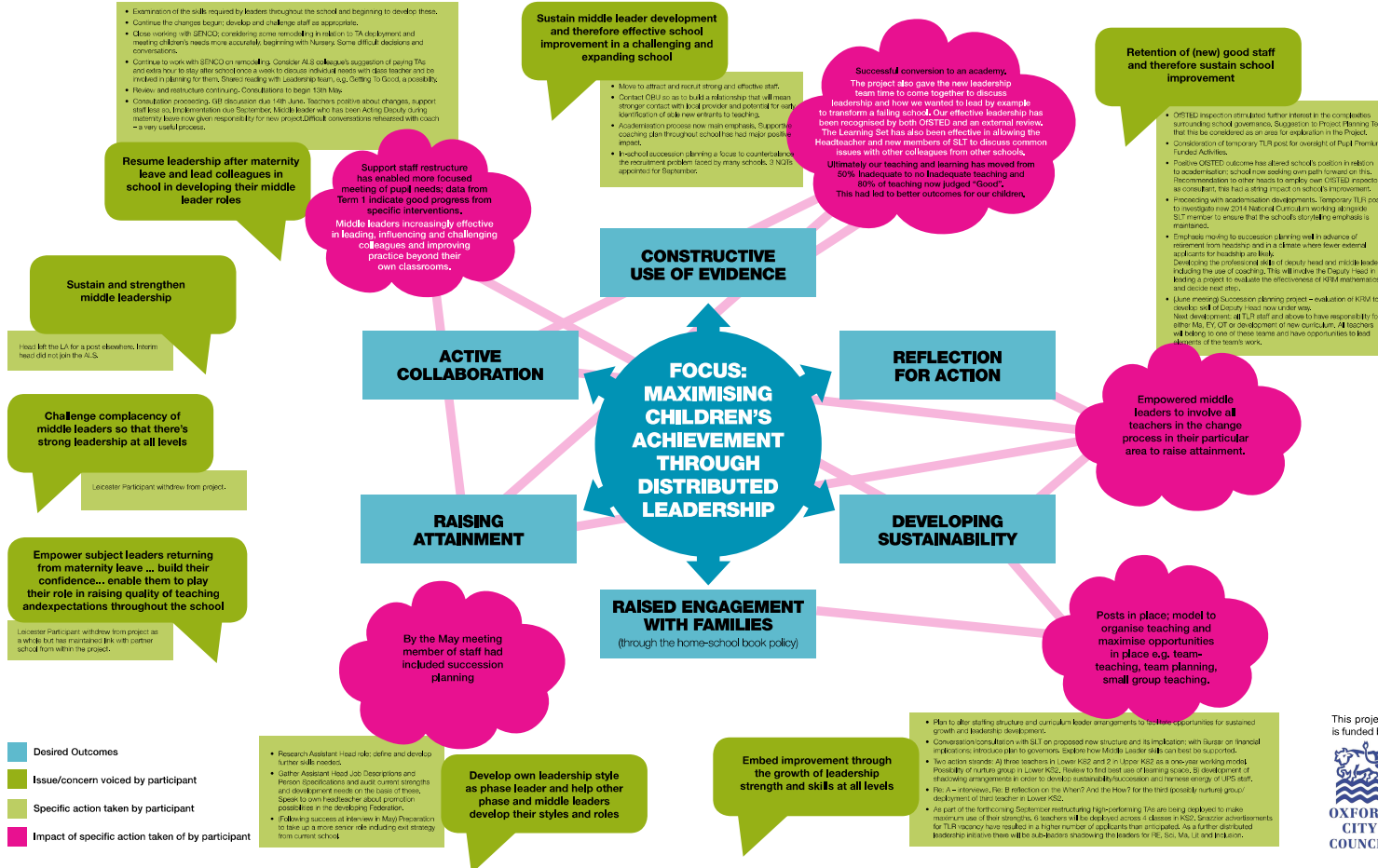
Annex A : Posters presented at the final session on programme impact in November 2013.

LEADERSHIP FOR LEARNING



This project is funded by

LEADERSHIP FOR LEARNING



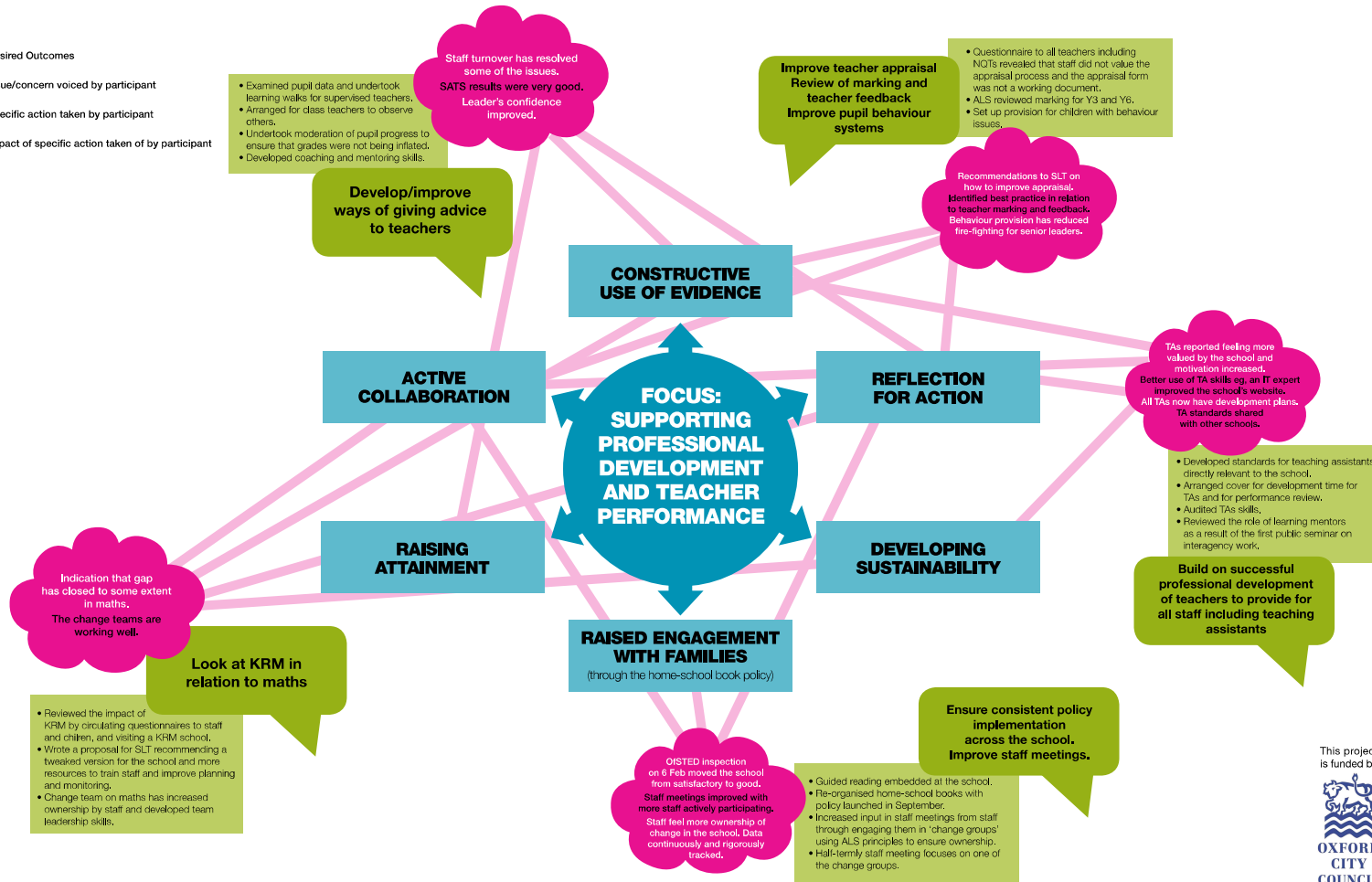
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LEADERSHIP FOR LEARNING



- Desired Outcomes
- Issue/concern voiced by participant
- Specific action taken by participant
- Impact of specific action taken of by participant



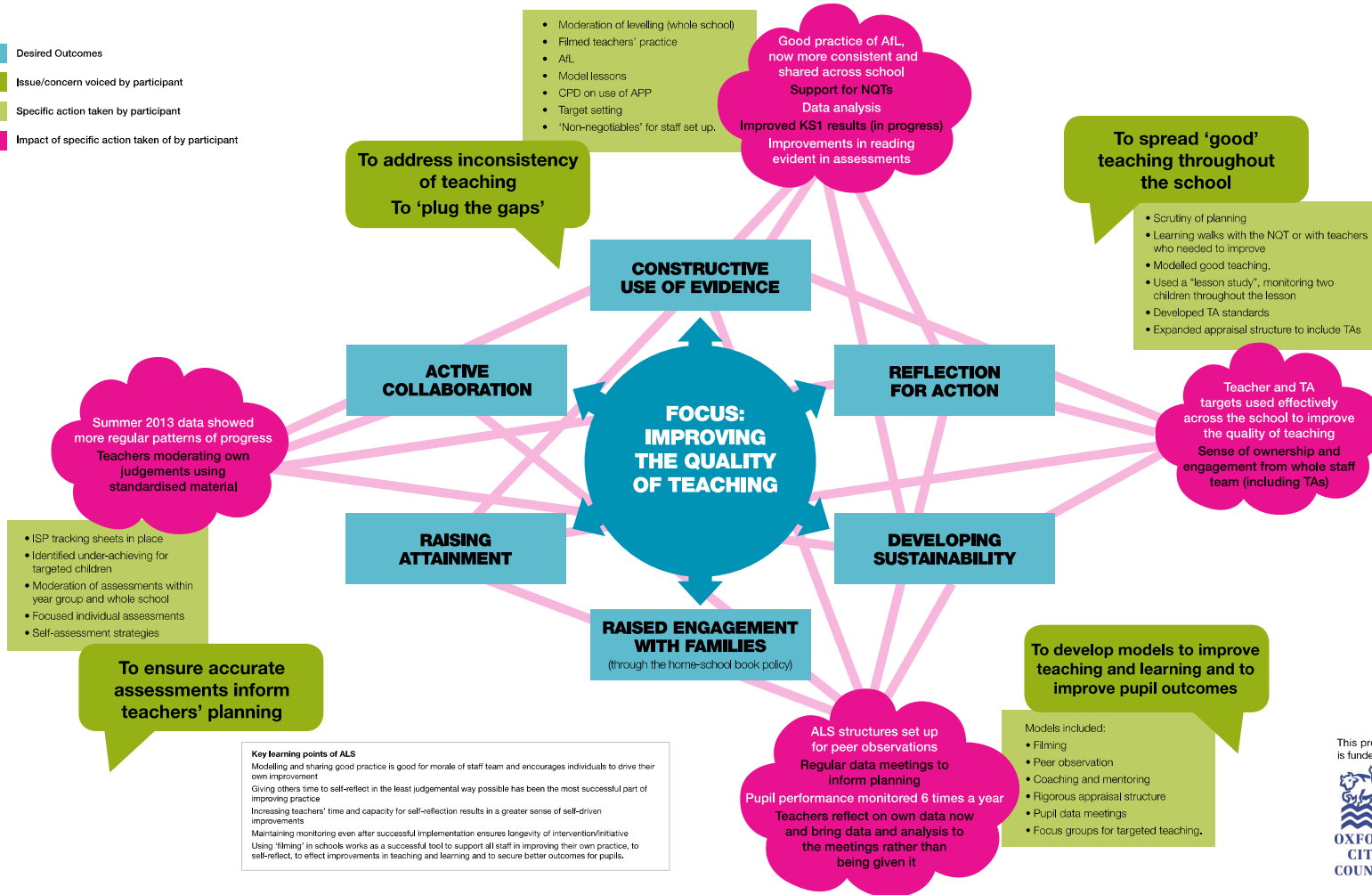
Build on successful professional development of teachers to provide for all staff including teaching assistants



LEADERSHIP FOR LEARNING

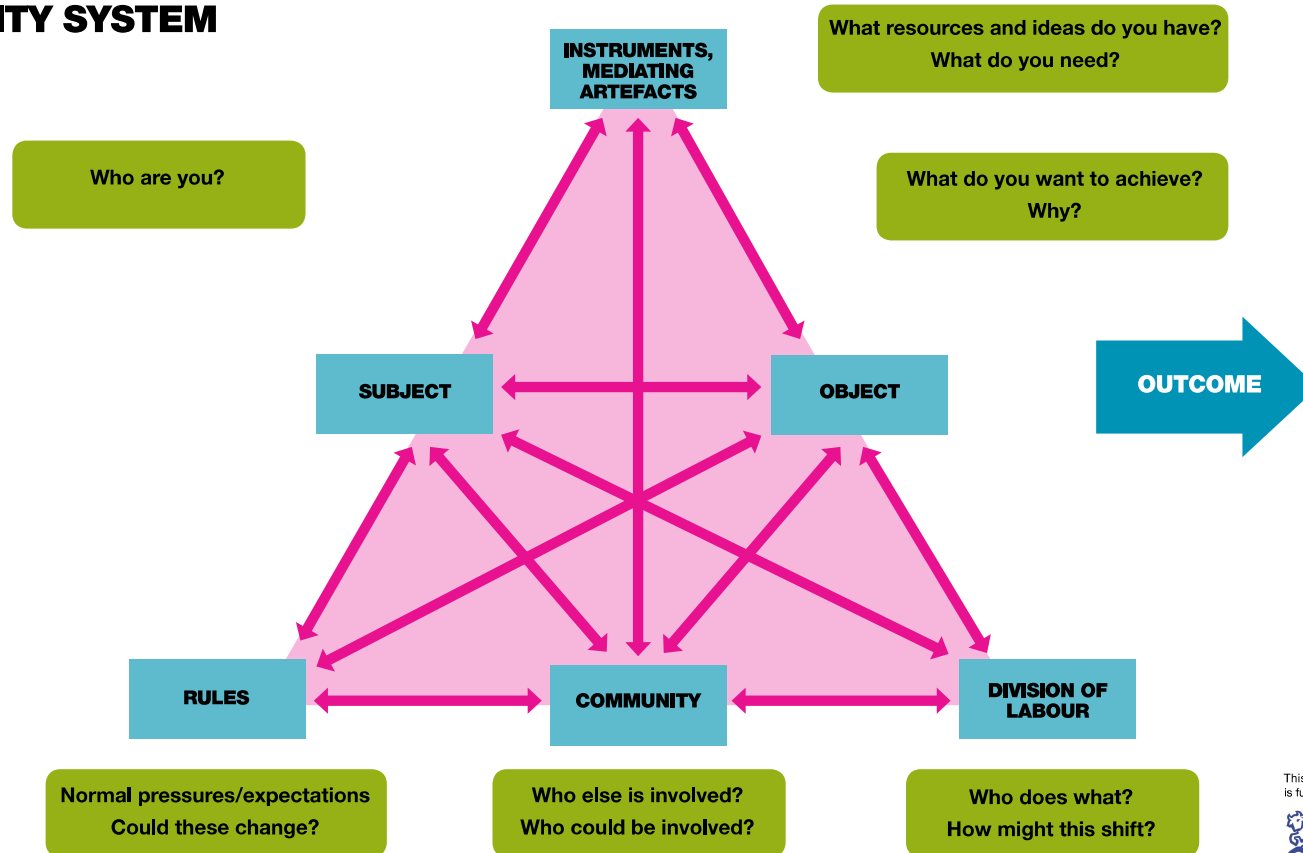


- Desired Outcomes
- Issue/concern voiced by participant
- Specific action taken by participant
- Impact of specific action taken by participant



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ACTIVITY SYSTEM



EXPLANATORY NOTE
 This model of an "activity system" is intended to help you conceptualise the different processes involved in carrying out any activity. It has been used to diagnose changes to, for example, Swedish postal workers jobs, or training for ship's navigators.
 It is based on a simpler model, which is just the top triangle, in which you (subject), uses ideas or objects (instruments, mediating artefacts) to achieve an objective, for a general outcome: a carpenter uses a saw to make a table, or a judge uses the law to make a decision.
 In this model however, the three elements in the bottom layer are added, to recognise that what we do and how we do it is situated within a network of other people, with habits and ways of working.
 I hope that it is helpful as a tool for developing leadership, since the tricky aspect of leadership is often the "bottom row stuff" - e.g. changing the ways that TA work (rules), or that teachers work with TAs (division of labour), or that schools work with the wider community (community). Thus the "problem" may not be with "your" basic plans, but with who and how they are implemented, but the solution may also be in changing something else—the usual ways of working - who to ask to help etc.

This project is funded by

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Annex B

Leadership for Learning - Year 1 Schedule of meetings

2013	Events/meetings
17 January 9. 30 am – 4 pm	Core workshop 1: Launch of programme for all participants and their Chair of Governors – or a representative from their school’s governing body Pam Salmons
	Coaching: Telephone conversation between participant and coach to introduce themselves*
19 February 4 – 6pm	Public seminar: Inter-professional Working in Schools Professor Anne Edwards
21 March 4 – 6pm	Public seminar: Closing the Gap Dr. Peter Kent
	Coaching: Face to face meeting participant and coach prior to Core Workshop 2 to focus on enquiry and starting points
24 April 9. 30 am – 4 pm	Core Workshop 2: Coaching and leadership John West Burnham
	Coaching: Face to face meeting between participant and coach following Core Workshop 2 to focus on the outcomes of the leadership diagnostic
15 May 4 – 6pm	Public seminar: Leadership and Context John West Burnham
20 June 4 – 6pm	Public seminar: What we know about school leadership Professor Geoff Southworth
	Coaching: Face to face meeting between participant and coach following Core Workshop either at end of term 6 or start of term 1 to meet participant’s needs
23 September 9. 30 am – 4 pm	Core Workshop 3:

	Making effective use of data
22 October 4 – 6pm	Public seminar: Leadership for Learning: Achievement for All Professor Sonia Blandford
28 November 4 – 6pm	Public seminar: Presentation of impact
	Coaching: Face to face meeting between participant and coach following Core Workshop either at end of programme to focus on next steps in terms of leadership
Action learning set meetings	Each facilitator arranges twice termly meetings to suit the members of their learning set.

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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.

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.	Committee agreed to extend the Panel membership to allow a group of councillors to meet officers in October to take a brief on: <ul style="list-style-type: none"> • The amount of investment already made by TW. • What further investment is needed. • Advice on our priorities for this 	Lead: Councillor Darke Councillors Pressel, Hollick and Jones.

		<p>investment.</p> <ul style="list-style-type: none"> • What are the City Council responsibilities as riparian owners and what money is available to deliver on these responsibilities. • Any lessons that can be learnt from Swindon. <p>This Group will then advise the committee on the best focus for this item.</p> <p>Briefing meeting for the Panel happened on 30th. October. Scope agreed for progress in January.</p> <p>Panel Lead Member had an exploratory meeting with Thames Water in January. An Investment Priority list is being finalised by City Officers after which a meeting between Thames Water, the Panel and others to be confirmed to explore these investment priorities and timetables for action.</p> <p>Round table meeting with Thames Water, local MPs and other set for 2nd. May 2014.</p>	
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Discretionary Housing Payments	Quarterly updates on spending, claimant/property profiles, and issues and knock on effects.	<p>Report to September meeting.</p> <p>Committee asked for more information in subsequent reports. Councillor Coulter to pursue.</p> <p>Meeting with Board Member and Head of Service 8th. October.</p> <p>New framework agreed for presentation to December meeting.</p> <p>Next presentation in May.</p> <p>Continue to monitor.</p>	Lead: Councillor Coulter.
Performance monitoring	Quarterly report on a set of Corporate and service measures chosen by the Committee.	<p>Councillors met and agreed 2 performance sets:</p> <ul style="list-style-type: none"> • Scrutiny Committee • Housing Panel <p>Qtrly meetings scheduled.</p> <p>5/9/2013 meeting – clarification on LP106 requested – Information reviewed Panel asked for 5% target to be increased.</p> <p>5/11/2013 meeting – more details on CH001, BV017a and BI002a called for to the 3/12/13 meeting. Information received set a new line of inquiry. See item below.</p>	Councillors Campbell, Simmons, Coulter and Darke.

		2/2/14 meeting – more details requested on the downward trend in indicators N191 and N192, schedules for presentation to the March meeting.	
Percentage of BME employees (performance measure BV017a)	<p>Analysis of the progress of BME applicants when they apply for job.</p> <p>Consideration of essential criteria for all entry level jobs to ensure there are no unnecessary barriers to employment.</p>	<p>Analysis information to Committee in February, recommendations to Board Member made and agreed – Action Plan for delivery to May meeting.</p> <p>Talent Management Strategy proposals to Committee in April.</p> <p>Review of essential criteria progress to Committee in April.</p>	All Committee
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.	No progress.	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.	<p>Lead: Councillor Coulter.</p> <p>Councillor Fry has expressed an interest in this item.</p>

Community Safety	Issue to be decided on after consultation with the Board Member.	<p>Discussion with Board Member at the October meeting.</p> <p>Asked Board Members to express concern to the Local Commander about the operation of NAGs since transfer of administrative responsibilities.</p> <p>Asked to see outcomes from the new ASB process in a year's time. Scheduled for April 2014 along with new ASB strategy.</p> <p>No further issues</p>	<p>All Committee.</p> <p>Councillor Jones has expressed an interest in this issue.</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.	Evaluation of the pilot in City development.	No progress.	<p>Lead: Councillor Fry.</p> <p>Councillor Jones has expressed an interest in this issue.</p>
Use of Social Media by the Council	Review proposals within the Public Engagement Strategy.	<p>December meeting alongside the Public Engagement Strategy.</p> <p>Committee to consider a paper from Councillor Brett during the next cycle.</p>	Lead: Councillor Brett.

