

Agenda

www.oxford.gov.uk



Scrutiny Committee

Date: **Monday 4 July 2016**

Time: **6.00 pm**

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

For any further information please contact:

Sarah Claridge, Committee Services Officer

Telephone: 01865 252888

Email: sclaridge@oxford.gov.uk

As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

Scrutiny Committee

Membership

Chair	Councillor Andrew Gant
	Councillor Tom Hayes
	Councillor Jamila Begum Azad
	Councillor Nigel Chapman
	Councillor Van Coulter
	Councillor James Fry
	Councillor David Henwood
	Councillor Jennifer Pegg
	Councillor Craig Simmons
	Councillor Sian Taylor
	Councillor Marie Tidball
	Councillor Ruth Wilkinson

The quorum for this Committee is four, substitutes are permitted.

HOW TO OBTAIN A COPY OF THE AGENDA

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

A copy of the agenda may be:-

- Viewed on our website – mycouncil.oxford.gov.uk
- Downloaded from our website
- Subscribed to electronically by registering online at mycouncil.oxford.gov.uk

AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 WORK PLAN AND FORWARD PLAN

9 - 20

Background Information
The Scrutiny Committee operates within a work plan which has been set for the 2016/17 council year. This plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest Forward Plan (which outlines decisions to be taken by the City Executive Board or Council).
Why is it on the agenda?
The Committee is asked to review and note its work plan for the 2016/17 council year. This is an opportunity for the Chair of the Finance Panel to update the Committee on the Finance Panel meeting held on 30 June 2016. The Committee is also asked to select which Forward Plan items they wish to pre-scrutinise based on the following criteria: <ul style="list-style-type: none"> • Is the issue controversial / of significant public interest? • Is it an area of high expenditure? • Is it an essential service / corporate priority? • Can Scrutiny influence and add value? A maximum of three items for pre-scrutiny will normally apply.
Who has been invited to comment?
<ul style="list-style-type: none"> • Andrew Brown, Scrutiny Officer

4 REPORT BACK ON RECOMMENDATIONS

21 - 22

Background Information
Scrutiny is empowered to make recommendations to Council decision makers, who are obliged to respond in writing.
Why is it on the agenda?
This item allows Committee to see the results of recommendations since the last meeting. Since the last meeting the following items have resulted in recommendations to the City Executive Board: <ul style="list-style-type: none"> • Oxford City Council Safeguarding Report 2015/16 • Apprentices (short report)
Who has been invited to comment?
Andrew Brown, Scrutiny Officer

5 DEVOLUTION PLANS FOR OXFORDSHIRE

23 - 26

Background Information
At its last meeting the Committee prioritised a review of devolution plans for Oxfordshire and tasked the Chair and Vice-Chair with scoping this piece of review work.
Why is it on the agenda?
For the Committee to: 1. Receive a verbal update on devolution proposals from the Assistant Chief Executive and ask questions; 2. Agree the scope of a devolution review; 3. Appoint members to a Devolution Review Group; 4. Appoint a Chair of the Devolution Review Group.
Who has been invited to comment?
<ul style="list-style-type: none">• Caroline Green, Assistant Chief Executive

6 FUSION LIFESTYLE – PERFORMANCE REPORT 2015/16

27 - 42

Background Information
Fusion Lifestyle is the Council's leisure partner. The Committee has requested an annual report on Fusion Lifestyle contract performance. Last year the Committee agreed that future performance reports would take the form of a performance dashboard.
Why is it on the agenda?
For the Committee to scrutinise Fusion Lifestyle contract performance. The Committee is asked to note the report and provide feedback. This discussion can also help to inform the following item.
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Linda Smith, Board Member for Leisure, Parks & Sport;• Ian Brooke, Head of Community Services;• Lucy Cherry, Leisure & Performance Manager.

7 FUSION LIFESTYLE'S 2016/ 2017 ANNUAL SERVICE PLAN

43 - 118

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
The City Executive Board will be asked to endorse the Fusion Lifestyle Annual Service Plan for 2016/17 at its meeting on 14 July 2016. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Linda Smith, Board Member for Leisure, Parks & Sport;• Ian Brooke, Head of Community Services;• Lucy Cherry, Leisure & Performance Manager.

8 GRANT ALLOCATIONS - MONITORING REPORT

119 - 166

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
The City Executive Board on 14 July 2016 will be asked to: 1. Note the results of the grant monitoring, the positive impact the community and voluntary sector is making in the City. 2. Recommend we work with partners to understand the issues facing the Community and Voluntary Sector in greater depth so we are better able to target our support where it is most needed and will have the greatest impact.
This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Christine Simm, Board Member for Culture & Communities;• Ian Brooke, Head of Community Services;• Julia Tomkins, Grants and External Funding Officer.