<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 CEB. • Riverside Land Acquisition – recommendations to CEB 13th. November. • Customer Contact Strategy – September meeting – recommendations made to CEB on the 11th. September. • Oxfordfutures Fund – (item 	<p>Lead: Councillor Mills.</p>
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		<p>delayed indefinitely).</p> <ul style="list-style-type: none"> • Grants Programme Commissioning Review – October meeting – recommendations to CEB on the 9th. October. • City Deal – October meeting – recommendations to CEB on the 9th. October. • Community Engagement Plan – recommendations to CEB on the 11th. December 2013. • Oxpens Master Plan consultation outcome – recommendations to CEB on the 13th. November. • Waste and Recycling Strategy – Panel – recommendations to CEB on the 13th. November. • Educational Attainment investment update – recommendations to CEB 12th. February. • Community Engagement Plan consultation outcome and final proposals – waiting scheduling. • Fusion Lifestyle Annual service Plan 	
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Standing Panels

Topic	Area(s) for focus	Progress	Nominated councillors
<p>Housing – All strategic and landlord issues considered within the Scrutiny Function.</p>	<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>Items for pre decision scrutiny:</p> <ul style="list-style-type: none"> • Housing Strategy Action Plan periodic review – September meeting • Housing Strategy refresh – December meeting. • Long term affordable housing for homelessness prevention – September meeting. • Allocations review and changes to the Allocations Policy – September meeting. 	<p>All items for pre-decision scrutiny taken and recommendations made to CEB.</p> <p>Decent Homes Standard where next to be considered post stock condition survey to see options for the Asset Management Strategy. Suggestion that this is done in partnership with tenants.</p> <p>Estate regeneration – Focus on regeneration in the Leys and in particular:</p> <ul style="list-style-type: none"> • How community capacity is built in preparation for this. • What community influence practically means for residents. <p>New Items added</p> <ul style="list-style-type: none"> • Rent arrears analysis • Homelessness in particular “no second night out” and the effects of cuts on hostel accommodation in the City. 	<p>No substitutions allowed. Lead: Councillor Smith.</p> <p>Co-opted Member – Linda Hill Councillor Hollick, Sanders and McCready.</p>

		<ul style="list-style-type: none"> • STAR survey results/comparisons to other providers/actions for improvement. • Improving quality in the private rent sector – a City Council Letting Agency. • Tenants and Residents Involvement Strategy – Implementation and opportunities for influence for tenants. 	
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>Recommendations made on Treasury Management.</p> <p>MTFS review scope and timetable agreed.</p>	<p>No substitutions allowed. Lead: Councillor Simmons.</p> <p>Councillors Fry, Darke and Fooks.</p>

Review Panels in progress

Topic	Scope	Progress	Nominated councillors
Covered Market Strategy and Leasing Strategy.	Scope: <ul style="list-style-type: none"> • Pre-scrutiny and engagement with the developing Covered 	The Group is currently observing the Covered Market Stakeholder engagement.	No substitutions allowed.

	<p>Market Strategy and Leasing Strategy.</p> <ul style="list-style-type: none"> • 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>Alongside this:</p> <ul style="list-style-type: none"> • Face to face consultation with Market Traders has taken place. • Visits to 4 London markets and Bristol market have happened. • Interviews with Officers and Board Members have taken place. <p>Interim findings to the October Scrutiny Committee. Final report expected in November.</p> <p>Programmed to finish in November Delayed awaiting Strategy.</p> <p>Panel final report agreed at February meeting and recommendations agreed at City executive Board. Committee agreed the continuation of the Panel to consider implementation of recommendations. Reconsider this in the new programme from June 2014.</p>	<p>Lead: Councillor Campbell.</p> <p>Councillors Fooks , Van Nooijen (resigned), Clarkson and Benjamin</p> <p>Councillor van Nooijen resigned from the Panel. Labour members asked if they wished to replace him.</p>
<p>Recycling Rates – Are our targets ambitious enough.</p>	<p>Scope:</p> <ul style="list-style-type: none"> • Consider our current policies 	<p>The Group have identified a number of areas for potential improvement and are</p>	<p>No substitutions allowed.</p>

	<p>and their effects.</p> <ul style="list-style-type: none"> Review with service officers barriers to improvement alongside best practice and new initiatives. 	<p>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> <ul style="list-style-type: none"> Information has been gathered on the incentives currently used by the Council and the effects of these. Information is being gathered from WRAP and other authorities on incentives and outcomes. <p>Panel asked and it was agreed that they pre-scrutinise the Waste and Recycling Strategy expected at CEB in November.</p> <p>Programmed to finish in December.</p> <p>Panel delayed scheduled to report in March.</p>	<p>Lead: Councillor Fry.</p> <p>Councillors Simmons and Jones</p>
Enfranchisement and Empowerment.	Scope: As census data is published we begin to see the diverse and changing	Planning is underway for the Group to run 3 focus groups talking to the Somali, Pakistani and Polish	No substitutions allowed.

	<p>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>communities to understand the extent of their knowledge of public services and issues they have with engagement. These will happen in October 2013.</p> <p>Programmed to finish in December.</p> <p>3 focus group dates agreed towards the end of October one more date still to secure. Delayed finish to December to accommodate this.</p> <p>Review report considered in December. Officers to respond to proposals before presentation to CEB.</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 respond. 	<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>Partnership school withdrawn from the KRM programme. Lead member to</p>	<p>No substitutions allowed.</p> <p>Lead: Not nominated</p> <p>Councillors Campbell, Jones, Coulter, Paule and Khan.</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>	decide future progress and present to the committee.	
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>	<p>Interviews with tenants who are at various stages of the Mutual Exchange process have been completed.</p> <p>Interviews with scheme administrators have been completed.</p> <p>Observation of mutual exchange events is complete.</p> <p>Outcomes presented to the February Housing Panel. Consideration of recommendations underway.</p>	<p>No substitutions allowed.</p> <p>Housing Panel with Linda Hill (Lead) tenant.</p>
Budget Review	<p>Scope: Review of the budget and Medium Term Financial Plan – focus to be agreed.</p>	<p>Meeting set to outline scope timetable for the 14th. October.</p> <p>Scope and timetable outlined by Chair</p>	Members of the Finance Standing Panel.

		for discussion and agreement at the Finance Panel 7 th . November. Report presented to CEB on 12 th . February.	
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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

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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 (item delayed at CEB). 4. Pre-scrutiny -Customer Contact Strategy. 5. Pre-scrutiny -Oxfutures Fund (item delayed indefinitely) 6. Pre-scrutiny – City Deal (item delayed at CEB)) 7. Pre-scrutiny -Grants Programme Commissioning Review (item delayed at CEB).
1 st . October	<ol style="list-style-type: none"> 1. Community Safety issues – Board Member. 2. Interim Covered Market – Panel report. 3. Pre-scrutiny – City Deal. 4. Pre-scrutiny – Review of the Community and Voluntary Organisations Grants Programme.
5 th . November	<ol style="list-style-type: none"> 1. Performance Monitoring – Qtr. 2. 2. Pre-scrutiny - Oxpens Master Plan – consultation outcome. 3. Councillor Calls for Action 4. Pre-scrutiny – Riverside Land 5. Recycling – Panel update and pre-scrutiny of the Waste and Recycling Strategy.
3 rd . December	<ol style="list-style-type: none"> 1. Panel advice on Thames Water investment. 2. Enfranchisement and Empowerment – Panel

	<p>report.</p> <ol style="list-style-type: none"> 3. Pre-scrutiny - Community Engagement Strategy. 4. Use of Social Media by the Council. 5. Discretionary Housing Payments – Monitoring Report. 6. Report back on performance Indicators- BI002a, CH001 and BV017a.
14 th . January Meeting cancelled.	<ol style="list-style-type: none"> 1. Final Covered Market Report – deferred to February.
4 th . February	<ol style="list-style-type: none"> 1. Performance Monitoring – Qtr. 3. 2. Employment analysis – BME groups. 3. Covered Market Panel Report.
4 th . March	<ol style="list-style-type: none"> 1. Discretionary Housing Payments – Monitoring Report. 2. Pre-Scrutiny – Strategic Economic Plan.
1 st . April	<ol style="list-style-type: none"> 1. Pre-scrutiny Fusion Lifestyle Service Plan. 2. Education Attainment Panel report including Leadership programme Evaluation. 3. Progress and outcomes from revised Anti-Social Behaviour structure and processes including pre-scrutiny of the Anti-Social Behaviour Strategy. 4. Review of essential criteria for entry level jobs (particular emphasis young people who are NEAT)
6 th . May	<ol style="list-style-type: none"> 1. Recycling Incentives – Panel Report. 2. Discretionary Housing Payments – Monitoring Report. 3. Options under consideration for the Talent Management programme (particular emphasis on BME groups).

Agreed for next programme:

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. (Data not available in time for May meeting).

Finance Standing Panel

Dates	Agenda Items
6 th . September 5.00pm.	<ol style="list-style-type: none"> 1. Quarter 1 spending against budget. 2. Treasury Management outturn 2012 – 2013. 3. Quarter 1 2013 – 2014 Treasury Management performance. 4. Panel work programme.
7 th . November 5.30pm	<ol style="list-style-type: none"> 1. Quarter 2 spending against budget. 2. Quarter 2 2013 – 2014 Treasury Management performance. 3. Budget review scope and timetable. 4. Contingencies detail 2008 to date. 5. Modelled effects of the agreed transfer of assets from the Housing Revenue Account to the General Fund.
6 th . February 2014 at 6.00pm.	<ol style="list-style-type: none"> 1. Quarter 3 spending against budget. 2. Quarter 3 Treasury Management performance. 3. Draft Treasury Management Strategy 2014 - 2015
3 rd . March 2015 at 5.30pm	<ol style="list-style-type: none"> 1. Qtr.3 Treasury Management Performance. 2. Qtr.3 Budget spending 2013/14.
24 th . March at 5.30pm	<ol style="list-style-type: none"> 1. Ethical investments and a “Fossil Free Oxfordshire”

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. Additional 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 5.00pm.	<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.
3 rd October 5.00pm	Provisional – not used.
4 th November at 5.00pm.	<ol style="list-style-type: none"> 1. Performance monitoring – Housing Measures- Qtr. 2. Item to include a report back on performance against CS002 and CS005 2. Follow up on benefits performance indicators.
5 th December at 5.00pm.	<ol style="list-style-type: none"> 1. Housing Strategy refresh. 2. Estate Regeneration – Scope 3. Management arrangements – Temporary Accommodation? 4. Communications Strategy for the Allocations Scheme 5. STAR survey benchmarks and methodology. 6. Programme details producing results for PIs HC016, NI154 and NI155. 7. Current rent arrears profiles.
15 th January 2014 at 5.00pm.	<ol style="list-style-type: none"> 1. No second night out detailed performance information. (confirmed) 2. Improving quality in the private rent sector – a City Council Letting Agency.

	<ol style="list-style-type: none"> 3. Satisfaction with Parks details of survey results. 4. Current rent arrears profiles.
7 th . February at 5.00pm.	<ol style="list-style-type: none"> 1. Performance monitoring – Housing Measures – Qtr. 3. 2. Outcome of the interviews with tenants who had been through the mutual exchange process. 3. Possible Asset Management Strategy – Oxford Standard 4. STAR survey validated benchmark results with demographic breakdowns.
6 th . March at 5.00pm. Meeting cancelled.	<p>Provisional</p> <ol style="list-style-type: none"> 1. Temporary Accommodation Management Arrangements – Dave Scholes 2. Oxfordshire County Council – Supporting People budget issues – Dave Scholes and Nerys Parry
3 rd . April at 5.00pm.	<ol style="list-style-type: none"> 1. Tenants and Residents Involvement Strategy – Implementation and opportunities for influence for tenants. 2. Councillor Lygo on the satisfaction measure used for Parks. 3. Housing Service Improvements – proposed Panel visits.
End of April ?	<ol style="list-style-type: none"> 1. Year 4 review stock de-designation

Items for the 2014/15 Council Year

- (1) May/June - Rents arrears – continued monitoring with 6 monthly reports.
- (2) Continued monitoring of satisfaction with Parks Services.
- (3) Temporary Accommodation Management Arrangements.
- (4) The effects of Supporting People budget reductions on hostel accommodation and the homelessness pathway.
- (5) Continuation of the Asset Management Plan – The Oxford Standard.

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FORWARD PLAN FOR THE PERIOD APRIL - JUNE 2014

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

Key decisions

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

- “(a) To result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council’s budget for the service or function to which the decision relates; or
- (b) To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the council’s area.

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

Private meetings

Part or the whole or some or all of the matters in this Forward Plan may be taken at a meeting not open in part or in whole to the press or public on one of the grounds in the Local Government (Access to Information) (Variation) Order 2006. Where a matter is likely to be taken in whole or in part in private, this is indicated in the details about that matter.

Making representations on matters or objections to taking matters in private

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

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

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

Inspection of documents

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

The Council's decision-making process

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

CITY EXECUTIVE BOARD MEMBERSHIP AND RESPONSIBILITIES

<i>Bob Price (Leader)</i>	<i>Corporate Governance, Strategic Partnerships and Economic Development</i>
<i>Ed Turner (Deputy Leader)</i>	<i>Finance, Efficiency and Strategic Asset Management</i>
<i>Susan Brown</i>	<i>Benefits and Customer Services</i>
<i>Colin Cook</i>	<i>City Development</i>
<i>Steve Curran</i>	<i>Youth and Communities</i>
<i>Pat Kennedy</i>	<i>Education, Crime and Community Safety</i>
<i>Mark Lygo</i>	<i>Parks, Sports and Events</i>
<i>Mike Rowley</i>	<i>Leisure Services</i>
<i>Scott Seamons</i>	<i>Housing</i>
<i>John Tanner</i>	<i>Cleaner Greener Oxford</i>

APRIL

ITEM 1:	SAVING COMMUNITY PUBS
This report will respond to a Motion adopted by Council on 3 February 2014. It will set out the actions that may be available to protect community pubs and how effective those actions are likely to be.	
Target Date:	9 Apr 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Tom Morris tmorris@oxford.gov.uk

ITEM 2:	FUSION LIFESTYLE - ANNUAL SERVICE PLAN 2014/15
This report will ask the City Executive Board to endorse Fusion Lifestyle's 2014/15 Annual Service Plan for the management of the Council's leisure facilities.	
Target Date:	9 Apr 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Leisure Services
Is this item to be taken in public?	Yes
Report of:	Head of Leisure, Parks and Communities
Contact:	Lucy Cherry Tel: 01865 252707 lcherry@oxford.gov.uk

ITEM 3:	OXFORD STADIUM, SANDY LANE - DESIGNATION AS A CONSERVATION AREA
This report addresses the designation of the Oxford Stadium as a Conservation Area.	
Target Date:	9 Apr 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Nick Worlledge Tel: 01865 252147 nworlledge@oxford.gov.uk

ITEM 4:	FLOOD SUPPORT PACKAGE
This report will consider a range of support schemes for households and businesses affected by flooding during the 2013/14 Winter to enable the Council to provide financial support to affected local residents and businesses.	
Target Date:	April 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Corporate Governance and Strategic Partnerships
Is this item to be taken in public?	Yes
Report of:	Head of Finance
Contact:	Nigel Kennedy Tel: 01865 252708

	nkennedy@oxford.gov.uk
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ITEM 5:	OXFORDSHIRE STRATEGIC HOUSING MARKET ASSESSMENT
This report to Council will set out the extent of Oxford's unmet housing need up to 2031 and will seek approval to request the other Oxfordshire districts to allocate land to meet that need under the duty to cooperate.	
Target Date:	14 Apr 2014
Decision Taker	Council
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Adrian Roche Tel: 01865 252165 aroch@oxford.gov.uk

ITEM 6:	CONSTITUTION REVIEW
This report will contain the outcome of the 2013 review of the Council's Constitution and will recommend changes to it.	
Target Date:	14 Apr 2014
Decision Taker	Council
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Corporate Governance and Strategic Partnerships
Is this item to be taken in public?	Yes
Report of:	Head of Law and Governance
Contact:	Emma Griffiths egriffiths@oxford.gov.uk

MAY

ITEM 7:	ANTI-SOCIAL BEHAVIOUR POLICY
This report will present an anti-social behaviour policy for adoption by the Board.	
Target Date:	14 May 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Education, Crime and Community Safety
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	Richard J Adams Tel: 01865 252283 rjadams@oxford.gov.uk

ITEM 8:	PARKING ON HRA LAND
This report will present options for the control of resident parking on HRA land.	
Target Date:	14 May 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Housing
Is this item to be taken in public?	Yes
Report of:	Head of Housing and Property
Contact:	Alison Dalton adalton@oxford.gov.uk

ITEM 9:	DIGITAL PATHWAYS TO SOCIAL INCLUSION
This report will be an impact study of home internet access and integrated support strategies for workless households	
Target Date:	14 May 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Corporate Governance and Strategic Partnerships
Is this item to be taken in public?	Yes
Report of:	Head of Policy Culture and Communications
Contact:	Val Johnson vjohnson@oxford.gov.uk

ITEM 11:	FRIDESWIDE SQUARE PROJECT - CAPITAL COST CONTRIBUTION
Target Date:	14 May 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Michael Crofton-Briggs mcrofton-briggs@oxford.gov.uk

JUNE

JULY

ITEM 12:	LAND QUALITY STRATEGY
This report will propose the adoption of a land quality strategy for Oxford.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Cleaner, Greener Oxford
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	John Copley Tel: 01865 252386 jccopley@oxford.gov.uk

ITEM 13:	HORSPATH ROAD SPORTS PAVILION - REMODELLING OPTIONS
This report will review the options for remodelling the Horspath Road sports pavilion and for improving sports provision at Horspath Road.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Leisure Services
Is this item to be taken in public?	Yes
Report of:	Head of Leisure, Parks and Communities
Contact:	Ian Brooke Tel: 01865 252705

	ibrooke@oxford.gov.uk
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ITEM 10:	HEADINGTON NEIGHBOURHOOD AREA - NEIGHBOURHOOD PLAN
This report will seek Board approval formally to designate a Headington Neighbourhood Area as the first step towards the development of a Headington Neighbourhood Plan.	
Target Date:	14 May 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for City Development
Is this item to be taken in public?	Yes
Report of:	Head of City Development
Contact:	Sarah Harrison sbharrison@oxford.gov.uk

ITEM 12:	LAND QUALITY STRATEGY
This report will propose the adoption of a land quality strategy for Oxford.	
Target Date:	14 May 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Cleaner, Greener Oxford
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	John Copley Tel: 01865 252386 jcopley@oxford.gov.uk

ITEM 14:	COMMUNITY ENGAGEMENT PLAN 2014-2017 - ADOPTION OF PLAN
Target Date:	3 Jul 2014 14 Jul 2014
Decision Taker	City Executive Board Council
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Corporate Governance and Strategic Partnerships Executive Board Member for Corporate Governance and Strategic Partnerships
Is this item to be taken in public?	Yes
Report of:	Executive Director Community Services
Contact:	Peter McQuitty Tel: 01865 252780 pmcquitty@oxford.gov.uk

ITEM 15:	OXFUTURES - MOBILISING LOCAL ENERGY INVESTMENT
This report will be for the Board's information and will update the Board on the subject before a report is submitted concerning the drawing down of further grant monies.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key

Executive lead member:	Executive Board Member for Cleaner, Greener Oxford
Is this item to be taken in public?	Yes
Report of:	Head of Environmental Development
Contact:	Jo Colwell jcolwell@oxford.gov.uk

ITEM 16:	HOUSING STRATEGY 2012 - 2015 ACTION PLAN
This report will propose updates to the Housing Strategy action plan as a prelude to the new 2015 – 2018 Action Plan.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Yes
Executive lead member:	Executive Board Member for Housing
Is this item to be taken in public?	Yes
Report of:	Head of Housing and Property
Contact:	Gary Parsons gparsons@oxford.gov.uk

ITEM 17:	FINANCE, PERFORMANCE AND RISK - END OF YEAR REPORT
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Finance and Efficiency
Is this item to be taken in public?	Yes
Report of:	Executive Director Organisational Development and Corporate Services
Contact:	Nigel Kennedy Tel: 01865 252708 nkennedy@oxford.gov.uk, Jane Lubbock Tel: 01865 252708 jlubbock@oxford.gov.uk

ITEM 18:	BUSINESS IN THE COMMUNITY - WORKING IN PARTNERSHIP
This report will concern the fostering of school business links and supporting jobs for young people.	
Target Date:	3 Jul 2014
Decision Taker	City Executive Board
Is this a Key Decision?	Not Key
Executive lead member:	Executive Board Member for Corporate Governance and Strategic Partnerships
Is this item to be taken in public?	Yes
Report of:	Executive Director City Regeneration and Housing
Contact:	Simon Howick Tel: 01865 252547 showick@oxford.gov.uk

BEYOND THE LIFE OF THIS PLAN

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Scrutiny Recommendation 2013 – 2014

All recommendations

Oxfordshire Strategic Economic Plan		
Scrutiny Committee 4th. March		
Recommendation	Outcome	Considered by
Recommendation 1 For all members to see the finalised Oxfordshire Strategic Economic Plan as submitted to Government and kept in touch with the outcomes from this bid.	Agreed	City Executive Board 12 th . March 2014
Recommendation 2 To provide a “governance structure” below the Board Member representative on the Local Strategic Partnership that can deliver on the aim of keeping all members of Council informed and engaged in the detail of progress against selected projects and the likely outcomes for the City and its residents.	Agreed	City Executive Board 12 th . March 2014
Recommendation 3 The Board Member and Officers to do all they can to reflect the City’s ambition of reducing inequality in strategic planning for all themes.	Agreed	City Executive Board 12 th . March 2014
Recommendation 4	Agreed	City Executive Board

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The Board member and Officers to do all they can within the Innovative Place theme to produce excellent links to schools at a very early stage to support good quality advice on educational choices and career planning.		12 th . March 2014
Qtr. 3 Spending		
Finance Panel 3rd. March 2014		
Recommendation	Outcome	Considered by
To explore the use of Framework Agreements to provide project management and delivery of Capital Programme schemes.	Agreed with amendment. Principle agreed but a review of the current position is taking place.	City Executive Board 12 th . March 2014
Employment of staff from BME groups		
Scrutiny Committee – 4th. February 2014		
Recommendation	Outcome	Considered by
To support the use in job adverts of a variety of brandings and styles, rather than the rigorous application of the “Corporate Brand”, in an effort to engagement widely with target groups. To provide money within the Human Resources budget to support this and test the effectiveness of these methods.	Refused – will provide little added value.	Board Member
For the Council to offer a greater number of meaningful work experiences places focused on BME groups to allow potential	Agreed	Board Member

applicants to build a better understanding of the Council and be better prepared for selection processes.		
To build on the success of appointing a significant number of apprentices from BME groups and use these staff as mentors and ambassadors. For this work to be part of the training offer as a development opportunity.	Agreed	Board Member
To consider and bring forward ideas to break down the perception of some BME groups that “the City Council is not for us”. To consider within this how current employees can be used within outreach.	Agreed	Board Member
To show our commitment to addressing the anomalies within the selection process by providing some initial investment money to prepare candidates or potential candidates from BME groups for the selection process. To consider outcomes from this to support future investment in this area.	Agreed	Board Member
Educational attainment Investment Progress		
Scrutiny Committee – 4th. February 2014		
Recommendation	Outcome	Considered by
To welcome the continued investment and work in this area and to see both the evaluation of the Leadership programme and the Key Stage results as soon as they are available.	Noted	City Executive Board 12 th . February 2014

Covered Market Review		
Scrutiny Committee- 4th. February 2014		
Recommendation	Outcome	Considered by
<p>Recommendation 1 The Council should articulate its role in the Covered Market. The Panel believes that this should provide for greater emphasis on the civic importance of the Market and its contribution to the City.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 2 The Council should appoint a Market Manager who will be based in the Market and accessible to the traders. The role should include the following:</p> <ul style="list-style-type: none"> • Working with the Council and traders to develop the Market for the future, including discussions on the leasing structure and strategy, and the balance of trades • Spending the Councils allocated budget for the Market and commissioning services delivered within that • Promoting the market • Offering training and support for traders • Reviewing the website and keeping it up to date. 	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 3 In the longer term to evaluate all the options for the management of the market around criteria to be developed by the Market Manager, traders and the City Council.</p>	Agreed	City Executive Board 12 th . February 2014

<p>Recommendation 4 That early negotiations take place between the Council and traders to determine the best rental and licensing structure with the aim of moving as quickly as possible to a clearer and more flexible leasing and licensing arrangement needed to improve relationships and provide the flexibility needed for success.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 5 That the Council moves as quickly as possible to improvements to the Market Street entrance to the Market, and begins negotiations with traders on their loading and unloading requirements with the aim of freeing space for the extension of outdoor trading. This should also include discussions on the provision of extra cycle parking.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 6 To come forward with temporary arrangements for more visible signage for the Market on High Street including options using the buildings above and free standing signs.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 7 To provide money as soon as possible for the improvement of the Market Avenues from High Street.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 8 The Council move to commission design options for changes to the Covered Market and for these to include better use of the service yard.</p>	Agreed	City Executive Board 12 th . February 2014

<p>Recommendation 9 That Council actively promotes and includes the Covered Market in their communications and event planning to take the opportunity to highlight the Market as a key destination and also attract a more diverse range of people into it.</p>	<p>Agreed</p>	<p>City Executive Board 12th. February 2014</p>
<p>Budget and MTFS Review 14/15 to 16/17</p> <p>Scrutiny Finance Panel – 27th. January 2014</p>		
<p>Recommendation</p>	<p>Outcome</p>	<p>Considered by</p>
<p>Recommendation 1 To welcome the changes in the methodology for calculating contingencies for the non-achievement of savings, efficiencies and income and change the ratings as proposed in the tables above. To leave the overall total as currently proposed in the budget.</p>	<p>Agreed</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 2 To adjust the budget as follows:</p> <ul style="list-style-type: none"> • Remove the £110k pressure for additional waste disposal costs because the Head of Service is no longer expecting these to be incurred. • To add an additional saving line for Housing and Property of £35k for supplies and services which is available to replace a saving that is very likely to be achieved. 	<p>Agreed with the exception of the first bullet point which is refused. The low carbon omission is £50k.</p>	<p>City Executive Board 12th. February 2014</p>

<ul style="list-style-type: none"> • To add an amount of at least £25k to the new investment “Low Carbon Oxford” budget line. • To reinstate at least half of the total of deleted community development grants to provide confidence of funding for the expected new initiatives in 14/15. • To keep under review the expected self-financing of the Design Review Panel. 		
<p>Recommendation 3 For City Executive Board to require the Chief Executive to set a clear process, criteria and expectation for invest to save bids and challenge the organisation to be more imaginative in this area.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 4 Investment is made in a market analysis of trading opportunities and the skills needed to take advantage of these. For the Trading Group to use this information to refocus the Council’s trading and investment work.</p>	Agreed	City Executive Board 12 th . February 2014
<p>Recommendation 5 That the impact of budget proposals on jobs is set within agreed criteria and then reconsidered within this MTFs.</p>	Refused. Only 1 omission which will be amended in the final budget proposals.	City Executive Board 12 th . February 2014
<p>Recommendation 6 The reporting and control of post reductions is reconciled more effectively to provide an accurate picture of the effects of budget changes in our establishment now and for the future.</p>	Agreed	City Executive Board 12 th . February 2014

<p>Recommendation 7 That a strategic “health check” is provided to ensure that the staff skill and experience level across the whole authority is maintained at high levels. For this to be reported at the beginning of each year.</p>	<p>Not agreed This Isn't the best strategic measure are we delivering against objectives? Operationally this is something management are constantly appraising through the Council's performance management system.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 8 To express concern at the absence of good quality outcome monitoring from the Council's investment in Youth Activities. To note that some better quality information is expected but, as this programme goes into its third year, to require this before the end of 13/14.</p>	<p>Agreed with amendment. Has already been recognised by officers.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 9 That the Council to take the Council Tax Freeze Grant should the Council Tax increase referendum trigger be set below 1.49%.</p>	<p>Refused. Would erode the base budget.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 10 That the prudent approach to the likely withdrawal of Revenue Support Grant is applied to the Housing Benefit Administration Grant and judgements are made and reflected in the budget of the likely loss of some grant between 15/16 and 17/18.</p>	<p>Refused. Specific grant so will reduce spending within the same profile as reducing grant.</p>	<p>City Executive Board 12th. February 2014</p>
<p>Recommendation 11 During the coming year to reappraise the current and likely trends within homelessness and related issues, to provide a</p>	<p>Agreed</p>	<p>City Executive Board 12th. February 2014</p>

clearer view of the capital and revenue effects and the need for and scale of reserves.		
Recommendation 12 To review procurement within the Capital Programme to remove some risk and ensure value for money. In particular to consider the merits of Framework Contracts.	Refused Framework Contracts are already used. Slippage is more about project management.	City Executive Board 12 th . February 2014
Recommendation 13 As investment with property funds increase to keep under review the need for provisions in the accounts for increases and reductions in property values.	Agreed	City Executive Board 12 th . February 2014
Treasury Management Strategy 14/15		
Scrutiny Finance Panel – 27th. January 2014		
Recommendation	Outcome	Considered by
Recommendation 1 To include a commentary on Community Infrastructure Levy income and spending within the Treasury Management Strategy.	Refused Too early to state the CIL level. A report will be coming forward to CEB but this is not a matter for the Treasury Management Strategy.	City Executive Board 12 th . February 2014
Recommendation 2 To adjust the reporting of Prudential Borrowing between internal and external borrowing.	Agreed with amendment. This can be determined from the report but clearer labelling will be provided in future.	City Executive Board 12 th . February 2014
Recommendation 3		City Executive Board

To provide for the Scrutiny Committee in March information on the risks and opportunities presented by the upward trend of accumulated balances within the HRA.	Agreed with amendment. Will provide but not until end of year reporting.	12 th . February 2014
Recommendation 4 To keep under review provisions reflecting increasing and reducing property values and report to the Scrutiny Committee the “triggers” for a change in the current approach.	Agreed.	City Executive Board 12 th . February 2014
Improving Quality in the Private Rented Sector		
Scrutiny Housing Panel 15th. January 2014.		
Recommendation	Outcome	Considered by
That it is not appropriate for the Council to establish a Local Lettings Agency with the purpose of driving up housing standards in the Private rented Sector in the City.	Agreed	Board Member.
That the Council should further consider alternative approaches to this, that would seek to achieve the same policy objective through different means.	Agreed	Board Member
Satisfaction with Parks		
Scrutiny housing Panel 15th. January 2014		
Recommendation	Outcome	Considered by

That actual users of the Parks should be consulted rather than using the Talk Back Panel, for example football clubs.	Agreed with amendment. This is done once a year	Head of Leisure Parks and Communities.
That Parks Friends/User groups should be surveyed on their satisfaction with their parks, groups that were established to work with the Council to improve parks and green spaces in the City.	Agreed with amendment. They have the opportunity to complete the annual satisfaction survey and sometimes volunteer to interview customers. Friends are also involved in the annual review of Park Management plans and help to set priorities for improvement.	Head of Leisure Parks and Communities.
That following the increased investment in parks, especially in play areas, this should be monitored to ensure that these facilities are maintained.	Agreed with amendment. This is monitored through CORVU	Head of Leisure Parks and Communities.

Community Engagement Plan		
Scrutiny Committee – 3rd. December 2013.		
Recommendation	Outcome	Considered by
To provide a clear statement in the Plan, supported by guidance to services, of the need for all engagement to link in order to deliver the overall aims of the Community Engagement Plan.	Agreed	City Executive Board 11 th . December 2013.
To ensure that the guidance and Tool Kit are fit for purpose for	Agreed	City Executive Board

the many diverse groups the Council is seeking to engage with.		11 th . December 2013.
To consider in the Community Engagement Plan the role played by councillors, how this is supported through advice and training and is linked into democratic processes.	Agreed	City Executive Board 11 th . December 2013.
In order to improve engagement in the consultation process of this document to include: <ul style="list-style-type: none"> • A simple questionnaire built around the main areas of consideration. • Examples of good and poor engagement activities. 	Awaiting	City Executive Board 11 th . December 2013.
To emphasis and give more weight in the Plan to looking for and encouraging engagement at a very local level to ensure communities can help shape decisions and issues that matter to them.	Agreed	City Executive Board 11 th . December 2013.
To recognise within the Plan and Tool Kit the importance of defining what might constitute a Hard to Reach Group as broadly as possible and on a case by case basis.	Agreed	City Executive Board 11 th . December 2013.
Housing Strategy – Refresh		
Scrutiny Housing Panel – 5th. December 2013.		
Recommendation	Outcome	Considered by
That the implementation of a new Landlord and Lettings Agencies Accreditation Scheme be publicised as widely as	Agreed	City Executive Board 11 th . December 2013.

possible to achieve the greatest impact and that the number of Landlords in the scheme be maximised.		
<p>Opportunities for young people that are NEAT</p> <p>Scrutiny Committee – 3rd. December 2013.</p>		
Recommendation	Outcome	Considered by
To look at the essential requirements for entry level jobs to ensure that there are no barriers to employment that aren't necessary or could be delivered through training, support or mentoring . When we are doing this to be prepared to take some chances in an effort to provide employment opportunities to those who would otherwise not be considered.	Agreed Will review essential criteria and report results to April meeting.	Head of Human Resources and Facilities.
<p>Treasury Management – Qtr. 2</p> <p>Scrutiny Finance Panel – 7th. November 2013.</p>		
Recommendation	Outcome	Considered by
The Finance Scrutiny Panel has serious concerns about the Co-operative Banks current position and their recent statements. The Panel wishes to see an urgent review of their position as the Council's in-house bank to allow for more informed choices to be made.	Agreed with amendment. Will retender at the end of the current contract – April 2015	City Executive Board 11 th . December 2013.

Should a change of in house bank prove prudent or necessary; to ensure that ethical standards and investment remain part of the specification.	Agreed	City Executive Board 11 th . December 2013.
To provide to the Panel in 6 months time a review of the performance of the Council's non specified investments considering in particular, diversity and mix, returns and a benchmark across the public sector for the percentage of funds allocated to this type of investment. To provide options based on this to increase returns. <input type="checkbox"/>	Agreed	City Executive Board 11 th . December 2013.
Oxpens Site Master Plan		
Scrutiny Committee 5th. November 2013.		
Recommendation	Outcome	Considered by
To support the Oxpens Site Master Plan noting the concerns made by some committee members.	Agreed with amendment. The Board commented that this an outline Master Plan and these concerns will be considered in more detail as we move forward through the planning process.	City Executive Board 13 th . November 2013.
Riverside Land Aquisition		
Scrutiny Committee 5th. November 2013		

Recommendation	Outcome	Considered by
To support the proposals in the report and ask the City Executive Board to note the offer of residents.	Agreed. Officer will talk directly to residents about their offer.	City Executive Board 13 th . November 2013.
Waste and Recycling Strategy		
Scrutiny Committee 5th. November 2013		
Recommendation	Outcome	Considered by
That the strategy reflects in its vision the view that waste is a resource and a commodity from which the Council can generate income, and that the Council should continually be looking for further opportunities to benefit financially from the waste that the City produces.	Agreed	City Executive Board 13 th . November 2013.
That CEB investigate and cost opportunities to pre-sort and divert recyclables from household waste collection before sending it to landfill.	Refused The Board Member agreed that this was needed within the County but the County Council has decided on incineration. Any consideration of an MRF provided by the City would be unaffordable. We are tackling these issues using other solutions.	
That the City Executive Board provide to the Scrutiny Committee more detailed information on the costing and	Agreed	

feasibility for the options to recycle food from flats that have been considered alongside the details of the current capital bid		
That CEB more actively use the penalty at its disposal to convince residents who do not present waste in the manner required.	Agreed	
That CEB investigate, through the Oxfordshire Waste Partnership, local opportunities to reduce excess packaging and reduce the use of plastic bags.	Agreed	
That CEB take all opportunities to promote the benefits of food waste separation to commercial customers and investigate opportunities to offer incentives to new business customers.	Agreed	
Performance Indicator LP106		
Scrutiny Committee – 1st. October 2013		
Recommendation	Outcome	Considered by
The Committee is pleased to see improvements in participation amongst target groups and looks forward to reviewing this data in more detail at the end of the year. The overall target improvement of 5% is consistently overachieved so the Committee want to see a more challenging target set to ensure that we are challenging the provider to do the best they can in this important community development area. The target should be at least that achieved in the previous year.	Refused RESPONSE: "While leisure usage by target groups continues to increase, we'd like to do better still. We're looking at why the increase in usage by target groups appears to have slowed down last quarter, including	Board Member for Leisure Services. Recommendation sent 8 th . October 2013.

	<p>the way usage is measured, the effect of weather conditions, and the deteriorating state of Temple Cowley Pool, as well as what more we could do to publicise what's available and make it more attractive.</p> <p>"The Council and Fusion remain determined to meet and exceed the 5% target, as we have in previous years. However, until the reasons for last quarter's performance have been determined and we have a slightly longer indication of trend to work with, I don't think it would be helpful to adjust the target. We will of course keep this under review."</p>	
<p>Operation of Neighbourhood Action Groups (NAGs)</p> <p>Scrutiny Committee – 1st. October 2013</p>		
<p>Recommendation</p>	<p>Outcome</p>	<p>Considered by</p>
<p>As a follow up, I have been asked to remind you that members of the Scrutiny Committee would be very grateful if you could reflect their views when next you contact the local Police Commander; and in particular if you could ask the Commander where he/she sees the role of NAGS – what is their priority in</p>	<p>Agree.</p> <p>Response from Cllr. Kennedy on the agenda.</p>	<p>Board Member for Education, Crime and Community Safety.</p> <p>Recommendation sent</p>

Police work?		2 nd . October 2013.
Grants Commissioning Review		
Scrutiny Committee – 1st. October 2013		
Recommendation	Outcome	Considered by
That a member of the Scrutiny Committee has a seat on the Welfare Reform Members Panel. This would be Councillor Coulter until May 2014.	Agreed with amendment. Scrutiny Councillor to have observer status on the Welfare reform Members Panel.	City Executive Board 9 th . October
City Deal Bid		
Scrutiny Committee – 1st. October 2013		
Recommendation	Outcome	Considered by
For the expected future reports (recommendation 4 in the report) to establish the principle of public scrutiny through Local Authority Scrutiny Committees and discuss how this might work.	Agreed	City Executive Board 9 th . October
In developing the ambitions and programmes within the “Skills “ heading for Joint Committee Members to ensure that education, training and apprenticeship programmes are accessible to all through local schools and other educational	Agreed	

bodies with an emphasis on early advice and guidance to young people so they are “work ready” for real jobs. For the emphasis of these programmes to be in areas of highest deprivation.		
Customer Contract Strategy		
Scrutiny Committee – 5th. September 2013		
Recommendation	Outcome	Considered by
To ensure that separate arrangements for consultation with the Business Community are included in the information gathering to inform the final Strategy.	Agreed	City Executive Board 11 th . September
To explore the use of Skype as a communication tool within this Strategy.	Agreed with Amendment Will explore Skype as a communication tool along with other methods rather than in isolation.	
To ensure that any service developments are evaluated financially around clear value for money principles.	Agreed	
Budget Spending – Qtr. 1		
Finance Scrutiny Panel – 6th. September 2013		
Recommendation	Outcome	Considered by

To express concern about the availability of resources to deliver the Capital Programme.	Noted – arrangements already being considered	City Executive Board 11 th . September
To reconsider the reporting of the Commercial Property rental measure using dates that align to produce a more accurate picture of performance.	Agreed	
That the City Executive Board bring forward their strategy for the provision of contingencies with the forthcoming medium Term Financial Strategy to the next meeting of the Panel in November.	Noted – will happen as part of the MTFS in December	
Treasury Management – Qtr. 1		
Finance Scrutiny Panel – 6th. September 2013		
Recommendation	Outcome	Considered by
To raise the non-specified investment limits from their current levels and redefine what is grouped in this area to manage risk, in an effort to encourage investment diversity and higher rates of return.	Refused	City Executive Board 11 th . September
Wherever it provides for good value for money to consider using investment funds for internal borrowing in order to avoid prudential borrowing.	Noted this is already done	
Allocation Scheme Review		
Housing Scrutiny Panel – 3rd. September 2013		

Recommendation	Outcome	Considered by
A Communication Strategy should be in place to explain the scheme as agreed, what it means for applicants alongside some general information on the likelihood of being housed. Communication should include the opportunity for feedback on the scheme itself and the understandability of it.	Agreed	City Executive Board 11 th . September
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: City Executive Board

Date: 10 April 2014

Report of: Head of Leisure, Parks and Communities

Title of Report: Fusion Lifestyle's 2014/ 2015 Annual Service Plan for the management of the council's leisure facilities

Summary and Recommendations

Purpose of report: The report recommends that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2014/15.

Key decision: Yes

Executive lead member: Councillor Mike Rowley

Policy Framework: - Leisure Facilities Review 2009 to 2013
- Sport & Physical Activity Strategy 2009 to 2014

Recommendation(s): That the City Executive Board endorses Fusion Lifestyle's Annual Service Plan for 2014/15.

Appendix One – Fusion Lifestyle's 2014/ 2015 Annual Service Plan

Appendix Two – Fusion Lifestyle's Annual Service Plan summary 2013/2014

Appendix Three – Risk register

Appendix Four – Initial Equality Impact Assessment

Introduction

- 1.1 In March 2009 the council entered into a contract with Fusion Lifestyle (Fusion) a social enterprise with charitable status to manage the Council's Leisure Facilities. The contract was for ten years, with a five year extension clause.
- 1.2 The contract with a social enterprise whose sole focus and extensive expertise is operating leisure facilities has greatly improved the user experience, alongside achieving savings of around £660,000 per year. Over this period the facilities that we are keeping have been greatly improved with around £4.6 million of investment, which has in the main been funded by the contract savings.

1.3 In February 2014 the City Executive Board agreed to extend the contract to for the development, management and operation of the City's leisure centres for a five year period to April 2024.

1.4 By progressing with the extension at this midway stage of the contract, the Council are able to bank significant revenue saving alongside advancing further contract improvements such as:

Staffing and Young People:

- Improved opportunities for apprenticeships
- Improved work experience opportunities
- Continued commitment to the Oxford Living Wage

Facility Improvements:

- Fusion will carry out and present an annual facility review of the Oxford Leisure Service to assist the parties to create an options plan, fully recognising current and changing market trends and best practice.

Competition Pool Development:

- Fusion will review all existing timetable arrangements at Temple Cowley and Blackbird Leys (old) Pool and draw up action plans to incorporate change for stakeholder engagement.
- Fusion will engage with partner organisations to implement a sport and community development plan.
- On completion of the development a multi-use games areas will be created in the existing construction compound.

Social Impact:

- Fusion will commission an independent study of the social impact of the provision of the Oxford Leisure Service.

1.5 Fusions 2014/15 Annual Service Plan (Plan) builds on the Council's approach to delivering world class leisure provision to Oxford residents.

1.6 Leisure provision in the city is continuously improving since the collaboration with Fusion in 2009 and supports the Council's strategic aims. The achievements to date can be summarised as:

- Usage has increased by 40 per cent on pre contract levels, now totalling around 1.3 million visits a year.
- The main increase in usage is in our target groups, which have increased by 118 per cent.

- The net subsidy per user has reduced from over £2 to 60 pence per user including utilities - a zero subsidy by 2016 is now forecast.
- Customer satisfaction levels of 96% (excluding those sites that have been replaced with the new pool in 2014).
- Quest (the sport and leisure industries quality assurance scheme) has been achieved and maintained at five centres.

1.7 The 2014/15 Plan is focused on delivering the Council's priorities in the most effective and efficient way and places significant focus upon:

- Accessible and affordable leisure opportunities through pricing structures at appropriate and inclusive levels.
- Improving health and well-being by positively promoting and delivering the benefits of healthy living and active lifestyles.
- Supporting the council's Youth Ambition Programme
- Tackling climate change and promote sustainable environmental resource management providing quality through continuous improvement.
- Driving value for money by ensuring that the leisure offering is of a high standard and innovative.

Development of the Annual Service Plan

2.1 The Plan was developed between Fusion and council officers and agreed by the Leisure Partnership Board. The Board consists of representatives from the following groups:

- Executive and opposition member for leisure
- Customers
- Health
- Older people
- Senior Council and Fusion Officers

The function of the Board is to oversee the delivery of the city's corporate objectives through the leisure contract.

2.2 Preparation of the 2014/15 Plan has incorporated:

- Review of performance from contract commencement
- Review of achievements in respect of national and industry relevant benchmarks
- Commitments and intentions set out in Fusion Lifestyles tender submission
- Liaison with stakeholders
- Linkage to the Council's corporate plan

2.3 A summary document will clearly set out the Plan headlines and be available to customers, staff and other key stakeholders. The document

will be printed in a format consistent to previous contract years. (Appendix Two, Fusion’s 2013/14 Summary Plan).