9 REPORT OF THE EQUALITY AND DIVERSITY REVIEW GROUP

167 - 208

Background Information
The Scrutiny Committee commissioned the Equality & Diversity Review Group to consider issues of equality and diversity in the Council workforce and in particular: <ul style="list-style-type: none">• What barriers are faced by under-represented groups in recruitment and career progression at the City Council;• How does the Council prevent and address discrimination, including specifically discrimination against LGBT employees.
Why is it on the agenda?
For the Scrutiny Committee to review and comment on the report of the Equality & Diversity Review Group before it is submitted to the City Executive Board.
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Tom Hayes, Chair of the Equality & Diversity Review Group.

10 APPRENTICES REPORT

209 - 212

Background Information
At its last meeting the Committee considered a report on apprentices and agreed a number of recommendations to put to the City Executive Board (CEB). One recommendation was submitted to CEB on 16 June 2016 as a decision on that recommendation would affect the outcome of a recruitment campaign. The remainder of the recommendations have not yet been submitted and are set out in the

attached report.
Why is it on the agenda?
For the Scrutiny Committee to approve the Scrutiny report on apprentices before it is submitted to the City Executive Board on 14 July 2016.
Who has been invited to comment?
<ul style="list-style-type: none"> • Andrew Brown, Scrutiny Officer.

11 MINUTES

Minutes from 07 June 2016.

Recommendation: That the minutes of the meeting held on 07 June 2016 be APPROVED as a true and accurate record.

12 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

Scrutiny Committee

5 September 2016
6 October 2016

7 November 2016
6 December 2016

All meetings start at 6.00 pm.

Standing Panels

Housing Standing Panel – 7 July 2016

Finance Standing Panel – 30 June 2016 & 8 September 2016

DECLARING INTERESTS

General duty

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

What is a disclosable pecuniary interest?

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

Declaring an interest

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

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

Members' Code of Conduct and public perception

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

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

This page is intentionally left blank

SCRUTINY WORK PLAN

June 2016 - April 2017

Published on: 20/06/16

6

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its inhabitants. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the remainder of the 2016-17 council year and will be reviewed monthly by the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior council officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to two standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership


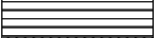

Committee / Panel	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council's scrutiny function.	Cllrs Azad, Chapman, Coulter, Fry, Gant (Chair), Hayes, Henwood, Pegg, Simmons, Taylor, Tidball & Wilkinson
Finance Panel	Finance and budgetary issues and decisions	Cllrs Fooks, Fry, Simmons & Taylor
Housing Panel	Strategic housing and landlord issues and decisions	Cllrs Goff, Henwood, Pegg, Sanders, Thomas & Wade

Current and planned review groups

Topic	Scope	Nominated councillors
Budget Review 2017/18	To review the Council's 2017/18 draft budget and medium term financial strategy	Cllrs Fooks, Fry, Simmons & Taylor
Devolution plans for Oxfordshire	TBC	TBC
Review 3 TBC	TBC	TBC

Indicative timings of 2016/17 review panels

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Devolution plans for Oxfordshire	Scoping	Evidence gathering	Reporting							
Budget Review 2017/18		Scoping	Evidence gathering	Reporting						
Review 3 TBC				Scoping	Evidence gathering	Reporting				

	Scoping
	Evidence gathering
	Reporting

SCRUTINY COMMITTEE

4 JULY 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Devolution plans for Oxfordshire	No	For Scrutiny to monitor the progress of devolution proposals for Oxfordshire	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Educational attainment	No	To consider an independent report on the Council's educational attainment investments produced by Oxford Brookes University.	Young People, Schools and Skills	Tim Sadler, Executive Director Community Services
Fusion Lifestyle – Performance Report 2015/16	No	To monitor an annual Fusion Lifestyle contract performance dashboard.	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager
Fusion Lifestyle's 2016/ 2017 Annual Service Plan	Yes	This report presents Fusion Lifestyle's 2016/ 2017 Annual Service Plan for the management of the council's leisure facilities. The report will recommend that the City Executive Board endorse Fusion Lifestyle's Annual Service Plan for the management of the Council's leisure facilities for 2016/17.	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager
Grant Allocations to Community and Voluntary Organisations 2015/16	Yes	A monitoring report on the reported achievements resulting from grant allocations.	Community Safety	Julia Tomkins, Grants and External Funding Officer

5 SEPTEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Recommendation monitoring - Inequality Panel	No	To monitor progress and implementation following the recommendations of the Inequality Panel, which reported to the City Executive Board in July 2015.	Corporate Strategy and Economic Development	Val Johnson, Policy Team Leader
Waterways Public Space Protection Order	Yes	The report will contain a proposal to the CEB to introduce a Public Spaces Protection Order for certain behaviours on the waterways within Oxford City's local authority boundary.	Community Safety	Richard J Adams, Community Safety & Resilience Manager