2014/15 Performance Targets ¹

3.1 Key targets committed to in the 2014 /15 Plan include:

Key 2013/ 2014 objectives	2013/14 target	2014/15 estimated target
To reduce the subsidy per user in leisure facilities	65 pence	44 pence ²
year-on-year increase in participation by users resident in the most deprived wards in the city	114,300 visits	117,700 visits
year-on-year increase in participation by users aged over 50 years of age	84,400 visits	86,500 visits
year-on-year increase in participation by Women and girls.	398,000 visits	410,000 visits
year-on-year increase in participation by users aged under 16 years.	128,000 visits	131,840 visits
year-on-year increase in participation by users from Black, Minority and Ethnic groups.	77,300 visits	79,600 visits
year-on-year increase in participation by disabled users.	15,700 visits	16,000 visits
Maintain Customer satisfaction levels above 95%.	96 per cent	96 per cent
To retain Quest accreditation at five facilities at least “good” level	5 facilities	5 facilities
Reduce utility consumption against the 2013/14 baseline.	2 per cent	2 per cent

Performance management

4.1 There will be an on-going review and monitoring process for the plan. This will incorporate management scrutiny, monthly client performance reports, monthly meetings between key representatives of the Council and Fusion, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2015/16 planning process.

Level of risk

5.1 There is a medium level of risk to service provision. Descriptions and mitigation for this level of risk are demonstrated in the Risk Register, (Appendix Three).

¹ Based on April 2013 to January 2014 visits

² Based on the extended contract financial schedule

Climate change / environmental impact

6.1 The Plan has targets and actions that will have a positive environmental impact. These contribute to the Council's commitment for tackling climate change, promoting sustainable environmental resources, and to the reduction of carbon and water. Actions within the Plan support the Council's Carbon Management Plan,

Equalities impact

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

Financial implications

8.1 Savings from the contract with Fusion are already reflected in the council's budget and the risk for achieving these is Fusions. The management agreement also contains provisions to share profits that are made above those agreed when the contract was agreed.

Legal Implications

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

Name and contact details of author:-

Name: Ian Brooke

Job title: Head of Service

Service Area / Department: Leisure, Parks and Communities

Tel: 01865 252707 e-mail: ibrooke@oxford.gov.uk

Version number: Draft 4.2

Appendix Three: Fusion Lifestyle 2014/ 2015 Annual Service Plan for the management of the Council's leisure facilities.

Risk Implications

Risk				Gross Risk		Current Risk		Residual Risk		Owner	Control Description
Description	Cause	Consequence	Date raised	I	P	I	P	I	P		
Dissatisfaction with delivery of leisure provision	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan; Poor development of objectives and targets in respect of achieving the council's aspirations and vision.	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity	21 Feb 14	2	2	2	2	1	1	Head of Service	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.
The 2014/ 2015 Annual Service Plan strategic aims do not reflect corporate priorities	Lack of assimilation with the Councils Corporate Plan	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	21 Feb 14	3	3	3	3	2	1	Head of Service	Strategic direction from the Leisure Partnership Board and Council Leisure Delivery Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2013/ 2014 Fusion Lifestyle Annual Service Plan.
Failure to achieve the commitment to accessible savings	Lack of financial consideration and planning within the delivery strands of the 2014/ 2015 Annual Service Plan.	Value for money not achieved.	21 Feb 14	3	3	3	3	3	1	Head of Service	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.
Business Continuity Planning	Failure to maintain an up to date Business Continuity Plan.	Leisure centres being unable to operate for a period of time.									Regular review of current Business Continuity Plan and annual testing of plan.

				3	2	2	2	2	2		
Reputational Risk	Failure to manage repercussions following a serious event at a centre	Reputation loss of Oxford City Council		2	3	1	2	1	2		Emergency Plan for control of media exposure. Health & Safety monitoring and reporting regime in place and externally audited.

Appendix Four: Fusion Lifestyle 2014/ 2015 Annual Service Plan for the management of the Council's leisure facilities.

Initial Equalities Impact Assessment

Service Area: Leisure, Parks and Communities	Section: Leisure management contract	Key person responsible for the assessment: Leisure and Performance Manager	Date of Assessment: 21 February 2014
Is this assessment in the Corporate Equality Impact assessment Timetable for 2013-2015?	Yes	No	
Name of the Policy to be assessed: 06 <ul style="list-style-type: none"> • Leisure Facility Review 2009/2013 • Sport & Physical Activity Strategy 2009/2014. Fusion Lifestyle's 2014/ 2015 Annual Service Plan for the management of the Council's leisure facilities.	Is this a new or existing policy	Existing	

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

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The overriding objectives of the leisure management contract are:

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

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

- Charging at market rate for those that can afford and running a highly cost effective service so that a surplus is created to fund a progressive concessions programme.
- Central part of the Corporate Plan for 2014-2018

The vision for delivery of leisure facility provision is to:

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

<p>2. Are there any associated objectives of the policy, please explain</p>	<p>The Leisure Facility Review (May 2009) detailed the Council's strategic approach to developing a city wide leisure offer that includes all facilities irrespective of ownership across the city. The review detailed a sustainable way forward for our leisure facilities, of which two are in poor condition.</p>
<p>3. Who is intended to benefit from the policy and in what way</p>	<ul style="list-style-type: none"> • Users of all leisure facilities in Oxford; • Local tax payers; • Target Groups: Those under the age of 16 and over the age of 50 years; Black, Minority and Ethnic groups; those with disability; Women and girls; Those resident in the most deprived areas of the City; those on a low income (and their dependants). • City communities.
<p>4. What outcomes are wanted from this policy?</p> <p>The policy is intrinsically linked to enabling the delivery of the Council's Corporate Plan, and has been developed to clearly set the objectives and targets in respect of achieving the council's aspirations and vision for delivering modern world-class leisure services.</p> <p>The vision for delivery of leisure facility provision is to:</p> <ul style="list-style-type: none"> • Continuously improve the service for all users • Reduce the subsidy per user • Provide greater energy efficiency from the leisure facilities • Offer modern world-class leisure facilities to enhance the quality of life for everyone. • Targeted improvements in use by under-represented groups, women, older people, BME. 	
<p>5. What factors/forces could contribute/detract from the outcomes?</p>	<ul style="list-style-type: none"> • The general economic climate. • Competition from the wider leisure industry.

<p>6. Who are the main stakeholders in relation to the policy</p>	<ul style="list-style-type: none"> - Oxford City Council; - Councillors; - Fusion Lifestyle; - Facility users; - Residents; - Partners 	<p>7. Who implements the policy and who is responsible for the policy?</p>	<p>Leisure, Parks and Communities; Executive Director Community Services</p>
<p>8. Are there concerns that the policy <i>could</i> have a differential impact on racial groups?</p>	<p style="text-align: center;">No</p>	<p style="text-align: center;">No</p>	
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to racial group.</p> <p>Fusion maintains association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.</p>		

<p>9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?</p>	<p>Yes</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p> <p style="text-align: center;">06</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to gender.</p> <p>Fusion Lifestyle has secured funding to employ an Oxford City Active Women coordinator. Active Women is a project being driven by Sport England to get more women from disadvantaged communities, and more women caring for children, playing sport. The sessions are specifically designed for local women and aim to make it as easy as possible to participate and provision includes tennis, jogging, football, netball, badminton, trampolining, basketball and swimming.</p>	

10. Are there concerns that the policy could have a differential impact due disability?

No

No

What existing evidence (either presumed or otherwise) do you have for this?

A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.

Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.

Key elements of Fusions sports and community development plan are:

- Research; Consultation; Programming; Pricing; Promotion; Partnerships.

Those entitled to disability benefits, and their dependants are entitled to excellent discounts through the Bonus concessionary membership scheme.

Fusion Lifestyle has an active partnership with disability swimming group ‘Oxford Swans’ who hold sessions at Ferry Leisure Centre and Temple Cowley Pools.

Facilities comply with DDA legislation and development schemes progressed in partnership with Fusion Lifestyle give full consideration to needs of this target group.

11. Are there concerns that the policy could have a differential impact on people due to sexual orientation?

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No

What existing evidence (either presumed or otherwise) do you have for this?

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A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.

Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.

Key elements of Fusions sports and community development plan are:

- Research; Consultation; Programming; Pricing; Promotion; Partnerships.

There is no pricing differentiation due to sexual orientation.

12. Are there concerns that the policy could have a differential impact on people due to their age?

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No

What existing evidence (either presumed or otherwise) do you have for this?

A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.

Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.

Key elements of Fusions sports and community development plan are:

- Research; Consultation; Programming; Pricing; Promotion; Partnerships.

Concessionary fees and charges are available to these targeted groups. Additionally the Council continues to provide targeted free swimming and free swimming lessons for those aged under 17 years of age and resident in the City.

Fusion offer Primetime sessions for those aged 50 years and over.

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

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No

What existing evidence (either presumed or otherwise) do you have for this?

A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.

Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.

Key elements of Fusions sports and community development plan are:

- Research; Consultation; Programming; Pricing; Promotion; Partnerships.

There is no pricing differentiation due to religious belief.

Fusion activity programming includes ladies only sessions and swimming lessons (i.e. Temple Cowley Pool and Ferry Leisure Centre).

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17. Are there implications for the Service Plans?			YES	No	18. Date the Service Plan will be updated	April 2014	19. Date copy sent to Equalities Officer	TBC
20. Date reported to Equalities Board:			n/a		Date to Scrutiny and CEB	9 April 2014	21. Date published	TBC
14. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy?	☒	No	15. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason				☒	No
16. Should the policy proceed to a partial impact assessment?	☒	No	If Yes, is there enough evidence to proceed to a full EIA:				No	
			Date on which Partial or Full impact assessment to be completed by				n/a	

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

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

Leisure, Parks & Communities:
Head of Service
Leisure and Performance Manager

People & Equalities:
Equalities & Diversity Business Partner

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ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2014**

To **March 2015**

SUBMITTED BY:

[Redacted Signature Box]

Divisional Business Manager



SERVICE PLANNING EXECUTIVE SUMMARY

INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2014 to March 2015.

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

The Annual Service Plan incorporates an executive summary, a review of previous years, a description of the planning context, details of the strategic objectives for 2014/15, specific action plans in respect of those strategic objectives and a risk analysis;

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

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

The ongoing review and monitoring process will incorporate ongoing management scrutiny, monthly update reports, monthly meetings between key representatives of Fusion and the Council, quarterly Partnership Board meetings and a formal review in advance of the 2015/16 service planning process.

FINANCIAL:

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

* F1 To deliver a 10% year-on-year reduction in subsidy per user

Key actions include complete compliance with financial policies and procedures, the instigation of monthly trading (financial review) meetings and the introduction of new products and services;

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

Key actions include implementation of 2014/15 pricing proposals, including general RPI increases across core prices and planning for 2015/16 pricing.

PARTICIPATION:

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

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

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

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

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include OCC sports development and PCT in the further development of the healthy living initiatives;

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

Key actions include: development of children's party, aquatics and holiday programme products, work with relevant local stakeholder groups and improved work with schools;

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

Key actions include: mail campaigning, work with relevant local stakeholder groups, development of community ambassadors and development of specific programmes and activities;

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

Key actions include: development of specific access awareness, work with relevant local stakeholder groups IFI accreditation and development of specific programmes and activities;

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

Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, and review of the free swimming hours;

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

Key actions include: implementation of revised aquatics product and development of a programme of relevant add-ons;

* P8 To improve general access to all sites

Key action is delivery of action plans based on specific access surveys.

* P9 To deliver a 3% increase in participation by female users

Key actions will be to work within the 'Active Women Project' supported by key partners and funded by Sport England

CUSTOMER RELATIONS:

Three strategic objectives have been identified in respect of "customer satisfaction" issues:

- * CR 1 To maintain customer satisfaction levels at leisure facilities above 95%

Key actions include full compliance with all Fusion customer care procedures, consistent application of processes in respect of User Groups, customer forums, management surgeries and planned actions following completion of NBS surveys;

- * CR 2 To fully comply with Fusion's customer relations programmes

Key action is delivery of action plans based on a specific reviews and results of customer relations programmes;

- * CR 3 To deliver a reduction of 5% in annual attrition levels for Slice Card memberships

Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys.

HEALTH AND SAFETY:

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

- * HS1 To ensure 100% compliance with Fusion H&S policies and procedures

Key actions include continued review of compliance, regular audits and ongoing improvement plans.

FACILITY MANAGEMENT:

Seven strategic objectives have been identified in respect of "facility management" issues:

- * FM1 To achieve average Base Camp inspection scores of at least 95% across all facilities

Key actions include 100% compliance with procedures, regular review of failure trends, implementation of remedial plans and further development of the Base Camp inspections;

- * FM2 To engage fully with the Council's priority " To tackle climate change and promote sustainable environmental resource management" and to contribute the Council's delivery of a 5% reduction in carbon emissions year-on-year and 3% reduction in water usage

Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward lifecycle and development works;

- * FM3 To reduce general refuse by 25% and to increase recycling waste by 25%

Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans;

- * FM4 To ensure that high standards of cleaning are achieved at all times

Key actions include establishment and delivery of regular, deep and specialist cleaning programmes, regular review of effectiveness of cleaning and clear communication of cleaning standards;

- * FM5 To ensure that high standards of repair and maintenance are achieved at all times

Key actions include review of performance of FM subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;

- * FM6 To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C. - To achieve Excellent at one centre

Key actions include: IMS audit, delivery of mystery shops and implementation of relevant continuous improvement plans.

- * FM7 To maintain quality ' Integrated Management Systems' (IMS) procedures across all sites.

Key actions include implementing improvement action plans to embed any updated systems of operation

STAFFING:

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

- * S1 To ensure that the Right People are in the Right Place at the Right Time

Key actions include implementation of standard management and staffing structures, full compliance with HR policies and procedures, delivery of training and personal development plans and implementation of succession plan;

- * S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall

Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes;

- * S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community

Key actions include formal analysis of current workforce, development of specific action plans and delivery of relevant training.

MARKETING:

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

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

Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and ongoing liaison with representatives from Council comms department;

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

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

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

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

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

Key actions to include: Websites and social media are kept up to date and are innovative

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

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

M6 To launch new collateral designs and reduce print wastage

Launch new concept marketing designs and literature and reduce waste

SPORTS AND COMMUNITY DEVELOPMENT:

Seven strategic objectives have been identified in respect of "sports and community development" issues:

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

Key actions include the updating of the specific list of relevant stakeholders, development of planned consultation/liaison, work with the Council's sports development team and delivery of joint initiatives;

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

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

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

Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements;

* SCD4 To maximise the benefits of elite sport representation throughout the county and maximise the opportunities at the Oxford Ice Rink raised by the winter Olympics and the opportunities at other centres raised by the Commonwealth Games

Key actions include communication of BOA and FANS/FACS schemes and continued development of Oxford-specific 2013 plan;

* SCD5 To proactively explore opportunities for external funding

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

* SCD6 To positively promote the benefits of healthy living and active lifestyles

Key actions include use of SCD notice board and development of joint initiatives with key partners.

SCD7 Develop & maintain relationships with schools and educational groups

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

FACILITY DEVELOPMENTS:

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

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

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

PARTNERSHIP DEVELOPMENT:

Five strategic objectives have been identified in respect of "partnership development" issues:

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

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

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

Key actions include consideration of opportunities at Alexandra Park, Rose Hill and Horspath Track;

* PD3 To support the Council in the delivery of a new competition standard pool and decommissioning of Temple Cowley Pools and Blackbird Leys Pool

Key actions include delivery of agreed plans;

* PD4 To support the Council in exploring the possibility of developing a residents card in Oxford

Key actions include delivery of agreed course of action;

* PD5 To optimise the development of the partnership between Fusion and Oxford City Council

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

INTRODUCTION

INTRODUCTION TO THE ANNUAL SERVICE PLAN:

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

The management contract incorporates the delivery of services of the City Council's main seven leisure facilities, as follows: Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools.

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

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2014 to March 2015.

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

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

PREPARATION OF THE ANNUAL SERVICE PLAN:

The Annual Service planning process has incorporated the following elements:

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

CONTENTS OF THE ANNUAL SERVICE PLAN:

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

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

COMMUNICATION OF THE ANNUAL SERVICE PLAN:

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

- * September '13: Partnership Board initial discussion regarding primary service objectives;
- * December '13: Presentation of draft Annual Service Plan to Partnership Board;
- * April'14: Agreement of Annual Service Plan by OCC Executive Board.

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

- * January 2014: communication to City Council's City Executive Board;
- * February 2014: communication to Fusion management team and staff;
- * April 2014: communication to customers and key stakeholders.

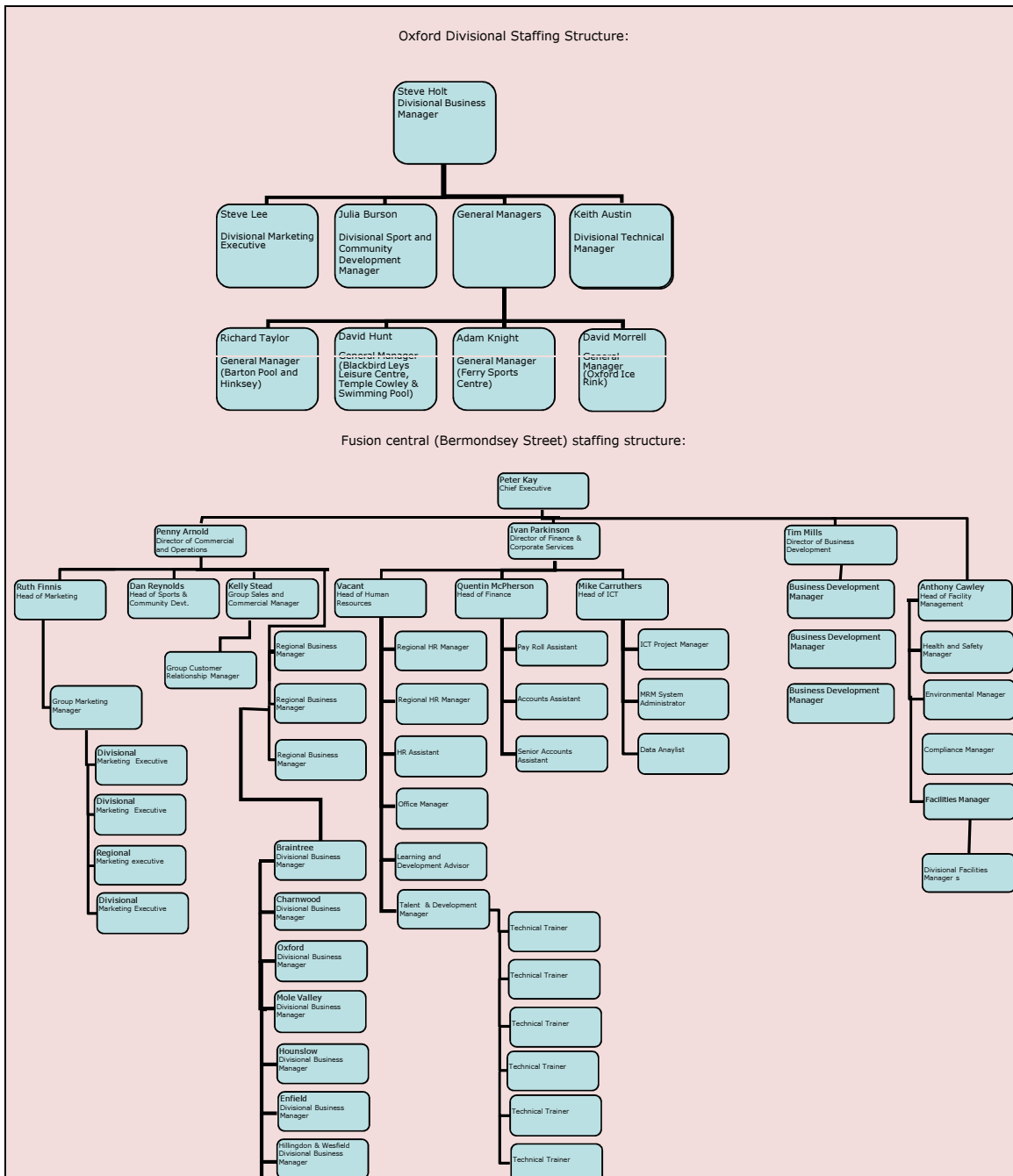
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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

The ongoing review and monitoring process will incorporate the following elements:

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

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



PERFORMANCE REVIEW 2013/14

INTRODUCTION:

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

The Performance Review element of the Annual Service Plan will incorporate a review of performance against the Annual Service Plan for period to April 2013 to March 2014. This Performance Review incorporates each of the headed areas within the plan: Finance, Participation, Customer Satisfaction, Health and Safety Facility Management, Staffing, Marketing, Sport and Community Development, Facility Development & Partnership Development.

FINANCIAL:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS

F 1. To deliver a 10% year on year reduction in subsidy per user

* Subsidy per user has reduced by xx% on previous year 2012/13

* Completed audit of all Fusion financial management policies and procedures and implemented action plans.

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

* 2012/13 prices reviewed in line with RPI and VAT increases.

PARTICIPATION:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS

P1. To deliver a 5% year on year increase in participation by users resident in the most deprived areas of the city

- * Identification and monitoring of deprived wards and targeted streets has been reviewed.
- * Participation has increased by xx%.

P2. To deliver a 5% year on year increase in participation by users over 50

- * A xx% increase in users aged Over 50

P3. To deliver a 5 % year on year increase in participation by users under the age of 16

- * A xx% increase in users under the age of 16

P4. To deliver a 5 % year on year increase in participation by users from BME groups

- * A xx% increase in BME users

P5. To deliver a 5% year on year increase in participation by disabled users

- * a xx% increase in usage by disabled users

P6. To deliver a 5% year on year increase in participation for junior swimming

- * a xx% reduction in the Junior free swim scheme

P7. To deliver a 3% year on year increase in participation on the 60+ swimming scheme

- * A xx% reduction in 60+ swim participation

P8. To improve general access to all sites

- * Brown road signage improved at Hinksey Outdoor Pool and revised audit and plan completed for other sites.
- * Improvement works designed to ensure complete access

P9. To deliver a 5% year-on-year increase in participation in Women and Girls Activities

- * A xx% increase in Women and Girls participation.

KEY OUTSTANDING ACTIONS:

CUSTOMER SATISFACTION:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

CR1 To improve customer satisfaction with the leisure facilities by 2%

* National Benchmarking Surveys (NBS) undertaken at Ferry Leisure Centre, Blackbird Leys Leisure Centre, Barton Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink.