Annual Monitoring Report (AMR) 2015/16	Yes	This is the City Council's twelfth AMR to assess the effectiveness of planning policies contained within Oxford's Local Development Plan.	Planning and Regulatory Services	Rebekah Knight, Planner
Review of Oxford City Council's Tree Management Policy	Yes	The Tree Management Policy was adopted in 2008 and last reviewed in 2011. The current Tree Management Policy will be the subject of discussions at the Parish Council Forum and the Scrutiny Committee in the spring of 2016. If as a result of those discussions the Tree Management Policy needs to be revised then a report will be submitted to CEB	Leisure, Parks and Sport	Stuart Fitzsimmons, Parks and Open Spaces Manager
Sustainable Energy Action Plan (SEAP) for Oxford	Yes	SEAP does not set any new targets but estimates our baseline emissions in 2005 and captures the actions and policies that the Council and its partners are implementing to reduce carbon emissions. These actions will help to meet the Council's target of reducing carbon emissions by 40% by 2020 across the whole city. This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy.	Climate Change and Cleaner Greener Oxford	Mairi Brookes, OxFutures Programme Manager
Transfer Station for Recycled Material	Yes	Proposal to create and operate a Council managed Transfer Station for City collected co-mingled recyclate, green waste, street arisings and engineering works spoil.	Climate Change and Cleaner Greener Oxford	Roy Summers, Deputy Head of Service
Performance Monitoring - quarter 1	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

6 OCTOBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Language schools	No	To receive an update on work to address safeguarding concerns relating to under 18s living in private accommodation and consider a review of the wider impacts of language schools in Oxford.	Community Safety	Tim Sadler, Executive Director Community Services

Graffiti prevention	No	To consider the appreciative inquiry and focus group around graffiti and other initiatives to solve the issues long term.	Climate Change and Cleaner Greener Oxford	Daryl Edmunds, Anti-Social Behaviour Investigation Team Manager
---------------------	----	---	---	---

7 NOVEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Discretionary Housing Payments spend	No	To monitor Discretionary Housing Payments spend mid-way through the year.	Customer and Corporate Services	Paul Wilding, Programme Manager Revenue & Benefits

6 DECEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Performance monitoring - quarter 2	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

30 JANUARY 2017

28 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Performance Monitoring - quarter 3	No	Quarterly reports on Council performance against a set of corporate service measures chosen by the Committee.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

27 MARCH 2017

2 MAY 2017

SCRUTINY COMMITTEE – ITEMS TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
-------------	----------	-------------	---------------	----------------

Recommendation Monitoring - Cycling	No	To monitor progress and implementation following the recommendations of the Cycling Review Group, which reported to CEB in September 2015.	Climate Change and Cleaner Greener Oxford	Mai Jarvis, Environmental Quality Team Manager
Recommendation monitoring - Guest Houses	No	To monitor progress and implementation following the recommendations of the Guest Houses Review Group which reported to CEB in December 2015.	Corporate Strategy and Economic Development	Richard J Adams, Community Safety & Resilience Manager
Recommendation monitoring – Recycling rates	No	To monitor recycling rates and the impacts of the blue bin recycling league following the recommendations of the Recycling Review Group.	Climate Change and Cleaner Greener Oxford	Geoff Corps, Cleaner Greener Services Manager
Recommendation monitoring – Local economy	No	To monitor progress following the recommendations of the Local Economy Review Group, which reported to CEB in June 2015.	Corporate Strategy and Economic Development	David Edwards, Executive Director City Regeneration and Housing
Public Spaces Protection Orders	No	To monitor the impacts of PSPOs the city, including the numbers and types of early interventions and enforcement actions.	Community Safety	Richard J Adams, Community Safety & Resilience Manager
Local Plan Review	No	To receive an update on the progress of the Local Plan review.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Assessing disabled impacts in planning	No	To consider how the Council fulfils its duty to assess the impacts on disabled people of new developments and changes of use, including for businesses and private and social sector housing.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Air Quality	No	To consider data on air quality in the City and ways of improving air quality in the the city centre.	Climate Change and Cleaner Greener Oxford	Mai Jarvis, Environmental Quality Team Manager
Design Review Panel	No	To consider the work and effectiveness of the Oxford Design Review Panel.	Planning and Regulatory Services	Patsy Dell, Head of Planning & Regulatory Services
Disabled Students' Allowance	No	To consider the impacts of cuts to Disabled Students' Allowance on disabled students in the City.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer
Workplace parking levies	No	To consider the pros and cons of the proposed introduction of workplace parking charges in Oxford.	Corporate Strategy and Economic Development	Andrew Brown, Scrutiny Officer