* Overall customer satisfaction of leisure facilities decreased by xx% to xx%

CR2 To fully embed customer care programmes for cultural change

* Customer care training embedded within the staff induction programme. Rolled out 'Delivering Customer Service Training' and 'Managing Customer Service Training' to managers and staff.

CR3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card Membership

* User groups, customer forums and management forums held at each site

* Monitoring of membership attrition undertaken. Monitoring undertaken with 50% of those cancelled surveyed to establish reasons for leaving.

* 2013 attrition levels increased by xx% compared to 2012

HEALTH AND SAFETY:

<p style="text-align: center;"><u>Delivery of Annual Service Plan actions/targets:</u></p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p style="text-align: center;"><u>HS1. To ensure 100% compliance with Fusion H&S policies and procedures</u></p> <p>* Compliance scores: Barton Leisure Centre xx%, Blackbird Leys Leisure Centre xx%, Blackbird Leys Pool xx%, Ferry Leisure Centre xx%, Hinksey Outdoor Pool xx%, Temple Cowley Pools xx%.</p> <p>* All Oxford sites fully compliant with OHSAS audit of health and safety management.</p>

FACILITY MANAGEMENT:

<p style="text-align: center;"><u>Delivery of Annual Service Plan actions/targets:</u></p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p style="text-align: center;"><u>FM1. To achieve an average Base Camp inspection scores of at least 95% across all facilities</u></p> <p>* Base camp score is xx%</p> <p>* Maintained ISO 14001 following external assessment</p> <p style="text-align: center;"><u>FM2. To engage fully with the 10:10 challenge and to contribute to the Council's delivery of a 10% reduction to carbon emissions in 2010.</u></p> <p>* Maintained ISO 14002 accreditation in Oxford.</p> <p>* Reduced Gas consumption at Oxford Ice Rink by xx%</p> <p>* Reduced electricity consumption at Blackbird Leys Leisure Centre by xx%, Blackbird Leys Pool by xx%, Ferry Leisure Centre by x%, Oxford Ice Rink by x%, Temple Cowley by xx% and Hinksey Outdoor Pool by x%.</p> <p style="text-align: center;"><u>FM3. To reduce general refuse by 25% and to increase recycling waste by 25%</u></p> <p>* Action plans created and implemented to reduce the general waste and increase recycling</p> <p style="text-align: center;"><u>FM4. To ensure that high standards of cleaning are achieved at all times</u></p> <p>* xx% of all scheduled cleaning tasks undertaken</p> <p style="text-align: center;"><u>FM5. To ensure that high standards of repair and maintenance are achieved at all times.</u></p> <p>* Review of contractors performance reviewed on a quarterly basis with any remedial actions taken.</p> <p>* xx% of Planned Preventative Maintenance undertaken.</p> <p>* 2013/14 works undertaken.</p> <p style="text-align: center;"><u>FM6. To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.</u></p> <p>* Quest accreditation maintained at Barton Leisure Centre, Blackbird Leys Leisure Centre, Hinksey Outdoor Pool, Ferry Leisure Centre and Oxford Ice Rink at a rating of 'Good' and a direction of travel that is showing improvement</p> <p>* Service improvement plans maintained and actioned</p> <p style="text-align: center;"><u>FM7. To maintain adherence to Fusion's quality ' Integrated Management Systems' (IMS) procedures across all sites</u></p> <p>* IMS audits and updates undertaken</p> <p style="text-align: center;"><u>KEY OUTSTANDING ACTIONS</u></p> <p>* Agreement of baseline waste measurement</p>
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STAFFING:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

S1. To ensure that the Right People are in the Right Place at the Right Time

- * Appraisals undertaken for staff within Oxford
- * Rolled out 'Delivering Customer Service Training'
- * Completion of all staff's full Training Needs Analysis

S2. To achieve 72% staff satisfaction across each equality strand and overall

- * Full compliance with Fusion's HR policies and procedures

S3. To ensure that Fusion workforce in Oxford is as representative as possible of the local community

- * Formal analysis undertaken to monitor equity and diversity of workforce
- * Introduced new induction programme for all new staff

KEY OUTSTANDING ACTIONS:

- * Completion of the Fusion colleague engagement survey

MARKETING:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

M1. To deliver a proactive approach to PR, such as facility and service successes are communicated and celebrated

- * Established clear PR, branding & communications working guidelines with Oxford City Council and reviewed KPIs
- * Meeting schedules planned and undertaken with OCC communications and branding team.

M2. To deliver a 1% increase in concessionary membership

- * xx% year-on-year reduction in bonus Slice members.
- * List of targeted deprived wards and streets reviewed and agreed.
- * Core literature reviewed and made available within sites and websites updated.
- * Specific marketing plan aimed at deprived areas established with actions undertaken.
- * Discount learn to swim schemes undertaken targeted at those in deprived wards.

M3. To deliver a 5% increase in total membership

- * xx% increase in centre memberships & xx% increase in Reward Card holders

M4. To ensure that the products and services offered by the leisure services are of a high standard, innovative and attractive

- * Successfully relaunched refurbished facilities at the Oxford Ice rink, Spin Studio at Barton Leisure Centre and Café at Ferry Leisure Centre.
- * Introduced new Children's Party product for Toddler World at Blackbird Leys Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre
- * Developed specific marketing plans for all centres

M5. To establish and maintain the highest standards of facility presentation

- * Undertaken regular Audits and appropriate action plans against Fusion's 'Customer Journey' concept.

M6. To establish and maintain the highest standard of web and social media promotion

- * Maintained internal protocols to ensure all website information is current and well presented
- * Adhered to clear policies on the use of social media

KEY OUTSTANDING ACTIONS:

SPORTS AND COMMUNITY DEVELOPMENT:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

SD1 To develop positive and proactive partnerships with key local stakeholders

- * Register of Key stakeholders reviewed with initiatives established with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'
- * Initiatives established and maintained with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'
- * Meetings established with Oxford City Council development Officers with compatible objectives and action plan produced.
 - * Representation made at Community Sport Network meetings

SD2. To develop positive and proactive relationships with local sports clubs

- * Register of all Sports Clubs and groups using the leisure facilities reviewed.
- * Quarterly meetings held with the City of Oxford Swimming Club.

SD3. To ensure that all facility programmes are exciting, innovative and attractive to users and potential users

- * Swimming Pool timetables reviewed at Barton Leisure Centre, Ferry Leisure Centre, Blackbird Leys Pool, Hinksey pool and Temple Cowley Pool
 - * Reviewed sports hall programmes at Ferry Leisure Centre and Blackbird Leys Leisure Centre.
 - * Studio activities reviewed 3 times per year with changes to programme implemented
 - * Ice Rink programme reviewed and action plan produced

SD4. To continually update and implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics

- * Action plan created
 - * Reviewed FANS, BOA & FACS as part of the Olympic 2012 initiative and post olympics
 - * Supported event leading upto and beyond the Olympics 2012

SD5. To proactively explore opportunities for external funding

- * 37K Funding continues with the Go-Active scheme for project aimed at increasing women participation

SD6. To positively promote the benefits of healthy living and active lifestyles

- * GP referral Action Plan revised and developed
- * Developed and promoted 'Active Women' activities utilising funded monies
 - * Supported the Council's 'Youth Ambition Programme'
 - * Cardiac Rhabilitation supported at Blackbird Leys Leisure Centre

KEY OUTSTANDING ACTIONS:

- *Achieve ISPAL Sports Development Award 'Active Mark'

FACILITY DEVELOPMENTS:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

FD1. To develop a programme of other facility development proposals in the leisure facilities and where these are agreed deliver such developments

- * Delivered Phase 2 developments at Oxford Ice Rink and Barton Leisure Centre. Café development at Ferry leisure Centre completed
 - * Support given for the proposed development of the new swimming pool at Blackbird Leys Leisure Centre.

KEY OUTSTANDING ACTIONS:

- * Agreement of final development plans for Ferry Leisure Centre soft play and spin studio

PARTNERSHIP DEVELOPMENT:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

PD1 To ensure 100% compliance with all agreed meetings, reporting and performance monitoring requirements.

- * All reporting dates agreed for Client/Contractor meetings
 - * Client report format reviewed and amended.
 - * 100% compliance with agreed report deadlines

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

- * Proposals issued to Oxford City Council for the possible operation of the tennis courts at Alexandra Park
 - * Interest vested in the possible management of Horsepath Athletics Stadium
- * Interest vested in the possible opportunity to design, build and operate an indoor football facility

PD3. To support the Council in the delivery of a new competition pool

- * Full liaison and support with Oxford City Council in respect of the new swimming Pool development at Blackbird Leys Leisure Centre

PD4. To support the Council in exploring the possibility of developing a resident card in Oxford

- * Full support and consideration offered.

PD5. To optimise the development of partnership between Fusion and Oxford City Council

- * Process reviewed to ensure good working relationships are maintained
- * Strategic Management meetings and Partnership Board meetings held quarterly

SERVICE PLANNING CONTEXT

INTRODUCTION:

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

- * the objectives as set out by the Partnership Board;
- * Fusion's corporate objectives as reflected in the company's 1 and 3-year Business Plans
- * the analysis of contract performance to date;
- * the commitments and intentions set out in Fusion's BAFO tender submission;
- * the findings of the Sport England National Benchmarking Surveys undertaken in respect of 5 of the facilities;
- * the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.
- * the results and analysis of Fusion's Mystery Visit programme

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

PARTNERSHIP BOARD OBJECTIVES:

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

The specific themes identified for service performance in 2014/15 are as follows:

- * continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions and a 3% reduction in water (PB 1);
- * continued engagement with and participation by the Council's target groups, as follows: 3% increase in participation by users resident in the most deprived wards in Oxford, 3% increase in participation by users who are members of BME groups, 3% increase in participation by users with disabilities, 3% increase in participation in the junior free swim scheme. 5% increase in under 16s participation; 5% increase in Women participation (PB 2)
- * maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB 3);
- * improving access to the facilities (e.g. car parking) (PB 4)
- * to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB 5).
- * to improve the health and well-being of local communities by engaging people in physical activity (PB 6)
- * to provide diversionary activities to reduce crime and anti-social behavior (PB 7)

OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2013-2017 and those objectives with specific relevance to the leisure facilities are as summarised below:

- * **Vibrant, sustainable economy:** "...Over the next 4 years, the city council will address 3 key issues to build a vibrant sustainable economy and jobs: 1. Promote the growth of enterprise, the knowledge based economy, and jobs. 2. Improve the skills of the workforce; 3. Increase the availability of land for commercial development. Oxford City's to invest around £68m into the local economy creating 900 new jobs - building new houses and improving the city's leisure facilities, OCC will increase the proportion of apprenticeships created through £50,000 Council investment, invest £400,000 over next 4 years in education and leadership programmes and encourage commercial development e.g Northern Gateway... (OCC 1).
- * **Meeting Housing Needs:** Deliver a programme of building new homes and community facilities across the city. (OCC 2);
- * **Strong, Active Communities:** Communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities. We will "... *promote youth ambition*, offering young people to share their experiences with others, and help to build social cohesion; *support older people*, working with other agencies Age UK and the over 50's group to improve services for older people; *encourage our communities promote health living*, continue to improve leisure provision by progressing the build of a new competition standard swimming pool in Blackbird Leys, working in partnership to deliver the GO Active programme to get more people active in the city; *build safer communities*, investing in the Positive Futures Programme to offer alternative activities to other people who might otherwise be drawn into various forms of anti-social behavior; *celebrate One City Oxford*, leading a partnership based approach to developing and improving cultural life of the city. (OCC 3);
- * **Cleaner, Greener Oxford:** The City Council's ambition is a cleaner, greener Oxford: in the city centre, in our neighbourhoods and in all public spaces. The city council is addressing five key issues: 1. recycling and refuse collection; 2. Improving cleanliness in the streets, neighbourhoods and open spaces; 3. Reducing the council's carbon footprint; 4. Reducing the city's carbon footprint; and 5. Transport. (OCC 4);

* **Efficient, Effective Council:** Oxford City Council's ambition is "...to be a flexible and accessible organisation, delivering high quality, value for money services." The Council is focusing on 5 key areas to drive further efficiency: 1. *The Customer First programme*; seeking to improve customer excellence and gain accreditation 2. *Improving our processes*; undertaking fundamental whole-service reviews and introducing quality management systems. 3. *Better procurement and contract management*; developing a corporate approach to managing contracts. 4. *Trading and business development*; to grow external revenue by seeking to bring in additional revenues from the provision of services to other external agencies; and 5. Organisational development, restructuring services to integrate and align teams....develop and retain high performing and motivated workforce. (OCC 5).

Further, the Council has drawn up a specific Sports Strategy which seeks to achieve the following objectives:

- * to crystallise the Council's role in providing a Sport & Physical Activity offer;
- * to show how the Council links in to the Sport & Physical Activity national & local priorities and agendas;
- * to identify and evidence the key Focus Sports for the Council (confirmed as swimming, football, skating & StreetSports, with other prioritised sports being badminton, dance, tennis, rugby, cricket & athletics);
- * to identify key challenging sporting projects within the City leisure service area and prioritise them accordingly;

The Sports Strategy incorporates a Sports and Physical Activity Action Plan with the following key elements:

- * to deliver key projects (e.g. competition-standard-pool, Barton pavilion, five-a-side facility);
- * to improve governance (e.g. chair CSN, attendance at relevant stakeholder meetings);
- * to review focus sports;
- * to improve performance management;
- * to increase participation;
- * to ensure City Leisure is resourced effectively;
- * to ensure effective access to leisure facilities.

FUSION CORPORATE OBJECTIVES:

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

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

The specific targets specifically established for 2013 are as follows:

- * to deliver a 5% year-on-year increase on like-for-like income (Fus 1);
- * to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts (Fus 2);
- * to deliver a surplus margin of 5% (Fus 3);
- * to ensure 97% "good"/"excellent" for overall customer satisfaction and 100% "good"/"excellent" for staff (Fus 4);
- * to reduce attrition of subscription memberships to less than 50% per annum (Fus 5);
- * to deliver a 5% year-on-year increase in like-for-like general participation (Fus 6);
- * to deliver a 5% year-on-year increase in like-for-like participation by target groups (Fus 7);
- * to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores (Fus 8);
- * to deliver Quest accreditation rating of "Good"; Mystery Visit scores to be 100% and EFQM Committed to Excellence (Fus 9);
- * to deliver a 2% year-on-year reduction on like-for-like energy consumption (Fus 10);
- * to win 1 new partnerships with turnover of £3 million per annum (Fus 11).
- * Achieve turnover of 72 million pounds (Fus 12)

PERFORMANCE TO DATE:

The notes below provide a summary of the information provided on the "Performance Review" tab:

- * mixed financial performance - good income performance on membership direct debits, improved performance on payroll management, year-to-date performance below tender expectations;
- * average participation performance - forecast to achieve above last years numbers in participation but down against target. Continued good increase in centre memberships.
- * good customer satisfaction performance - good response to PTUWYT comment slips, improvement in staffing, variety of activities, condition of buildings and website
- * good health and safety performance - continued improvements in internal and external H&S audits;
- * good FM performance - maintained compliance of Base Camp, cleaning undertaken and PPM systems, Introduced asset management to improve maintenance performance and monitoring;
- * good marketing performance - Good communication links with OCC and local media; Continued improved communications with customers through the "Rewards Card". Improved usage of social media - facebook and twitter.
- * improved sports and community development performance - dedicated SCD resource, links established with key stakeholders and local groups and schools and colleges, good participation with CSN and National governing bodies;
- * good facility development performance - commencement of the development of new competition pool, soft play and new studio at Blackbird Leys well received.
- * good partnership development performance - meeting, reporting and communication systems established, Partnership Board meeting held quarterly, annual service planning process embedded.

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

Key commitments agreed within the business planning process are:

- * to maintain overall satisfaction above 95%
- * to increase participation in adult sport by 2%
- * to increase total usage of the Council's leisure facilities by 2%
- * to increase Bonus card membership by 3%
- * to increase the total number of members by 5%

* to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by 5% year-on year;

* to provide leisure facilities which provide excellent value for money measured by subsidy per user that reduces year on year;

- * to maintain Quest accreditation score of at least 'Good'.

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the first part of 2013, Sport England National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre, Hinksey Pool. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2012/13) and sample surveys of customer satisfaction undertaken in the summer 2013. Oxford Ice Rink was surveyed in September 2012 and utilised financial information from 2011/12. The findings are summarised as follows:

- * "Strong" financial performance at; Ferry, Ice Rink, Blackbird Leys Leisure Centre. "Weak" performance at Barton. Subsidy per user in the top quartile at Ferry and Oxford Ice Rink.
- * "Improved" access performance at Ferry Leisure Centre and Hinksey Pool Oxford Ice Rink and Blackbird Leys Leisure Centre, particularly 11 - 19 year olds. Generally poor performance for 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users
- * Areas of good satisfaction across all sites for; helpfulness of staff, standards of coaching, general cleanliness and activity range. Areas of poor satisfaction include quality and value for money of food and drink.
- * "Above industry average" customer satisfaction performance at Barton Pool, Blackbird Leys Leisure Centre, Hinksey Pool and Ferry Leisure Centre. OIR was perceived to be below industry standards due mainly to poor food and drink, poor equipment and activity charge/fee.

MARKET ANALYSIS:

National Context:

General Consumer trends:

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

Users from BME groups:

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

Disabled Users:

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

Disadvantage users

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

Oxford-specific Context:

General Population:

- * Population growth of 12% (2001 - 2011); 4% higher than the England average
- * 24% (30,000) of the city's adult population are full time students
- * 25% population turnover each year
- * 32% of the population are aged between 18 and 29 years
- * 22% of residents from a black or ethnic group compared to 13% for England and Wales
- * wards with particularly high projected population increases include Barton & Sandhills (46%), Cowley Marsh (26%) and Carfax (24%);
- * slight decrease (0.7%) projected in Blackbird Leys;
- * Oxford is reporting an aging population for the first time in recent history
- * Unemployment is 5.7% compared to England average of 7.8%

Active People Surveys:

- * Oxford participation (3 x 30 minutes per week) KPI increased from 25.5% to 29%; (ranked 2nd in Oxon)
- * participation (1 X 30minutes per week) kpi increased to 39.1% (ranked 3rd in Oxon);
- * Oxfordshire volunteering KPI at 6%) 0.1% better than national average;
- * Oxfordshire club membership KPI increased by 0.6% to 21.6%;
- * Oxfordshire tuition KPI increased by 2.1% to 17.9%;
- * Oxfordshire competition KPI increased by 2.1% to 13.3%;
- * Oxfordshire satisfaction KPI at 65%; (New KPI)

Deprived Wards:

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

Users over 50:

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

Users under 16:

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

Users from BME groups:

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

Findings from non-user survey:

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

- * The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).
- * 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.
- * 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%).12% said they had done no sessions, (national benchmark 15%).
- * Of those that did exercise regularly, 18% used a leisure centre/health club Esporta and College/University facilities seem to be the main competitor at 25% each, followed by LA Fitness at 11%. The most popular form of independent activity was walking/jogging in the street/parks at 74%.
- * 62% of respondents are wanting to do more activity, slightly lower than the national benchmark of 67%), the main reason for this being "wanting to improve their health" at 62%. Slightly under half (47%) thought that not enough time due to work was the major factor in preventing them doing more, (national average 50%), followed by not enough time due to home at 11%.
- * Of those who do not want to do more the main reason is "no need" at 56% (higher than the national average at 44%), followed by not enough time due to work at 13%.
- * The key factors to be addressed according to non-users are lack of time, which has the highest importance factor at 49% stating very important. Direct costs (17%); lack of personal motivation (11%); indirect costs (9%).
- * 52% of the sample would consider using Oxford Fusion Lifestyle facilities slightly higher than our national average of 60%.
- * The main reasons they don't currently use were 'No time' (31%), 'Cost' (17%), and 'No need' (12%).
- * The main thing, according to our respondents, that the facility could do to encourage usage amongst these non-users, would be to 'Lower costs' at 28% (lower than the national benchmark at 44%), followed by 'more information' (8%).

SWOT ANALYSIS:

Strengths:

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

Opportunities:

- * impact of a major wet/dry facility at Blackbird Leys;
- * continued delivery of cultural change within management and staffing teams;
- * continued partnership working between Fusion and the Council;
- * high population turnover within the city

Weaknesses:

- * age and condition of some facilities (TCP, BBLSP);
- * potential over-supply of pool water;
- * high and variable staff costs (as a percentage of income);
- * poor customer perception of the quality and value for money for food and drink
- * poor customer perception of the quality of fitness equipment at Blackbirdleys Leisure Centre.