Health and Wellbeing Board update	No	To receive an update on the work of Oxfordshire Health and Wellbeing Board by the Council's representative on the Board.	Finance, Asset Management and Public Health	Val Johnson, Policy Team Leader
Police and Crime Panel update	No	To receive an update on police and crime scrutiny activities by the Council's representative on Thames Valley Police and Crime Panel (PCP).	Community Safety	Andrew Brown, Scrutiny Officer

FINANCE PANEL

30 JUNE 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - 2015/16 quarter 4	No	To monitor the Council's finances at the end of each quarter.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Credit union services	No	To consider the Council's response to the Evaluation of Credit Union services in Oxford report.	Finance, Asset Management and Public Health	Paul Wilding, Programme Manager Revenue & Benefits

8 SEPTEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 1	No	To monitor the Council's finances at the end of quarter 1 (June 2016).	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Strategy: Annual Report and Performance 2015/16	Yes	This performance monitoring report on the Treasury Management Strategy: Annual Report and Performance 2015/16 is submitted twice a year: <ul style="list-style-type: none"> Sept 2016 – the position at 31 March 2016 	Finance, Asset Management and Public Health	Anna Winship, Management Accountancy Manager

8 DECEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 2	No	To monitor the Council's finances at the end of quarter 2 2016-17 (September).	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

			Public Health	
--	--	--	---------------	--

16 JANUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Scrutiny Budget Review 2017/18 - recommendations	No	To agree recommendations following the annual scrutiny budget review.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

1 FEBRUARY 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Scrutiny Budget Review 2017/18	No	Review of the Councils draft budget for 2017/18 and medium term financial strategy.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Capital Strategy 2017-18	No	To consider the Council's Capital Strategy for 2017-18.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Treasury Management Strategy 2017/18	No	Treasury Management Strategy for 2016/17, including prudential indicators.	Finance, Asset Management and Public Health	Anna Winship, Management Accountancy Manager

29 MARCH 2017

FINANCE PANEL – ITEMS TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Council Tax Support Scheme	No	To consider spend and impacts of the Council's discretionary Council Tax support scheme.	Customer and Corporate Services	Tanya Bandekar, Service Manager Revenue & Benefits
Funding mechanisms for affordable housing	No	To consider alternative and innovative models for financing new affordable housing.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services

Divestment	No	To consider an ethical policy on divestment.	Finance, Asset Management and Public Health	Nigel Kennedy, Head of Financial Services
Housing Company for Oxford	No	To monitor progress of the Housing Company for Oxford in its first year of operation.	Housing	David Edwards, Executive Director City Regeneration & Housing

HOUSING PANEL

7 JULY 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - 2015/16 quarter 4	No	To consider year-end Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Choice Based Lettings refusal reasons	No	To receive a briefing on reasons given by Choice Based Lettings applicants for refusing Council properties, including requests for minor adaptations.	Housing	Tom Porter, Allocations Manager
Tenant satisfaction	No	To monitor tenant satisfaction survey results.	Housing	Bill Graves, Landlord Services Manager
Private Sector Housing Policy	Yes	<p>The policy will set out the future priorities and areas of intervention in the private rented and owner occupied residential sectors in Oxford and will clarify the regulatory approach to be taken by the Council.</p> <p>The policy will be considered at the following meetings:</p> <ul style="list-style-type: none"> • CEB – February 2016 for pre-consultation • CEB – July 2016 post-consultation 	Corporate Strategy and Economic Development	Ian Wright, Service Manager Environmental Health
Review of Lord Mayors Deposit Guarantee Scheme	Yes	To agree changes to the Lord Mayors Deposit Guarantee Scheme in order to update the scheme approach in light of expected changes to legislation and to boost positive outcomes for vulnerable persons.	Housing	David Rundle, Private Rented Team Leader

5 OCTOBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 1	No	To consider Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Update on homelessness prevention funds	No	To receive an update on homelessness prevention funding from April 2017, including the expected impacts of County Council funding cuts and plans to mitigate these.	Housing	Nerys Parry, Rough Sleeping and Single Homelessness Manager
Energy Strategy - Housing & Property	No	To consider past, current and future work around energy in Housing, and Housing & Property's approach to Energy and fuel poverty in its own domestic housing stock.	Housing	Deborah Haynes, Energy Efficiency Projects Officer
Approval for initiation of CPO proceedings under the approved Empty Homes Strategy 2015-2018.	Yes	Approval for the initiation of CPO proceedings under the approved Empty Homes Strategy and subsequent disposal options in order to bring property into use.	Housing	Dave Scholes, Housing Strategy & Needs Manager