Threats:

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

Supporting Documentation:

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

FINANCIAL

F1 To deliver a 10% year-on-year reduction in subsidy per user				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To complete audit of compliance with all Fusion financial management policies and procedures and to create a relevant remedial action plan.	April - May 2014	Audit completed and action plan created.	DBMgr (with GMs)
2	To implement the remedial action plan in respect of Fusion financial management policies and procedures.	June 2014 onwards	Action plan implemented.	DBMgr (with GMs)
3	To undertake weekly trading reviews with centre managers.	weekly	Weekly trading meetings instigated at each site.	DBMgr (with GMs)
	Meetings to incorporate review of previous week's income, membership sales and cancellations.			
4	To prepare draft business plan projections for 2015/16	September - December 2014	Business plan projections prepared.	DBMgr (with team)
5	To finalise detailed business plan projections for 2015/16	December 2014	Business plan projections finalised.	DBMgr (with team)
6	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2015	Business Plan targets and budgets communicated to all relevant staff.	DBMgr (with team)

F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Jan/Apr 2014	Increases applied and customer communication undertaken.	DBMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2015/16 annual service plan.	September - December 2014	Pricing structures and levels formally reviewed and proposals developed for 2015/6	DBMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships			
3	To agree pricing proposals for 2014/15	December 2014	Pricing proposals agreed.	DBMgr
4	To agree process of consultation and communication in respect of 2014/15 pricing	December 2014 - January 2015	Process agreed.	DBMgr
5	To implement agreed process of consultation and communication in respect of 2014/15 pricing	January - March 2015	Process implemented.	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

PARTICIPATION

P1 To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission	April 2014	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2015/16	Dec 2014	Participation targets established	DBMgr
3	To review programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
4	To implement targeted campaigns, promoting existing benefits of the bonus card and specific activities	May 2014	Direct mail implemented	DMMgr
5	To review previously identified key community groups within each of the target wards	April 2014	List of up-to-date community groups created	DSCDMgr (with GMs)
6	To maintain links with appropriate community groups within each of the target wards	Ongoing	At least two communications made over the year	DSCDMgr (with GMs)
7	To deliver discounted holiday swimming crash courses targeted at those living in deprived wards.	Ongoing	Courses promoted and delivered.	DSCDMgr (with DMMgr & GMs)

P2 To deliver a 3% year-on-year increase in participation by users aged over 50				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date	On-going	Full set of literature permanently available	DMMgr
3	To ensure that information for 50+ target group is reviewed and readily accessible on the website	On-going	Information ever present and up to date online	DMMgr
4	To review and update partners who support the development of activities and increase in participation by people aged over 50. likely to include Older Peoples Network, Age Concern, Neighbourhood Care, Civic centres, surgeries, Veterans Sports Clubs	April - June 2014	Up-to-date partners identified and reviewed.	DMMgr (with DBMgr & GMs)
5	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)

P3 To deliver a 5% year-on-year increase in participation by users aged under 16				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	Revise Junior Aquatics Action Plan Plan to include: Swim School, School swimming programme, development of other aquatic activities such as, mini polo, and competition swimming, free swimming	April 2014	Revised Plan Produced	DSCD Mgr
3	Implement the Aquatics action plan	April 2014 onwards	Plan implemented.	DSCDMgr (with GMs)
4	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-14	Stakeholder partners reviewed.	DSCDMgr (with GMs)
5	To develop and implement a specific joint initiative re increasing under 16 participation with at least one identified stakeholder. To include consideration of support for Oxford Youth Games, Children and Young Person Agencies. Also refer to SCD Objective 1 tasks 11&12	April 2014 onwards	At least 1 new initiatives/activities identified and implemented.	DSCDMgr
6	To review all junior development activities and create centre specific action plans for improvement and change. Review to incorporate specific consideration of sports coaching offers, school holiday programmes, junior gym provision, exercise to music, Toddler World, Soft Play etc.	April 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
7	To undertake member and user analysis to identify participation and penetration rates	April 2014	Participation and penetration rates established	DSCDMgr (with GMs)
9	Review school use of all facilities and draw up a programme of activity linked with relevant local schools and colleges so as to encourage improvement in educational attainment. Opportunity for programme development to include: management of schools swimming programmes; schools fit club involving taster sessions; educational visits to Oxford Ice Rink/hinksey pool with free sessions; development of 'Sports Inspired' and 'National School's Sports Week'; adoption of 'work experience programmes with schools and colleges; undertaking of cycling proficiency and free swimming sessions for school children in deprived areas. (See SCD objective 7)	July - September 2014	Programme created.	DSCDMgr (with DMMgr & GMs)
9	To undertake agreed programme of school outreach activity. (see SDC 7 objective)	September 2014 - March 2015	Programme undertaken.	DSCDMgr (with DMMgr & GMs)

P4 To deliver a 3% year-on-year increase in participation by users from BME groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by people from BME groups.	April - June 2014	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop and implement a specific joint initiative re increasing BME use with at least one identified stakeholder.	July-December 2014	Joint initiatives identified and implemented	DSCDMgr
4	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	Ongoing	Ambassadors identified.	DSCDMgr (with GMs)
5	To review and implement a revised programme of work with the community ambassadors.	October 2014 - March 2015	Programme reviewed and implemented.	DSCDMgr (with GMs)
6	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2014	Campaign undertaken.	DMMgr (with DSCDMgr & GMs)

P5 To deliver a 3% year-on-year increase in participation by disabled users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2014	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To develop and implement a specific joint initiative to increase disabled usage with at least one identified stakeholder.	July 2014 - December	Joint initiatives identified and initiated.	DSCDMgr
	To include consideration of International Disabled People's Day and Oxfordshire Disabled School Sports			

P6 To deliver a 3% year-on-year increase in participation on junior swimming				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To refresh the specific marketing plan in respect of the junior free swimming scheme.	April - June 2014	Marketing plan created.	DMMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promotion of junior free swimming scheme.	July 2014 - March 2015	Marketing plan implemented.	DMMgr (with DSCDMgr & GMs)
3	To review the allocated hours for free swimming	April 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2014	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
4	In partnership with OCC deliver funded free swimming lessons targeted at children in high areas of deprivation having low rates of physical activity	Apr-14	Swimming lessons undertaken	DSCDMgr (with DMMgr & GMs)
5	To develop and implement a programme of promotion of appropriate add-on / sell-on activities for free swimming participants.	April - June 2014	Policies and procedures implemented.	DMMgr (with GMs)
6	To implement the policies and procedures of Fusion's aquatic product (including the promotion and management of free swimming initiative).	April 2014 - March 2015	Programme developed and implemented	DMMgr (with GMs)
	Programme to incorporate access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit etc. Implementation of initiatives and plans through joint working with ASA and the City of Oxford Swimming Club, e.g. talent spotting			

P7 To deliver a 3% year-on-year increase in participation in 60+ swimming				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create a specific marketing plan in respect of swimmers aged 60+	April - June 2014	Marketing plan created.	DMMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2014 - March 2015	Marketing plan implemented.	DMMgr (with DSCDMgr & GMs)
3	To implement the policies and procedures of Fusion's aquatic product	April 2014	Policies and procedures implemented.	DMMgr (with GMs)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants.	April 2014 - March 2015	Programme developed and implemented	DMMgr (with GMs)
	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with ASA.			

P8 To improve general access to all sites				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and update access/customer journey surveys	April - June 2014	Plan reviewed and updated	DSCDMgr & DMMgr (with GMs)
	To incorporate car parking arrangements, directional signage, entrance signage, designated adult and child spaces, car parking signage and charging, bicycle racks etc			
2	Create and implement access/customer journey surveys	July 14 - March 15	Plan created and implemented	DMMgr (with DSCDMgr & GMs)
3	Revised previous years plan for new external signage	May 2013	Revised Plan created	DMMgr
4	To implement revised plan for provision of external road signage	June 2013 - Dec 2014	Revised Plan implemented	DMMgr

P9 To deliver a 5% year-on-year increase in participation in Women and Girls Activities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2014/15	April 2014 to March 15	Participation targets established	DBMgr (with DSCDMgr)
2	To develop and implement at least 4 new outreach activities for women and girls that sign posts future participation to leisure centre facilities	April 2014 - March 2015	4 outreach activities established	DSCDMgr (with Dev ofr)
3	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2014	Stakeholder Partners reviewed	DSCDMgr (with GMs)

CUSTOMER RELATIONS

CR 1 To maintain customer satisfaction levels at leisure facilities above 95% GSE				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and management surgeries.	April 2014 and ongoing.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board.	Ongoing	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies; PTUWYT statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.			
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case.	April 2014	User Group composition and roles reaffirmed and calendar of meetings established.	GM
4	To maintain relevant mechanisms for providing customer information re pool water temperatures.	Ongoing	Mechanisms implemented.	GM
5	To hold monthly 'Meet the Manager' surgeries at each leisure facility.	April 2014 to March 2015	Management surgeries held.	GM

CR 2 To fully undertake Fusion's customer relations programmes				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure full compliance to the principles and practices of Fusion's customer relations initiatives and programmes. to include timely responses to PTUWYT complaints, undertaking cancellation surveys, mystery visit programme, etc	Ongoing	Policies and procedures implemented	GM
2	To ensure all staff receive customer care training within their induction programme.	Ongoing	Inductions complete	GM
3	To undertake the Bi-annual NBS at Oxford Ice Rink and Hinksey Outdoor Pool	July - October 2014	Surveys complete	DBMgr
4	To undertake the bi-annual Non user surveys at 3 desinated areas within the city of Oxford	April - June 2015	Surveys complete	DBMgr

CR 3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	Ongoing	Mechanisms are maintained	DBMgr (with GMs)
3	To implement Fusion's Customer Relations Policies and procedures.	Ongoing	Policies and procedures implemented.	DBMgr, DMMGR (with GMs)
4	To develop a calendar of retention activity for members.	April - May 2014	Calendar developed.	DBMgr, DMMGR (with GMs)
5	To implement agreed calendar of retention activity.	June 2014 - March 2015	Calendar implemented.	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

HEALTH AND SAFETY

HS1 To ensure 100% compliance with Fusion H&S policies and procedures				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan.	Monthly	Audit undertaken and action plan established.	DBMgr, DBM (with GMs)
	Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.			
2	To implement the action plan re H&S compliance.	ongoing	Action plan implemented.	DFMgr, (with GMs)
3	To ensure relevant attendance at quarterly Health and Safety Working Party.	Quarterly	Working Parties attended.	DBMgr (with GMs)
4	To maintain a health and safety notice board at all leisure facilities	Ongoing	Notice boards up to date.	DBMgr (with GMs)
	Notice boards to provide information re accident stats, safety tips etc.			
5	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the CIP.	monthly	Reviews undertaken and action plan established.	DBMgr (with GMs)
6	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	DBMgr (with GMs)
7	To facilitate formal audit by Fusion H&S Manager or Facilities Maintenance Manager.	each site twice yearly	Audit undertaken	DBMgr, DFMgr (with GMs)
8	Update CIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	DBMgr (with GMs)
9	To facilitate formal external (OHSAS) audit of health and safety management policies and procedures.	April 2014 - March 2015	OHSAS audit undertaken.	DBMgr (with GMs)
10	To draw up and implement relevant action plan in response to OHSAS audit.	April 2014 - March 2015	Action plan implemented.	DBMgr (with GMs)
11	To undertake formal training with relevant managers in Health and Safety	twice yearly	Training undertaken	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

FACILITY MANAGEMENT

FM1 To achieve average Base Camp inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Base Camp inspection regime.	Ongoing.	100% of scheduled Base Camp inspections undertaken.	GMs
2	To review nature of Base Camp failures quarter yearly and develop relevant remedial action plans.	April; July; Oct & Jan 2014	Review undertaken and action plan created.	DBMGr (with GMs)
3	To implement relevant remedial action plans re Base Camp failures.	April; July; Oct & Jan 2015	Action plan implemented.	DBMGr (with GMs)
4	To instigate weekly Facility Management communication with each of the sites	April 2014	Communications instigated at each site.	DBMGr (with GMs)
	Communication to incorporate review of Base Camp scores and failures, rectifications, response times and TABs logs			
5	To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for each facility (in light of Base Camp implementation).	June 2014	Revised Tables of Standards agreed.	DBMGr (with GMs)
6	To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for Blackbird Leys Leisure Centre (in light of planned facility developments).	Upon completion of developments	Revised Tables of Standards agreed.	DBMGr (with GMs)

FM2 To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year and 3% year-on-year reduction in water usage.				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	Ongoing	Systems and procedures implemented.	DFMGr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	May 2014	Plan reviewed.	DFMGr (with GMs)
	To specifically engage with and assist in the delivering the Council's 'Carbon Reduction at the Heart of Everything we do' carbon management programme and to incorporate renewal of DEC's, utilities monitoring, (including acting on findings from OCC energy teams 'Energy excess' consumption reports, submitting monthly reads) green travel plans for customers and staff, supplier and contractor management, carbon champion network, education of customers and staff etc. Also, to incorporate the aim to quantify the monetary value of any savings generated as a result of the action plan.			
3	To implement formal energy and water reduction action plans.	July 2013 March 2014	Plan implemented.	DFMGr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2013 and ongoing	Accreditation maintained	DFMGr (with GMs)
5	To undertake formal review of BMS systems in relation to facility usage and make required adjustments.	April 2014	Review undertaken and adjustments completed.	DFMGr (with GMs)
6	To agree a calendar of meetings with key representatives of OCC energy and technical team and agree a programme of joint working in respect of achieving utility reductions and implementing SALIX funded energy reduction measures.	April 2014	Meeting dates agreed.	DFMGr (with DBMGr)
	Key representatives include Carbon Champion, Divisional Facilities Manager, Fusion's Environmental Manager and Divisional Business Manager.			
7	To implement agreed programme of joint working initiatives with OCC technical team.	May 2014 - March 2015	Programme implemented.	DFMGr (with DBMGr)
8	To implement relevant CRC Energy Efficiency compliance programme.	July 2014 - March 2015	Programme implemented.	DFMGr (with GMs)
9	To incorporate appropriate works into programme of lifecycle works.	October - December 2013	Relevant works incorporated into programme.	DFMGr
	Works to include replacement of inefficient air conditioning units, replacement of boilers, installation of CHP modular units.			
10	To ensure all environmental management notice boards are maintained displaying relevant information.	Ongoing	Notice boards in place and displaying relevant information.	DFMGr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			
11	To ensure green travel plans are revised and in place at each site and communicated effectively to customers.	April - June 2013	Green travel plans revised in place and communicated.	DBM, DFMGr (with GMs)
12	To monitor effectiveness of Green Travel Plans	July - September 2013	Green Travel Plans evaluated	DBMGr (with GMs)
	Monitoring of Green Travel Plans to be taken from NBS results			

FM3 To reduce general refuse by 25% and to increase recycling waste by 25%				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	DFMGr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	DFMGr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2014	Action plan created.	DFMGr (with GMs)
4	To implement action plan to reduce general refuse and increase recycled waste	July 2013 - March 2014	Action plan implemented.	DFMGr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities.	April 2014	Programme established.	DBMGr (with GMs)
2	To implement high level and deep clean schedule.	April 2014 - March 2015	Programme implemented.	DBMGr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and Base Camp inspection scores).	Monthly	Cleaning schedules reviewed and revised.	DBMGr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	DBMGr (with GMs)
5	To implement system of communicating required cleaning standards and systems of inspection to customers	April - June 2014	System implemented and communicated.	DBMGr (with GMs)

FM5 To ensure that high standards of repair and maintenance are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of FM subcontractors in Q4 2013/14 and draw up relevant remedial action plan.	April 2014	Performance reviewed and action plan drawn up.	DFMgr
2	To implement remedial action plan for FM performance.	April - June 2014	Action plan implemented.	DFMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage).	on-going	System established and implemented and maintained.	DBMgr (with GMs)
4	To review full property database for all leisure facilities in light of any developments.	April - June 2014	Database created.	DFMgr
5	To approve programme of lifecycle maintenance works for 2014/15.	April 2014	Lifecycle maintenance programme established.	DFMgr
9	To implement equipment replacement programme for 2014/15. (CAPEX)	April 2014	Programme implemented.	DFMgr (with GMs)
6	To implement lifecycle maintenance programme on time and on budget.	April 2014 - March 2015	Lifecycle maintenance programme implemented.	DFMgr
7	To review full equipment inventory for all leisure facilities.	Oct - Dec 2014	Equipment inventory reviewed	DFMgr (with GMs)
8	To approve a capex programme of equipment replacement/renewal for 2014/15.	Dec-14	Replacement programme created.	DFMgr (with GMs)
10	To review performance of FM subcontractors in Q1 2014/15 and draw up relevant remedial action plan.	July 2014	Performance reviewed and action plan drawn up.	DFMgr
11	To implement any remedial action plan for FM performance.	July - September 2014	Action plan implemented.	DFMgr
12	To review performance of FM subcontractors in Q2 2014/15 and draw up relevant remedial action plan.	October 2014	Performance reviewed and action plan drawn up.	DFMgr
13	To implement any remedial action plan for FM performance.	October - December 2014	Action plan implemented.	DFMgr
14	To review performance of FM subcontractors in Q3 2014/15 and draw up relevant remedial action plan.	January 2015	Performance reviewed and action plan drawn up.	DFMgr
15	To implement any remedial action plan for FM performance.	January - March 2015	Action plan implemented.	DFMgr

FM6 To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	ongoing	Plan drawn up and maintained.	GMs (with DBMgr)
2	To implement updated service improvement plan.	April 2014 onwards	Actions implemented and updated	GMs (with DBMgr)
3	To undertake programme of mystery shops and to update the service improvement plan accordingly.	April 2014 - March 2015	Mystery shops undertaken and plan updated.	GMs (with DBMgr)
4	To implement updated service improvement plan.	April 2014 and ongoing	Action plan implemented.	GMs (with DBMgr)
5	To undertake formal assessments and Quest 12 monthly update visits at all accredited centres.	As required	Health check undertaken and Quest maintained.	DBMgr (with GMs)

FM7 To maintain adherence to Fusion's quality ' Integrated Management Systems' (IMS) procedures across all sites				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Undertake an audit check of compliance and create any remedial action plan	June 2014	Programme established.	DBMgr (with GMs)
2	To implement any remedial actions	June - July 2014	Programme implemented.	DBMgr (with GMs)

STAFFING

S1				
To ensure that the Right People are in the Right Place at the Right Time				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time. Review to incorporate staff plans for the new pool and decommissioning of Temple Cowley Pools and Blackbird Leys Pool.	April - October 2014	Staffing structures in place	DBMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford.	April - June 2014	Appraisals completed.	DBMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning	April - June 2014	Training and development plan drawn up.	DBMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2014 - March 2015	Compliance training 100%	DBMgr (with GMs)
5	To implement agreed training and development plans.	July 2014 - March 2015	Training and development plan implemented.	DBMgr (with GMs)
6	To ensure compliance with Fusion's new integrated HR/payroll operating system I-trent	April 2013 and ongoing	System effectively introduced	DBMgr (with GMs)
7	Commit to the principles of the Investors In People programme	April 2013 - March 2014	Actions mirror IIP principles	DBMgr (with GMs)

S2				
To achieve 72% staff satisfaction across each equality strand and overall				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2013 and ongoing.	100% compliance achieved.	DBMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2014.	April 2013 - May 2013	Minimum of 60% participation achieved.	DBMgr (with GMs)
3	To ensure maximum participation in the Fusion Colleague Engagement Survey.	May 2012 - June 2012	Action plan created and implemented.	DBMgr (with GMs)
4	To reaffirm and clarify calendar of operational HR meetings across the Oxford contract and to implement	April 2013	Calendar of meetings confirmed and implemented	DBMgr (with GMs)
5	Set-up and implement a calendar of communication meetings with Union representatives and Fusion HR and contract management	April 2014 - March 2015	Calendar of meetings confirmed and implemented	DBMgr (with Rgn HR)

S3				
To ensure that the Fusion workforce in Oxford is as representative as possible of the local community				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake formal analysis of workforce by each equality strand and to create specific action plans to increase representation should this falls below Oxford's population make-up.	May 2014	Analysis completed and action plans created.	DBMgr (with GMs)
2	To implement the specific action plans re equality strands.	May - December 2014	Action plans implemented.	DBMgr (with GMs)
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford. Plan to include attendance at job fairs and school careers events	April 2014	Programme created.	DBMgr (with DMMgr)
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2014	Programme implemented.	DBMgr (with DMMgr)
5	To collect and analyse management information on recruitment and related issues in respect of diversity profile within the workforce.	April 2014 and ongoing.	Information collected and analysed.	DBMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2014 and ongoing	Training delivered.	DBMgr (with GMs)
7	Commit to hosting at least 2 work experience placements/work apprentices.	April 2013 - March 2014	Placements/Apprentices hosted	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

MARKETING

M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a clear PR communications approach in respect of the proposed new pool development at Blackbird Leys Leisure Centre and the closure of Temple Cowley Pools and Blackbird Leys Pool	April 2014	PR approach established.	ME (with DBM)
2	To implement the agreed approach to PR communications in respect of the proposed pool development	April 2014 - March 2015	PR approach implemented.	ME (with DBM)
5	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 10% on 2013/14 and achieve 28 press releases.	April 2014	Measurable KPIs reviewed.	ME (with DBM)
7	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) health 2) employment (apprentices) 3)schools 4) Environment -energy/waste	April 2014	Programme established.	ME (with DBM, DSCD, GM's & CRM's)
8	To implement the programme of general PR communications.	April 2014 - March 2015	Programme implemented.	ME (with DBM, DSCD, GM's & CRM's)
9	To agree a calendar of meeting dates with key representatives of OCC Communications and Branding team and agree a programme of Joint working .	Apr-14	Meetings held and programme agreed.	ME (with DBM)
10	To implement agreed programme of Joint working with OCC Communications and Branding team	June 2014- March 2015	Programme implemented.	ME (with DBM)

M2 To deliver a 5% increase in total membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plans for each centre.	April 2014	Plan created.	ME (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2014 - March 2015	Plan implemented.	ME (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage.	Apr-14	Plan created.	ME (with GM's , CRM's)
	Plan to targeted work in respect of deprived wards, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;			
4	Implement Plan to increase deprived usage	May 14 - March 15	Plan implemented	
5	Implement Plan for the introduction of the Phase 2 Loyalty Card (Bounts)	Apr-14	Plan implemented.	ME (with DBM)

M3 To establish and maintain the highest standards of facility presentation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion IMS guidance and develop any appropriate action plan for improvement.	April 2014	Audit undertaken and plan developed.	ME (with DBM & GMs)
2	Implement customer Journey action plan	April 2014 - March 2015	Action plan implemented.	ME (with DBM & GMs)

M4 To establish and maintain the highest standards of web and social media promotion				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date, website to be fully updated	April 2014- March 2015	Website redesigned and live	ME (with HoM)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and Youtube	April 2014 - March 2015	Action plan implemented.	ME (with DBM ,GMs & CRM's)

M5 To develop connections and outreach with local school, youth clubs and Under18's				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Work with SCD to develop plan to improve relationships with schools and youth clubs to promote health and fitness	April 2014- March 2015	Plan completed and implemented	ME (with DBM ,DSCM, GMs & CRM's)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and youtube	April 2014 - March 2015	Action plan implemented.	ME (with DBM ,GMs & CRM's)

M6 To launch new collateral designs and reduce print wastage				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Design and launch new collateral designs for core literature and sales materials	April 2014-	New amterials launched and on site	ME (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, social media, apps etc wherever possible.	April 2014 - March 2015	Waste reduced.	ME (with HoM)

Abbreviations:

DBM Divisional Business Manager
GM General Manager
ME Marketing Executive
DSCDM Divisional Sports and Community Development Manager
HoM Head of Marketing