18

9 NOVEMBER 2016 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 2	No	To consider mid-year Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property
Rent performance	No	To monitor the Council's rents performance including current and former tenant arrears.	Housing	Tanya Bandekar, Service Manager Revenue & Benefits

1 MARCH 2017 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 3	No	To consider a report on Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing and Property

3 MAY 2017

HOUSING PANEL – ITEMS TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Rough sleeping	No	To consider how the Council deals with people sleeping rough including those with no recourse to public funds.	Community Safety, Housing	Richard J Adams, Community Safety & Resilience Manager
Houses in multiple occupations (HMOs)	No	To consider the licensing of HMOs in the City including member oversight of HMO planning decisions (currently delegated) and rules around the numbers of rooms and the number of HMOs in the street etc.	Corporate Strategy and Economic Development	Ian Wright, Service Manager Environmental Health
National policy changes	No	To receive a briefing on the expected impacts of national housing and welfare policy changes in the City.	Housing	David Edwards, Executive Director City Regeneration and Housing
Empty Property Strategy	No	To consider a refresh of the Council's Empty Property Strategy 2013-18.	Housing	Melanie Mutch, Empty Property Officer (Private Sector)
Tower block refurbishment	No	To receive a progress update on the tower block refurbishment project and consider lessons learnt following the increase in budget.	Housing	Stephen Clarke, Head of Housing and Property
Great Estates update	No	To receive an update on progress made in developing masterplans for estates and working up and delivering a rolling programme of priority improvement schemes.	Housing	Stephen Clarke, Head of Housing and Property
Under-occupation in the Council's housing stock	No	To receive an update on the levels of under-occupation in the Council's housing stock and efforts to reduce under-occupation, including support and incentives for downsizing.	Housing	Bill Graves, Landlord Services Manager
Leaseholder relationships	No	To consider Council relationships with leaseholders including the views of individual leaseholders.	Housing	Stephen Clarke, Head of Housing and Property
Service charges	No	To consider the scope for raising service charges on Council housing to mitigate reduced rental income.	Finance, Asset Management and Public Health; Housing	Stephen Clarke, Head of Housing and Property

This page is intentionally left blank

Scrutiny recommendation tracker – 16 June 2016 CEB

The City Executive Board (CEB) on 16 June agreed responses to Scrutiny Committee recommendations on the following items:

- Apprentices (short report)
- Oxford City Council Safeguarding Report 2015-16

Apprentices (short report):

Recommendation	Agreed?	Comment
1. That consideration is given to extending the eligibility criteria for apprenticeships beyond the OX1 to OX4 postcode areas but with a preference for appointing applicants with these postcodes.	Agreed	The apprenticeship recruitment campaign will be extended to cover applicants who live in Abingdon, Witney, Bicester, Didcot and Kidlington areas so that the apprentices will be a better reflection of the Oxfordshire labour market. Preference will be given to applicants who live in OX1- OX4.

Oxford City Council Safeguarding Report 2015-16 (see also the draft minutes extract below):

Recommendation	Agreed?	Comment
1. That anonymised case study examples of safeguarding referrals made by the Council are provided to elected members.	Y	This is part of the safeguarding training that is provided for Members.
2. That the Council continues to work positively and proactively through partnerships to raise awareness of potential safeguarding issues in the City and push for action to investigate and address these issues, including, for example, high levels of pupil absence at particular schools.	Y	The City Council is represented on the Oxfordshire Safeguarding Children's Board and the Oxfordshire Children's Trust where these issues are discussed. It also leads on the Community Safety Partnership which is another forum for these issues.
3. That the Council continues to request feedback from partner agencies following safeguarding referrals.	Y	The Council relies on data from the Multi Agency Safeguarding Hub and will continue to seek feedback from partner agencies on how referrals are progressing. However, the Council's role is not to investigate
4. That the Council makes representations to government through appropriate channels about the need for more rigorous safeguarding arrangements for language school students aged under 18 living in private sector accommodation.	In part	This can only happen once multi agency work has been done on language schools in Oxford. (see recommendation 5, below) If this work raises concerns that should be raised at a national level, representations to government should be made.

5. That potential safeguarding issues around language school students aged under 18 living in private sector accommodation should be considered and discussed with language schools, the police and other relevant partner agencies.	Y	This work is already underway.
6. That Safeguarding training provided to the Council's HMO and Private Sector Enforcement Teams should cover how to recognise and report potential safeguarding issues around language school students aged under 18 living in the private sector.	Y	The Council's HMO and Private Sector Enforcement Teams are trained in safeguarding both children and adults. The issues relating specifically to language school students including a case study can be added to the training that is in place.

Extract from draft CEB minutes on Oxford City Council Safeguarding report 2015-16:

...The Chair of Scrutiny Committee introduced the Committee's report and recommendations on safeguarding, highlighting in particular the concerns identified regarding the lack of regulation for Language Schools operating in the city, and nationally. He said that the Committee considered this to be a significant issue and it had been added to the work programme for a full review.

The Board Member... welcomed the Scrutiny Committee report and thanked the Safeguarding Officer for her contribution. She said that she had written to Government regarding her concerns over the lack of safeguarding control for Language Schools but that she had received a less than satisfactory response.

The Board agreed that it was incumbent upon the Council to raise this issue as a priority with the Safeguarding Board and partner agencies as a matter of local and national concern.

The Board instructed the Chief Executive to task officers to work with the Scrutiny Committee to undertake a full review of this issue and to report back to the Board later in the year.

...The City Executive Board resolved to:

1. To note the progress and development of the Council's safeguarding work 2015-2016;
2. To agree the Action Plan as set out in Appendix 1;
3. To agree that the Board Member, Community Safety should raise the concern about Language School regulation as a priority with the Safeguarding Board and partner agencies; and
4. To endorse the Scrutiny Committee decision to undertake a review of the regulation of Language Schools with regard to safeguarding issues.

Project Scope – Scrutiny of devolution plans for Oxfordshire

Review Topic	'Devolution plans for Oxfordshire'
Lead Member Review Group	To be appointed by the Scrutiny Committee on 4 July 2016 (the Lead Member should be a member of the Scrutiny Committee)
Review Group Members	To be appointed by the Scrutiny Committee on 4 July 2016 in accordance with membership guidelines in the Scrutiny Operating Principles. Nominations received are as follows: <ul style="list-style-type: none"> • Cllr Van Coulter • Cllr Andrew Gant • Cllr Tom Hayes • Cllr Craig Simmons • Cllr Marie Tidball
Officer support	Scrutiny Officer support approx. 3-4 days per month for up to 4 months between August and December 2016. Additional support from the Assistant Chief Executive and other Council Officers.
Background	<p>Government is actively offering areas in England the chance to have additional funding and devolved powers in exchange for elected mayors of streamlined governance structures.</p> <p>In order to support the Oxfordshire devolution deal bid which would see over £1bn of additional infrastructure funding from Government, the District Councils in Oxfordshire are proposing to abolish all six existing Councils and create new unitary councils with responsibility for all local government services within their areas. The unitary councils would form a combined authority, which would facilitate joint working and joint commissioning where services needed to be managed over a wider geographical area and would have powers over transport, economic development and regeneration. The District Councils have commissioned PricewaterhouseCoopers (PwC) to undertake an independent study into the options for unitary government. The PwC report is expected by early July (a member briefing is scheduled for 11 July 2016) and will inform the District Council's thinking as they develop plans ahead of making a firm proposal to Government in autumn 2016.</p> <p>The County Council is developing an alternative proposal based on one unitary council for Oxfordshire (with a combined authority area also including Buckinghamshire and Northamptonshire). The County Council has separately commissioned Grant Thornton to consider options for future models of local government across Oxfordshire.</p> <p>All this work is taking place against a backdrop of considerable political uncertainties.</p>

Rationale	<p>Devolution is one of the biggest issues facing the City Council and local government in Oxfordshire. The public would expect the development of the Councils proposals to be subject to independent oversight and challenge from elected representatives. Due to the complexity of the issues and the timeline, this detailed work would need to be undertaken by a review group over a series of meetings.</p> <p>The Scrutiny Committee prioritised a review of ‘devolution proposals for Oxfordshire’ when agreeing its 2016-17 work plan.</p>
Purpose of Review / Objective	<p>Scrutiny has been advised that the scope of the review should remain flexible and responsive to developments but key lines of inquiry or themes for individual meetings could include:</p> <p><i>How would a combined authority operate in practice? What democratic and decision making controls would be retained by its constituent Councils and what would the lines of accountability and scrutiny look like?</i></p> <p><i>What arrangements would provide the best opportunities for service transformation, cost savings and improved outcomes in the high-spend, high-risk services, such as Adult Social Care, Health and Children’s Services?</i></p> <p><i>How would strategic planning work in a unitary model of local government and is there any prospect of the long standing differences between Local Plans being resolved?</i></p> <p>During its deliberations, the Review Group may wish to come to a considered view as to which model(s) of local government being proposed by Oxfordshire Councils would facilitate the best outcomes for service users, residents and tax payers in Oxfordshire, as well as which model(s) present the biggest risks.</p>
Indicators of Success	<ul style="list-style-type: none"> • Robust independent scrutiny of devolution proposals; • Detailed consideration of specific issues / lines of inquiry; • High quality engagement with key stakeholders; • Recommendations / contributions that influence and strengthen / add value to devolution proposals; • The majority of recommendations are agreed; • The production of an evidence based report (if necessary).
Methodology/ Approach	<ul style="list-style-type: none"> • Reviewing reports and engagement feedback; • Inviting written and verbal evidence from witnesses and stakeholders; • Consideration of case study examples from other areas; • Desk research / literature review.