SPORTS AND COMMUNITY DEVELOPMENT

SCD 1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2014	List specified.	DSCDMgr
	List to include Social Care Brokers, PCT, OSP, SSCo, OCC			
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2014	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2014	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2014/15.	April - May 2014	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2014 - March 2015	Plan delivered	DSCDMgr
7	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2014	Plan agreed	DSCDMgr
8	Implement the agreed work plan for the delivery of the Sport England funded 'Active Women' project; Feed back on statistics.	April 2014- March 2015	Plan delivered	DSCDMgr
9	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete	DSCDMgr
10	To ensure attendance at all meetings of the Oxford Community Sports Network.	April 2014 and ongoing	All relevant meetings attended.	DSCDMgr
11	Develop a work plan with OCC and other key partners for the further development of a 'Youth Ambition and Attainment Programme'	April 2014	Plan agreed	DSCDMgr
	key partners/stakeholders to include; Police, Positive Futures, Schools, social services, PCT, Bounts, universities			
12	To implement the agreed work plan for the Youth Ambition and attainment programme	April 2014 onwards	Plan delivered	DSCDMgr
13	To develop and implement specific joint initiatives with at least two new stakeholders.	July 2014 - Feb 2015	Joint initiatives identified and implemented.	DSCDMgr

SCD 2 To develop and maintain positive and proactive relationships with local sports clubs				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities. Register to incorporate names, contact details, approximate numbers of adult and junior participants, any relevant business or development plans, Clubmark accreditation, broader objectives.	Ongoing	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 14	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison.	Ongoing	Programme established.	DSCDMgr (with GMs)
	Support likely to include notice board information, inclusion on website, administrative support, coach education Clubmark processes, concerted "Open Day" etc.			
4	To maintain a continuous improvement plan in relation to sports club development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2014	Links maintained/created	DSCDMgr
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2014	Programme established.	DSCDMgr
7	To implement process of consultation/liaison with other key sports clubs.	October 2014 - March 2015	Programme implemented.	DSCDMgr

SCD 3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and revise the Aquatics Development Plan Review to include: programme development opportunities, budgeting & attendance registers if applicable	April 14	Strategy and Plan Produced	DSCDMgr
	Implement the Aquatics development plan	April 14 onwards	Plan implemented.	DSCDMgr (with GMs)
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case Review to include effectiveness and impact of activities	April 14	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 14	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 14	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours at all leisure facilities and prepare proposals for change.	April 2014	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
5	To formally review bank holiday opening hours at all leisure facilities and prepare proposals for OCC agreement	April 2014	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2014	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4 To maximise the benefits of elite sport representation throughout the county and maximise the opportunities at the Oxford Ice Rink raised by the winter Olympics and the opportunities at other centres raised by the Commonwealth Games				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure the established BOA, FANS and FACS schemes are well communicated both inside and outside of leisure facilities.	April 2014	Schemes implemented and communicated.	DSCDMgr (with GMs)
2	Review the BOA, FANS & FACS to monitor its impact	July 2014	Review completed	DSCDMgr
3	Develop an implement any remedial action plan for the FACS, FANS & BOA schemes	August 2014	Action plan implemented	DSCDMgr

4	To produce a winter Olympic's Plan for the Oxford Ice Rink	Jan-14	Review completed	DSCDMgr (with DBMgr)
5	To implement the winter Olympic plan at the Oxford Ice Rink	February 14 - March 15	Plan implemented.	DSCDMgr (with GMs)

SCD 5 To proactively explore opportunities for external funding				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2014	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2014	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2014 - March 2015	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2014	Communications delivered.	DSCDMgr

SCD 6 To positively promote the benefits of healthy living and active lifestyles				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	Ongoing	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living. Partners to include PCT, Health Centres, Age Concern	April - June 2014	Partners identified.	DSCDMgr (with GMs)
3	To develop and implement at least one new specific 'Healthy living' joint initiative with one identified stakeholder.	July 2014	New initiative developed	DSCDMgr
4	Create and deliver a programme for International Disability Awareness Day	Jul-14	Plan created	DSCDMgr
5	Create and deliver a programme for National Obesity week	Jan-15	Plan created	DSCDMgr
6	Create and deliver a programme for National Older Peoples Day	Oct-14	Plan created	DSCDMgr
7	To support GO Active Get Healthy project, work together on programmes to get people active	Ongoing	Plan created	DSCDMgr
8	Attend events such as Race for Life, Oxford Half Marathon and community events to promote healthy living and active lifestyles	Ongoing	Attend Events	DSCDMgr
9	Create and deliver a programme of activities utilising funding opportunities available Such funding includes the Over 50s scheme 'Fit as a Fiddle'/Aged UK, Active women, Go-active Get Healthy/Lets Get Moving/Get health get into Sport	May 2014	Programme created	DSCDMgr
10	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2014	Plan Created	DSCDMgr
11	To implement the plan for increasing social care participation in leisure facilities	May 2014 - March 2015	Plan implemented	DSCDMgr
12	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	ongoing	Evaluations and reviews undertaken with meetings attended	DSCDMgr
13	To attend health sub group meetings	Ongoing	Attend Meetings	DSCDMgr
14	To actively develop links with GP surgeries to increase Exercise on Referral numbers To arrange surgery visits - at least one at each Oxford surgery in the year. Increase GP patient sign-ups by 30% in 2014/15	Ongoing April 2014 - March 2015	Plan created Visits made and sign-ups increased	DSCDMgr DSCDMgr
15	To establish cardiac rehabilitation phase 4 activities through the commissioning bodies	April - July 2014	Evaluation complete & cardiac Rehabilitation implemented	DSCDMgr & GM's
16	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at BBLC	Ongoing	work in partnership	DSCDMgr & GM's

FACILITY DEVELOPMENTS

FD1	To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
2	To develop business cases for potential facility developments to be incorporated into 2014 business planning / annual service planning processes.	October 2014	Business cases developed.	DBMgr
3	To fully support for the development of the competition standard pool maximising the benefits of the complementary developments	April 2014-March 2015	Support given	DBMgr

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

PARTNERSHIP DEVELOPMENT

PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2014/15 to include Fusion client forums	April 2014	All details agreed.	DBMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2014 and ongoing	100% compliance.	DBMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2014 and ongoing	100% compliance.	DBMgr
4	To fully agree the format, content and timing of all reporting arrangements for 2014/15	April 2014	All details agreed.	DBMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2014 and ongoing	100% compliance.	DBMgr
7	To contribute positively and proactively to the Partnership Board meeting.	April 2014 and onwards	Partnership Board meeting held with demonstrable contribution.	DBMgr
9	To submit and present draft Annual Service Plan to Partnership Board.	December 2014	Draft Annual Service Plan submitted.	DBMgr
10	To agree final Annual Service Plan for 2014/15 and prepare for implementation.	January - March 2014	Final Annual Service Plan agreed and implementation preparation underway.	DBMgr

PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities to be considered (likely to include Alexandra Park tennis courts and Horspath Athletics Track) and agree appropriate course of action.	April 2013 onwards	List identified and course of action agreed.	DBMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2013 onwards	Course of action implemented.	DBMgr
3	To continue discussions on the submitted business case for the possible management of Alexandra Park tennis courts	2013/14	Business case developed/amended.	DBMgr

PD3 To support the Council in the delivery of a new competition standard swimming pool				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to liaise with the Council to agree a specific course of action in supporting the project.	April 2014 onwards	Course of action agreed.	DBMgr
2	To implement agreed course of action in respect of new pool.	April 2014 onwards	Course of action implemented.	DBMgr

PD4 To support the Council in exploring the possibility of developing a residents card in Oxford				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to confirm the objectives and potential scope of the residents card and to agree a relevant course of action.	April 2012 onwards	Course of action agreed.	DBMgr
2	To implement agreed course of action in respect of residents card.	April 2012 - Onwards	Course of action implemented.	DBMgr

PD5 To optimise the development of the partnership between Fusion and Oxford City Council				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council to include regular meetings between mutual representatives in respect of marketing/communications, technical issues, equality and diversity, HR etc.	April - June 2013	Processes reviewed.	DBMgr
2	To implement agreed changes to formal processes	July 2013 - March 2014	Processes implemented	DBMgr

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES	
Partnership Board Objectives	
PB1	delivery of the various service and facility improvements set out in Fusion's tender submission
PB2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.
PB3	Increasing engagement with and participation by the Council's target groups, as follows: 5% increase in participation by users resident in the most deprived wards in Oxford, 5% increase in participation by new users, 5% increase in participation by users who are members of BME groups, 5% increase in participation by users with disabilities, 5% increase in participation in the junior free swim scheme, 3% increase in participation in the 60+ free swim scheme
PB4	delivery of the major facility development schemes
PB5	a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated
PB6	improving access to the facilities (e.g. car parking)
PB7	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
Oxford City Council Corporate Objectives	
OCC1	Vibrant Sustainable Economy
OCC2	Meeting Housing Need
OCC3	Strong Active Communities
OCC4	Cleaner Greener Oxford
OCC5	Efficient Effective Council
Fusion Corporate Objectives	
Fus 1	to deliver a 5% year-on-year increase on like-for-like income
Fus 2	to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts
Fus 3	to deliver a surplus margin of 5%
Fus 4	to ensure that customer satisfaction "good"/"excellent" ratings exceed 95%; 100% for staff
Fus 5	to deliver measurable improvements in like-for-like National Benchmarking Survey results
Fus 6	to reduce attrition of subscription memberships to less than 50% per annum
Fus 7	to deliver a 5% year-on-year increase in like-for-like general participation
Fus 8	to deliver a 5% year-on-year increase in like-for-like participation by target groups
Fus 9	to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores
Fus 10	to deliver a Quest accreditation rating of 'Good'
Fus 11	to ensure 100% compliance with health and safety audit regimes and to deliver an average score of at least 90% on relevant audit scores
Fus 12	to deliver a 2% year-on-year reduction in staff turnover
Fus 13	to deliver a cross-company ratio of staff costs/income of 50%
Fus 14	to deliver a 2% year-on-year reduction on like-for-like energy consumption
Fus 15	to deliver a 20% reduction in waste production and a 20% increase in recycling

Fus 16	to win 2 new partnerships at 5-10 million and to achieve contract extensions at Tumbridge Wells and Milton Keynes.
FUS 17	To achieve turnover of 58 million pounds

SERVICE PLAN AIMS	
F1	To deliver a 10% year-on-year reduction in subsidy per user
F2	To ensure that pricing structures and levels across the leisure facilities are appropriate
P1	To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City
P2	To deliver a 5% year-on-year increase in participation by users aged over 50
P3	To deliver a 5% year-on-year increase in participation by users aged under 16
P4	To deliver a 5% year-on-year increase in participation by users from BME groups
P5	To deliver a 5% year-on-year increase in participation by disabled users
P6	To deliver a 5% year-on-year increase in participation on the junior free swimming scheme
P7	To deliver a 3% year-on-year increase in participation on the 60+ swimming scheme
P8	To improve general access to all sites
P9	To deliver a 5% year-on-year increase in participation in Ladies Activities
CR 1	To improve customer satisfaction with the leisure facilities by 2%
CR 2	To fully embed Fusions "Customer Relations Programmes" for cultural change
CR 3	To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures
FM 1	To achieve average Base Camp inspection scores of at least 95% across all facilities
FM 2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.
FM 3	To reduce general refuse by 25% and to increase recycling waste by 25%
FM 4	To ensure that high standards of cleaning are achieved at all times
FM 5	To ensure that high standards of repair and maintenance are achieved at all times
FM 6	To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.
S1	To ensure that the Right People are in the Right Place at the Right Time
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated
M2	To deliver a 5% increase in Bonus Slice card membership
M3	To deliver a 10% increase in total Slice card membership
M4	To ensure that the products and services offered by the leisure facilities are innovative and attractive
M5	To establish and maintain the highest standards of facility presentation
SCD 1	To develop positive and proactive partnerships with key local stakeholders

SCD 2	To develop positive and proactive relationships with local sports clubs
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users
SCD 4	To create and start to implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics
SCD 5	To proactively explore opportunities for external funding
SCD 6	To positively promote the benefits of healthy living and active lifestyles
FD 1	To develop a programme of other facility development proposals in the leisure facilities
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
PD 3	To support the Council in the delivery of a new competition pool at Blackbird Leys Leisure Centre
PD 4	To support the Council in exploring the possibility of developing a residents card in Oxford
PD 5	To optimise the development of the partnership between Fusion and Oxford City Council

RELEVANT SERVICE PLAN AIMS
F1, F2, P1, P2, P3, P4, P5, P6, P7,P9, CR 1, CR 2, FM 2, FM 3, FM 4, FM 5, FM 6, S1, S2, S3, M2, M3, M4, SCD 1, SCD 2, SCD 3, SCD 4, SCD 5, SCD 6, FD 1, PD 1, PD 2, PD 3, PD 4, PD 5
FM2, FM3
F2, P1, P2, P3, P4, P5, P6, P7,P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
FD 1,
M1
P8
FD 4, PD 2, PD 3, PD 4, PD 5
F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, FD 1,
FM 3, FM 5
P1, P2, P3,P4, P5, P6, P7, P8, P9.
FM 2, FM3
F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3, PD5
F1, F2, S1, M2, M3
F1,
F1
CR 1, CR 2, CR 3, S1, M2, M3
P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 2, CR 3
CR 3
P1, P2, P3, P4, P5, P6, P7, P8,P9
P1, P2, P3, P4, P5, P6, P7, P8,P9
FM 1
FM 6
HS 1
S1, S2, S3
F1, S1
FM 2
FM 3

PD 2, PD 3, PD 5

PD 2, PD 3, PD 5

RELEVANT STRATEGIC OBJECTIVES

PB 1, OCC 1, OCC 5, Fus 1, Fus 2, Fus 3, Fus 13

PB 1, PB 3, Fus 1

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 6, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

PB 1, OCC 1, OCC 5, Fus 4, Fus 5

PB 1, OCC 1, OCC 5, Fus 4, Fus 5

OCC 1, OCC 5, Fus 4, Fus 5, Fus 6

Fus 11

Fus 9

PB 1, PB 2, OCC 4, Fus 14

PB 1, OCC 2, Fus 15

PB 1

PB 1, PB 2, OCC 2

PB 1, OCC 1, Fus 10

PB 1, Fus 1, Fus 4, Fus 12, Fus 13

PB 1, Fus 12

PB 1, Fus 12

PB 3, PB 5

PB 1, PB 3, OCC 1, Fus 1, Fus 4

PB 1, OCC 1, Fus 1, Fus 4

PB 1, PB 3

OCC 1

PB 1, PB 3, OCC 1

PB 1, PB 3
PB 1, PB 3, OCC 1
PB 1
PB 1
PB 1, PB 3, OCC 1
PB 1, PB 7, OCC 1
PB 1
PB 1, PB 7, Fus 16
PB 1, PB 7, Fus 16
PB 1, PB 7
PB 1, PB 7, Fus 16

RISK ANALYSIS

INTRODUCTION:

As part of strategic business planning at a corporate and divisional level, potential risks to Fusion's business likelihood is analysed and informs operational, resource and financial planning. At Fusion's corporate level, risk analysis is conducted on a monthly basis by Board committees and by the Executive Management Team. The plans are also reviewed on a regular basis. High-risk areas (e.g. health and safety and financial management) are also subject to specialist management on a regular basis.

At a divisional level, the Divisional Business Manager is responsible for creating and maintaining a divisional risk register. Divisional colleagues to continually monitor the implementation and effectiveness of mitigating actions.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's business plan, identified directly in respect of Fusion's delivery of services with

RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12
Cashflow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8
Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8

Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6
Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9
Delays in delivery of major facility redevelopments	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	3	3	9
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6

Key:

Severity of impact:

5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus
3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant loss
1 is "low" impact: i.e. will cause interruption that leads to no material loss.

Likelihood of occurrence:

5 is "high" likelihood: i.e. it is likely that the threat will occur in the next year;
3 is "medium" likelihood: i.e. it is possible that the threat will occur in the next year;
1 is "low" likelihood: i.e. it is highly unlikely that the threat will occur in the next year;

less are identified and assessed. Their impact and these plans are kept under review and monitored on a d formerly at each quarterly Board meeting. Specific t, internal compliance monitoring and external audit on

pecific risk analysis and for working in conjunction with ns identified within the risk analysis.

Fusion's corporate risk analysis and specific risks as in Oxford.

MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Board member with specific responsibility for H&S	4	2	8
Specialist H&S Manager in post			
Comprehensive H&S management policies and procedures in place			
Regular monitoring and ongoing reporting of relevant H&S KPIs			
Comprehensive H&S training undertaken			
System of internal audit			
External accreditation with associated audits and inspections			
Full-year cashflow projections included in financial plans with prudent assumptions	4	1	4
Major sensitivities identified with mitigating actions			
Formal monthly monitoring of income and expenditure			
Weekly monitoring of all income streams and staffing costs			
Daily monitoring of cash balances and key income streams			
Reserves policy established and reserves in place to ensure some downturn can be accommodated pending corrective action			
Continual monitoring of market trends			
Robust operational and quality management systems established	4	1	4
Comprehensive customer feedback systems established to gather and analyse customer opinions			
Comprehensive ongoing monitoring of performance in respect of key service criteria			
Establishment of detailed annual service plans setting out strategic objectives and required actions			
Robust operational and quality management systems established	3	3	9
Comprehensive customer feedback systems established to gather and analyse customer opinions			
Comprehensive ongoing monitoring of performance in respect of key service criteria			
Regular review of relevant competition on a local, regional and national basis			
Expert support from key advisors, including legal, HR, H&S etc.	4	1	4
Robust operational and quality management systems established			
Ongoing external and internal audit and inspection regimes			
Specialist ICT Manager in post, with expert off-site third party organisations providing support	4	2	8
Corporate ICT recovery plan established as part of business continuity plan			
All data backed up daily			
Coporate ICT systems housed in a secure environment	3	2	6
Corporate business continuity plan in place and regularly reviewed			
Division-specific business continuity plan to be developed			
All data backed up daily			
Coporate ICT systems housed in a secure environment			
Fire and related risk assessments in place on a site-by-site basis and regularly reviewed	3	2	6
Emergency Action Plans in place on a site-by-site basis and regularly reviewed			

Financial control procedures established and audited regularly	3	2	6
Scheme of delegation established with separation of duties, authorisation limits and regular board reporting			
Insurable risks covered where possible	3	2	6
5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis			
Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets			
Annual service plans established on a divisional basis, setting our objectives, targets and planned actions			
Comprehensive monitoring of financial and operational performance			
Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners	2	3	6
Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams.			
Clear policies and procedures in respect of internal communication, knowledge management and quality management systems			
Proactive recruitment policies in order to identify and appoint relevant staff.			
Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff.			
Comprehensive succession planning across the business	3	2	6
Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement			
Appropriately resourced central HR team, supported by relevant specialist advisors			
Comprehensive recruitment and staff management procedures			
Comprehensive training programmes for all line managers, with published training and development plan			
Staff Partnership and Consultative committee established together with regular dialogue with staff representatives	3	2	9
Formal recognition of key unions and regular dialogue with relevant representatives			
Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules			
Establishment of Partnership Board to provide guidance and support in relationship			
Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales			
Regular performance monitoring, including service standards and compliance with the annual service plan.	3	3	9
Multi-faceted relationship between Fusion and Oxford City Council			
Professional project team and Project Manager employed to oversee delivery of works			
Establishment of Project Board to meet regularly to assess progress against agreed timescales and to address issues arising	3	2	6
Development of risk logs in respect of each proposed development in order to preempt and mitigate potential risks			
Comprehensive programme of consultation with customers and key stakeholders	3	2	6
Appropriately resourced central FM team, supported by relevant specialist advisors			
Relevant and dedicated divisional resource			
Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance			
Establishment of an agreed programme of backlog and lifecycle (substantive) works			
Regular monitoring and inspection of facility condition and maintenance processes			

to 5, where:
which is capable of bankrupting the business;
ut containable loss;

www.oxford.gov.uk



Towards world class leisure facilities for everyone...

Annual Service Plan 2013/14



Fusion Lifestyle is a registered charity working in partnership with Oxford City Council to manage your local leisure facilities.

Annual Service Plan

Oxford City Council and Fusion Lifestyle have a clear vision for a world class leisure service for everyone in the City. We aspire to ensure that the City's leisure facilities are available to everyone and offer the highest possible standards.

In March 2009, Fusion Lifestyle commenced the management of the City Council's seven leisure facilities - **Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools.**

Fusion has developed an Annual Service Plan that describes the organisation's performance against 2012/13 objectives and sets out Fusion's targets for the delivery of leisure services in the year from April 2013 - March 2014.

This leaflet summarises Fusion's Annual Service Plan and gives our customers, staff and stakeholders a clear idea of our objectives for the year ahead.

Performance Review 2012/13

The Performance Review element of the Annual Service Plan is a review of performance against the 2012/13 Annual Service Plan. The highlights of the year's performance have been an increase in participation of 139,691 (12%) and an increase in membership of 808 (15%).