Specify Witnesses/ Experts	<ul style="list-style-type: none"> • Peter Sloman - Chief Executive • Caroline Green - Assistant Chief Executive <p>Witnesses could also include representatives of the following organisations (this list is not necessarily exhaustive):</p> <ul style="list-style-type: none"> • Oxfordshire County Council; • Oxford University Hospitals NHS Foundation Trust; • Oxfordshire Clinical Commissioning Group; • Oxfordshire Local Enterprise Partnership; • Oxfordshire Health and Wellbeing Board. <p>The Review Group may wish to speak with PwC report authors.</p>		
Specify Evidence Sources for Documents	<ul style="list-style-type: none"> • PwC report; • Grant Thornton report; • Written submissions provided by witnesses and stakeholders; • Engagement feedback; • District and County Council devolution proposals; • Relevant academic / policy papers. 		
Site Visits	N/A		
Projected start date	July 2016	Draft Report Deadline	27 Oct 2016 or 25 Nov 2016
Meeting Frequency	Monthly	Projected completion date	17 Nov 2016 CEB or 15 Dec 2016 CEB

Draft outline of meetings (to be held in private session)

Meeting one – 14 June 2016
Scoping meeting to consider purpose of the review and approach.
Meeting two - July / August 2016 (TBC)
Possible meeting in July/August to consider PwC report and any other developments if deemed necessary. Review Group members will be encouraged to attend a member briefing on 11 July 2016.
Meeting three – w/c 12 September 2016 (TBC)
Themed evidence session 1 – combined authority
Meeting four – w/c 19 or 26 September 2016 (TBC)
Themed evidence session 2 – transforming high-risk services
Meeting five – w/c 10 October or 24 October 2016 (TBC)
Themed evidence session 3 – strategic planning

This page is intentionally left blank

To: Scrutiny Committee
Date: 4 July 2016
Report of: Head of Community Services
Title of Report: Leisure management contract performance, April 2015 to March 2016.

Summary and recommendations	
Purpose of report:	To provide a performance update of the city's leisure management contract with Fusion Lifestyle, April 2015 to March 2016.
Key decision:	No
Executive Board Member:	Councillor Linda Smith, Executive Board Member for Leisure, Parks and Sports.
Corporate Priority:	Strong and active communities; An efficient and effective council, A clean and green Oxford.
Policy Framework:	Leisure and Wellbeing Strategy, 2015 to 2020.

Appendices	
Appendix 1	Governance summary.
Appendix 2	Overarching performance dashboard.
Appendix 3	Contract subsidy per user.

Introduction and background

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 initial contract was for ten years, with a five year extension clause.
2. In February 2014 the City Executive Board agreed to enact the extension clause and extend the contract to for the development, management and operation of the City's leisure centres for a five year period to April 2024.
3. The Council has a contractual relationship under which the 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 their Annual Service Plan is a contractual commitment.

4. Appendix 1 provides a summary map for the contractual governance mechanism.
5. In 2015/16 The Leisure Management Contract incorporated the service delivery of the Council's five leisure facilities;
 - Barton Leisure Centre
 - Leys Pools and Leisure Centre
 - Ferry Leisure Centre
 - Hinksey Outdoor Pool
 - Oxford Ice Rink.
6. This report sets out performance of the leisure facilities and where comparison data is available performance against previous years.
7. A summary of key performance headlines follows and a performance dashboard is provided in Appendix 2.

Financial

8. The contract has greatly improved the user experience, alongside achieving increased cumulative cash savings of around £1.94 million per year.
9. Over this period, facilities have been greatly improved with around £15 million of capital investment, which has in the main been funded by the contract savings.
10. The cost of the core leisure management contract to the Council was fixed according to an agreed payment schedule for the period of the contract. The fee has reduced following investment in improved quality facilities, and is based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes.
11. From April 2015 and for the remainder of the contract Fusion now pay the council for the management of facilities. This equates to around £3 million pounds savings to the council over the remaining contract period.
12. The five year extension (to April 2024) guarantees a saving to the Council, resulting in the operation of the leisure centres reducing to approximately zero cost by 2017/18 (Appendix 3).
13. Savings from the contract with Fusion are already reflected in the Council's budget and the risk for achieving these is Fusion's.
14. The management agreement contains provisions to share profits that are made above those agreed when the contract was agreed. No overall surplus above contracted performance was achieved in the 2015/16 period, so profit share arrangement does not apply.
15. The Oxford Living Wage continues to be paid to employees and those engaged by Fusion in Council facilities.