Financial:

- Subsidy per user has reduced by 19% on 2011/12
- Fees and charges reviewed in line with inflation
- Bonus concessionary membership offer was held for a fourth consecutive year

Participation:

- Overall participation has increased year on year by 12% resulting in a total additional circa 139,691 participants
- 212 (1%) increase in users aged over 50
- 28,026 (23%) increase in users under the age of 16
- 11,586 (16%) increase in black, minority and ethnic users
- 1,273 (8%) increase in usage by disabled users

Performance Review 2012/13

- 2,067 (8%) increase in 60+ swim participation
- 25,187 increase in women and girls participation
- 7,152 increase in concessionary users

Customer Satisfaction:

- Overall customer satisfaction of leisure facilities 96%
- User groups, customer forums and management forums embedded at each site

Health and Safety:

- Compliance scores: Barton Leisure Centre 95%, Blackbird Leys Leisure Centre 90%, Blackbird Leys Pool 94%, Ferry Leisure Centre 96%, Hinksey Outdoor Pool 87%, Oxford Ice Rink 91%, Temple Cowley Pools 71%
- All Oxford sites fully compliant with Occupational Health and Safety Advisory Services audit of health and safety management

Facility Management:

- Maintained International Standards ISO 14001, 14002 and 9001 following external audit assessment
- Installed heat recovery at the Oxford Ice Rink resulting in 4% reduction in gas and a 47% reduction in water
- 97% of Planned Preventative Maintenance undertaken, a 1% improvement on previous year
- Leisure industry quality standard Quest accreditation maintained at Barton Leisure Centre, Blackbird Leys Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre at a rating of 'Good', and at Hinksey Outdoor Pool, a rating of 'Satisfactory'

Staffing:

- Appraisals undertaken for staff within Oxford leisure facilities
- Training plans created for all staff
- Over 3,000 hours training delivered in all centres

Performance Review 2012/13

Marketing:

- Established clear public relations, branding & communications working guidelines with Oxford City Council
- Website visits up over 70% now average 30,000 visits per month
- 808 (15%) increase in memberships
- Successfully delivered communication and promotion plans for new developments at Oxford Ice Rink, Ferry Leisure Centre and Barton Leisure Centre
- 34% increase in Reward Card holders (Pay As You Go loyalty reward members.)
- Introduced social media policies and developed use of Facebook and Twitter

Sports And Community Development:

- Positive and proactive partnerships developed with key stakeholders including; Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project, Oxford Sports Partnership and local sports clubs
- Exercise and pool programmes reviewed, refreshed and implemented
- Healthy living and active lifestyles promoted through; GP referral action plan, 'Active Women' programme, Cardiac Rehabilitation at Blackbird Leys and support of the council 'Youth Ambition Programme'

Facility Developments:

- New café completed at Ferry Leisure Centre
- Ice rink improvements completed with new reception, meeting rooms, café and upgraded sound and lighting systems
- Indoor cycling introduced at Barton Leisure Centre

2013/14 Objectives and Targets

Partnership Development:

- Full liaison and support with Oxford City Council in respect of the new swimming pool development at Blackbird Leys Leisure Centre
- Agreed partnership funding to maintain Go Active programme in Oxford
- Supported many partnerships including; GO Active, Get Health, Active Women, Youth Ambition, Sportivate

Financial:

- to deliver a 10% year-on-year reduction in subsidy per user
- to ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive to support target groups

Participation:

- to deliver a 5% year-on-year increase in participation by target groups:
 - users from black, minority and ethnic groups
 - users resident in the more deprived wards in the City
 - users aged over 50
 - users aged under 16 with increased emphasis on encouraging educational attainment
 - users with disabilities
 - women and girls
- to deliver a 5% year on year increase in U17 swimming
- to deliver a 3% year on year increase in over 60 swimming
- to improve general access to all sites

Customer Satisfaction:

- to maintain customer satisfaction levels at leisure facilities above 95%
- to fully embed Fusion's customer care programmes
- to deliver a reduction of at least 5% in annual cancellation of memberships

Health and Safety:

- to ensure 100% compliance with Fusion health and safety policies and procedures

2013/14 Objectives and Targets

Facility Management

- to ensure that high facility presentation standards are maintained at all times
- to achieve average facility inspection scores of at least 95% across all facilities
- to engage fully with the Council's priority, "to tackle climate change and promote sustainable environmental resource management," and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year
- to reduce general refuse by 25% and to increase recycling waste by 25%
- to ensure high standards of cleaning at all times
- to ensure high standards of repair and maintenance at all times
- to maintain Quest accreditation at a minimum 'Good' at Ferry Leisure Centre, Blackbird Leys Leisure Centre, Oxford Ice Rink, Barton Leisure Centre and Hinskey Outdoor Pool
- to maintain quality 'Integrated Management Systems' procedures across all sites

Staffing:

- ensure that the right people are in the right place at the right time
- to demonstrate a year-on-year improvement in staff satisfaction
- to ensure that the Fusion workforce in Oxford is as representative as possible of the local community

Marketing:

- to deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated
- to deliver a 5% increase in Bonus Concessionary memberships
- to deliver a 5% increase in total memberships
- to ensure that the products and services offered by the leisure facilities are innovative and attractive
- to establish and maintain the highest standards of facility presentation

2013/14 Objectives and Targets

Sports and Community Development:

- to develop positive and productive partnerships with key local stakeholders
- to develop closer relationships with local sports clubs and community centres and groups
- to ensure that all facility programmes are exciting, innovative and attractive to users and potential users
- to maximise the benefits of sport participation following the 2012 Olympics and Paralympics
- to explore all opportunities for external funding
- to positively promote the benefits of healthy lifestyles

Facility Developments:

- produce programme of leisure facility development proposals

Partnership Development:

- to ensure 100% compliance with all meeting, reporting and performance monitoring requirements
- to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
- to support the council in the delivery of a new competition pool
- to support the council in exploring the possibility of introducing a residents card in Oxford
- to optimise the benefits of the partnership between Fusion and Oxford City Council



HEALTH • VITALITY • WELLBEING

In presenting this summary of the Annual Service Plan for 2013/14, we are keen to gain as much feedback as possible from customers, staff and other key stakeholders.

We want to know if you think we are trying to do the right things, whether or not we are achieving our objectives and what key targets we should be considering when we start to prepare our next Annual Service Plan for 2014/15.

All feedback is gratefully received and there is a range of ways in which you can tell us what you think:

- talk to our staff
- complete one of our “Please Tell Us What You Think” comment cards, available at each of the leisure facilities
- attend one of the Customer Forums that will be organised across the facilities through the course of the year
- pass your comments to a representative of the User Groups that meet at each facility
- attend one of our regular management surgeries that will be held through the course of the year
- contact us by e-mail at blackbird@fusion-lifestyle.com
- write to Fusion’s Divisional Business Manager, Steve Holt, c/o Blackbird Leys Leisure Centre, Pegasus Road, Blackbird Leys, Oxford, OX4 6JL

Thank you for taking the time to read this leaflet. Your opinion is valued and we look forward to hearing from you.

If you need a translation, a **LARGE PRINT** version or a copy of this publication in another format, please contact us.



Fusion Lifestyle is a registered charity working in partnership with Oxford City Council to manage your local leisure facilities.

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To: The Scrutiny Committee

Date: 1st April 2014

Report of: Head of HR & Facilities

Title of Report: Absence and Recruitment Data

Summary and Recommendations

Purpose of report: To provide a headline summary on the progress made in ensuring that the Council is exploring ways to facilitate the development of a more diverse workforce

Scrutiny Lead Member:

Executive Lead Member:

Recommendation(s) or major points for consideration:

- 1) To note the wider actions already implemented and those to be explored further

Name and contact details of author:-

Name: Simon Howick
Job title: Head of HR & Facilities
Service Area: HR & Facilities
Tel: 01865 252547

List of background papers: *Examples of assessment tests (Appendix 1)*
Version number: V1

Introduction

- 1 The Scrutiny Committee have previously looked at application and shortlisting analysis covering 40 recruitment campaigns, with a sharper focus on three specific campaign examples. This summary report will cover additional information about HR initiatives aimed at increasing the diversity of the Council's workforce.

Actively reviewing the minimum “essential” criteria to open up routes for more applicants for entry level jobs

- 2 The Council has a number of entry level roles that attract a great deal of interest. Most roles require good communication skills, a minimum of GCSE English and Maths at grade C or equivalent functional skills, and some might even specify a professional/ sector qualification or demonstrable work experience as desirable. Customer Service Officer is one of these roles and in order to address the high turnover of CSOs steps such as career grading have been applied, with telephone interviews introduced in 2013 as a first round of screening where applicants are told in advance when they will be called and what scenarios they will be asked to work through. Good communication and active listening skills have to remain as essential criteria in order to ensure the delivery of Customer Service Excellence standards, but other essential criteria have been shifted to desirable in an attempt to reach more applicants who may have a great attitude and positive behaviours but not necessarily the direct work experience (see examples of these changes below):

- Experience of delivering customer service either via telephone or face-to-face
- Experience of working in a similar environment in a local authority
- Relevant Customer Services qualification e.g. NVQ Level 2 in Customer Service
- Experience of using ICT including CRM, Microsoft Office applications and interrogating databases

- 3 This critical thinking has been extended to other recent campaigns in two aspects:
 - Following the experience of practical tests run for an Assistant Estimator post (previously reported at the February meeting) the application of a series of aptitude tests as part of a Revenues interview/ assessment day (see the fictional scenarios in Appendix 1) to determine the practical abilities of candidates; and
 - Asking the current post holder to give applicants a brief introduction to their day-to-day role, field extra questions as part of an interview panel and meet and greet each candidate (trial implemented by Environmental Development for a Licensing Assistant role). Both approaches enabled the recruitment teams to see candidates in a

slightly different way and to focus more on their practical thinking and behavioural abilities. Furthermore, there is a “live” discussion around including speaking a second language as a desirable criterion in future CSO recruitment.

- 4 The recruitment of a second apprentice cohort will offer the opportunity to look at very different ways of engaging with applicants at all stages of the process due to the programme having a long lead in time, an advantage not shared by the bulk of the Council’s recruitment campaigns for substantive posts which are driven by the business necessity of ensuring continuity of full service delivery wherever possible. As a result we will be going out to schools to speak directly with interested students, invite potential applicants to attend a workshop on how to complete a good application, run assessment centres as part of the selection process, where feedback can be given at each stage, and utilise a more informal style of interview that will include current apprentices as part of these conversations.

Summary

- 5 Members are asked to note the active reviews taking place in the essential criteria for the range of key entry level posts available at the Council, and that service areas are challenging and testing what criteria they really need

Appendix 1:

Scenario 1: Draft a letter to advise the ratepayer of the position.

Ratepayers name: Mr J Thomas
Billing Address: 22 Hove Road, Headington, Oxford. OX4
1EN
Property address: 120 The High Street, Oxford.

Business Rates are calculated on a daily basis.

For the year 1st April 2011 to 31st March 2012 the rates due on a property were £1,995.28, billed over 10 monthly instalments.

A payment of £204.28 was received on the account on the 6th April 2011, followed by two further payments of £199.00 received on the 6th May 2011 and 6th June 2011.

The ratepayer of these premises has now written in to say that that they vacated the premises on the 29th July 2011.

Can you apportion the charge up to the date of vacation and calculate if there will be a balance outstanding on the account to pay. Please show your working below.

Scenario 2: Proof read the following letter and submit your final version

Human Resources

Recruitment Helpline: 01865 252848

Fax: 01865 252475

E-mail: recruitment@oxford.gov.uk

Our ref: 600496653 / 006734

Mr M Smith
110 Oxford Road
Cowley
Oxford
OX22 7UN
006734

Our ref: 600946653 /

Date

Dear Mrs Smith

Re: Application for the Position of Benefit Assessment Officer

Further to your recent application, I am pleased to inform you that you have been selected for an interview, the details are as follows:

Date: 12 February 2014

Time: 11.00am

Venue: Town Hall

Please find enclosed a location map for this venue. Upon arrival please ask for James North.

If you have a disability, reasonable adjustments can be made available to you on request. I would be grateful if you could contact the recruitment Office on telephone number Oxford 01865 254848, and advise of any special requirements.

Please bring to the interview documentary proof of your essential professional qualifications as listed in the Job Description.

Please ring 01865 252848 to confirm your attendance, at least two days prior to the interview date.

Yours faithfully

Anne Jones
Recruitment Administration Officer

SCRUTINY COMMITTEE

Tuesday 4 March 2014

COUNCILLORS PRESENT: Councillors Sanders (Vice-Chair, in the Chair), Abbasi, Altaf-Khan, Coulter, Darke, Fooks, Humberstone, Jones, Lloyd-Shogbesan, Pressel, Simmons and Upton.

OFFICERS PRESENT: Pat Jones (Principal Scrutiny Officer), Lois Stock (Democratic and Electoral Services Officer), Helen Bishop (Head of Customer Services), David Edwards (Executive Director City Regeneration and Housing) and Robert Hetherington (Economic Development Manager)

74. APOLOGIES FOR ABSENCE

Apologies were received from:-

- Councillor Mills – Councillor Jones substituted;
- Councillor Campbell – Councillor Fooks substituted;
- Councillor Fry – Councillor Pressel substituted;
- Councillor Smith – Councillor Humberstone substituted.

75. DECLARATIONS OF INTEREST

None made.

76. WORK PROGRAMME AND FORWARD PLAN

The Principal Scrutiny Officer presented the Work Programme and Forward Plan, and highlighted the following issues:-

Work Programme

- (1) The Community Engagement Strategy, which was requested by the Committee, has been delayed as the period of consultation has been extended;
- (2) An action plan concerning the employment of Council staff from BME communities is being developed;
- (3) Evaluation of the Leadership Programme (linked to educational attainment) will be presented to the Committee in April;
- (4) The Covered Market Group has asked to continue in order to see its recommendations through to implementation. This would focus purely on the recommendations that had been made, would not be a roving review, and could continue until the end of the Committee's work programme. The Committee AGREED to this request;
- (5) The Finance Panel has met and made recommendations on the Budget. It planned to meet again to discuss ethical investment.

Councillor Simmons had asked for further information on the downward trend in recycling targets. Geoff Corps (Service Manager) attended the meeting to

answer questions on this. A briefing note on the changes (which went to CEB) was also submitted for information.

Geoff Corps provided the following information:-

- Oxfordshire Waste Partnership will end on 31st March 2014 because the County Council will not fund it any more. The City Council will continue to work with partners;
- City Officers have visited a specialist plant in Essex to explore further uses for “sweeper arisings”. These are leaves, grass cuttings, litter, road dressings etc. Because Oxford does a lot of sweeping, it has more “arisings” than other places. A trial of recycling from sweeper detritus is ongoing at Ewelme. It is thought that there are recoverable items arising from sweeping, but it is too early to say at present;
- The matter of trying to persuade more people to recycle more things is part of a much wider issue. Dry recycle is at its highest level across the City. A campaign, called “One More Thing” will begin next year, to encourage recycling;
- It is possible to map recycling across the City and identify which are the best and worst performing areas. North and central Oxford perform well, south and south east Oxford do less well.
- The City Council works with Brookes University Street Champions and Brookes Recycling Champions, and is well versed in engaging with students to encourage more recycling from them. There is scope to engage with individual colleges more;
- Oxfordshire County Council organises gulley emptying – noted that Councillor Abassi would like more information about this;
- Recycling at flats has begun. Social landlords must demonstrate an ability to recycle at a rate of 50%. There has been some positive engagement with landlords, but it is too early to judge the success of this and the impact on recycling rates;
- Waste collection crews now have data collectors in their wagons, so that the Council can be made aware of failures to recycle, mispresentation of wheelie bins, etc. The Council will visit people who do not engage with the Council about recycling to educate, inform and help them.

The Committee thanked the waste teams for all their hard work – they are doing a good job.

Resolved to:-

- (1) Thank the waste teams for their efforts and congratulate them on a job well done;
- (2) Seek further information about gulley emptying from Shaun Hatton.

Forward Plan

The Committee would like to see the following:-

- (1) Parking on HRA land – to go to the Housing Panel;

- (2) Fusion Lifestyle Service Plan – already agreed to look at how Fusion engages with under-represented groups within the City, however Councillor Simmons felt it would be useful to look at the wider plan if possible;
- (3) Oxford Strategic Housing Market Assessment – headline numbers will be available soon, so this should be considered for a future work programme.

77. REPORT BACK ON RECOMMENDATIONS

The Principal Scrutiny Officer presented the report back on recommendations made by the Committee to the City Executive Board. The Committee had done well with its recommendations, as the majority of them had been accepted by CEB.

Resolved to note the current position.

78. DISCRETIONARY HOUSING PAYMENTS - MONITORING REPORT

The Head of Customer Services submitted a report (previously circulated, now appended) concerning Discretionary Housing Payments (DHP).

Helen Bishop (Head of Customer Services) and Councillor Susan Brown (Board Member for Benefits and Customer Services) attended the meeting to present the report to the Committee, provide some background and answer any questions.

Initial comments from Councillor Brown and Helen Bishop

- One issue with DHP is the uncertainty around year to year funding – the Council does not know how much funding it will be given from year to year.
- DHP is supposed to be a temporary measure, and that is why there is a policy on conditionality around it.
- It's not easy to find cheap housing to meet people's needs, and for some people, getting into work is a long and complicated process. Officers have worked to help and support many people;
- However, there is a concern that many of those affected have not applied for DHP, and that there are many people out there who either are, or soon will be, experiencing problems managing their money;
- The Council has commissioned some independent research to try to find out the scale of any potential problems, as it is interested to find out how people manage;
- There are many welfare reforms that are affecting people.

Comments and questions from the Committee

- Is it possible to do data matching with people who use food banks, and people who have rent arrears, to see if they may need DHP?
- What will happen to people who had DHP, but shouldn't have had it because they were not actually affected by the "bedroom tax"?

- It is concerning that there have been only 192 applications due to reductions in the Local Housing Allowance rates;
- It is also of concern that if the budget for DHP is not spent, the remainder will have to be returned;
- It is encouraging that the Council has been able to give multiple awards to some people;
- Can we be sure that the Council is promoting this in the right place please?
- Are new applications increasing or trailing off – is there increased pressure on the DHP grant?
- The Committee thanked the team for their hard work, noting that they had won two Staff Awards recently. However, the Committee also felt that it would like to monitor DHP on a regular basis.

Responses from Councillor Brown and Helen Bishop

- The Council has worked hard to establish who is affected by the “bedroom tax”, and Helen Bishop will prepared an informative note on this topic;
- Comments on the use of information about food banks and rent arrears will be taken back; but in the meantime Councillors can be assured that there are mechanisms to ensure the right clients are reached;
- Helen Bishop will come back to members on the issue of applications due to reductions in Local Housing Allowance rates;
- The Council wants to treat people fairly, but conditions are needed because DHP is not a long term solution upon which people can rely for considerable periods of time. It’s difficult to strike the right balance – hence the underspend – but it is agreed that more could be done to promote DHP in the right areas;
- Only the underspend on the Government grant would need to be returned to the Government – the additional money agreed by Council would not be affected;
- The Council is spending at a higher rate now, making 16 week awards as opposed to the previous 13 week awards. It was noted that the Committee suggested that it might be helpful for the Finance Panel to see the budget figures to help understand what the budget pressures were;
- The Council’s experience of helping people into work has been shared with other Councils.

The following information would be provided to the Committee:-

- Extra detail about the effect of the pre-1996 changes – people affected or not affected by the “bedroom tax”;
- Case numbers- are they rising or falling?
- Additional details of the 192 applications due to reductions in the Local Housing Allowance rates;

Resolved to:-

- (1) Note the current position;
- (2) Ask that the final end of year report on DHP be presented at the Committee on 6th May, and that this would include some feedback from the independent research that is currently taking place.

79. STRATEGIC ECONOMIC PLAN - PRE-SCRUTINY

The Executive Director, Regeneration and Housing, submitted a report (previously circulated, now appended) concerning the Oxfordshire Strategic Economic Plan. David Edwards (Executive Director, Regeneration and Housing) and Robert Hetherington (Economic Development Manager) attended the meeting to present the report to the Committee. Councillor Bob Price, Board Member for Corporate Governance, Strategic Partnerships and Economic Development, was unable to attend the meeting but had offered to attend a future meeting if the Committee so wished.

David Edwards introduced the report and provided some background and context to it. He explained that the process, structure and bidding for the Growth Deal was very similar to that of the City deal; however the timescale was compressed and the Council's bid needed to be submitted by the end of March 2014. It should be noted that Government focus would be on deals that were "ready to go" in 2015. The Strategic Economic Plan would be built around the four objectives of:-

- Innovation Enterprise – innovation led economic growth;
- Innovation Place – homes and quality of life;
- Innovative People – skills and employment;
- Innovative Connectivity – free movement of people, growing economy.

There was a summary report – and a much more detailed report – being prepared, but they were not yet completed. The Chair, Councillor Sanders, observed that the report that the Committee had before it did not provide very much to scrutinise, and that it would be important to circulate some further information to Councillors.

Comments from the Committee

- Concern was expressed about post-flooding infrastructure. There is a need to sort out existing problems before any further expansion;
- Noted comments about economic growth, but where are the proposed new workers to live? Shortage of housing could hinder enterprise;
- There is an issue about finding land upon which to build houses. Neighbouring local authorities have not been exceptionally receptive to the City Council's ideas, so how can this be progressed?
- Concern was expressed about the capacity of the utilities in Oxford. There have been problems with the water, sewage and energy supplies in the City, and this needs to be resolved as part of a review of the necessary infrastructure to support growth;
- Do partners include the two Universities, Culham and Harwell?

- It would be useful to explain how growth in Oxford can help address inequalities in the City;
- When talking about skills, apprenticeships and careers, it is important to consider the role of schools. It is vital that schools are able to give good career advice and support to their students.

Responses from David Edwards and Robert Hetherington

- There is a bid in for support for the proposed Western Relief Channel (to ease flooding in Oxford);
- Agreed that there needs to be a comprehensive assessment of where new housing can go, because it is unlikely that it all can be accommodated within the City boundaries. The City has a case for one or more urban extensions, and there is a need for intensive discussions between Council Leaders. Neighbouring local authorities have, in principle, agreed to work together to see how they can deliver more housing.
- Agreed that there is a need to involve the utility companies in any discussions. The City Council has had discussions with Thames Water, for example, for many years, but sadly this had not proved very productive and it is hard to engage with them. The situation is similar with Scottish and Southern electricity. It is quite difficult to persuade utility companies to work closely and constructively together.
- Partners will be similar to those involved with the City Deal. The Council would also like to include small end medium sized enterprises;
- Noted the comments about inequalities. This isn't just about housing, it is also about skills, access to employment and economic growth.
- This document will be one of a suite of documents (including City Deal and the European Social Investment Fund framework) that will work together to stimulate economic growth.

Resolved to make the following recommendations:-

- (1) For all members to see the finalised Oxfordshire Strategic Economic Plan as submitted to Government and to be kept in touch with the outcomes from this bid;
- (2) To provide a "governance structure" below the Board Member representative on the Local Strategic Partnership that can deliver on the aim of keeping all members of Council informed and engaged in the detail of progress against selected projects, and the likely outcomes for the City and its residents;
- (3) The Board Member and Officers to do all they can to reflect the City's ambition of reducing inequality in strategic planning for all themes;
- (4) The Board Member and Officers to do all they can within the Innovative Place theme to produce excellent links to schools at a very early stage, in order to support good quality advice on educational choices and career planning.

80. MINUTES

Resolved to confirm as a correct record the minutes of the meeting held on 4th February 2014.

81. DATES OF FUTURE MEETINGS

Resolved to note the following dates:-

1st April 2014;
6th May 2014

The meeting started at 6.00 pm and ended at 7.33 pm

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