16. Competitor benchmarking against neighbouring leisure providers demonstrated that fees and charges in city facilities continue to be at least comparable.
17. The Bonus concessionary membership scheme for those in receipt of one of 15 eligible benefits, and their dependents, gives reduced rates on activities at all our leisure facilities and continues to offer affordable access to Oxford facilities.

Participation

18. The overall number of visits to leisure facilities in 2015/16 was more than 1.44 million, this is an increase of 71 per cent since contract commencement; 598,000 more visits per annum when compared with the period prior to the transfer to Fusion.
19. In 2015/16 the number of visits to leisure facilities by target groups increased 194 per cent from the 2009/10 baseline year. The biggest percentage increase is in target groups; 400,000 more visits per annum to leisure facilities when compared with the first year of the contract.
20. Participation by Women and Girls has increased by 28 per cent, 110,000 more visits year on year.
21. Swimming by older people has decreased year on year by just under 11,000 visits and those aged under 17 years by just more than 3,200 visits. Conversely young people visits through the council funded free swimming sessions has increased by 10%; more than 2,200 more visits and 900 more young people registered for free swim cards.

Quality

22. Fusion continues to maintain International Standards 14001, 14002¹ and 9001² following external assessments.
23. The Council's five leisure facilities continue to be accredited with the UK quality award scheme for sport and leisure, QUEST³.

¹ ISO 14001 and 14002 are a family of standards related to [environmental management](#) that exists to help organizations minimize how their operations negatively affect the environment, to comply with applicable laws, regulations, and other environmentally oriented requirements, and continually improve in the above.

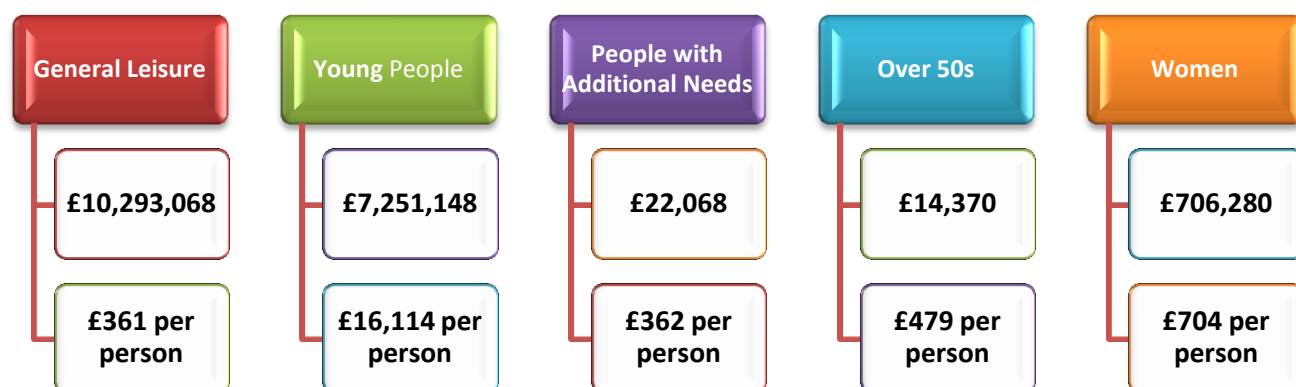
² The ISO 9001 is a standard related to quality management systems and designed to help organizations ensure that they meet the needs of customers and other stakeholders.

³ Quest is designed primarily as a tool for continuous improvement for the management of leisure facilities and leisure development. It defines industry standards and good practice and encourages on-going development within a customer focused management framework.³

24. Ferry Leisure Centre achieved an excellent QUEST rating and gained efficiency recognition from the industry National Benchmarking Service.

Social Return on Investment

25. Evaluation through Social Return on Investment (SROI) methodology, February 2016 found that Fusion generated £18,286,935 of gain from its work in Oxford during 2014.⁴



Carbon management

26. A 5.24 per cent reduction in CO₂ has been achieved against a backdrop of increased participation in 2015/16 compared to the previous year.

2.17 tCO₂ per visit /kg CO₂ in 2015/ 16 compared to 2.29 in 2014/15⁵.

27. The impact of decommissioning two old and inefficient facilities and opening of Leys Pools and Leisure resulted in a reduction of ⁶:

- 1,402,000 kWh in energy consumption
- 5,100m³ water consumption
- 406 tCO₂/year
- £83,000 utility costs
- Avoided energy spend/revenues from Solar and Biomass, CHP (ca. £30k/year).

⁴ Ross, C. Barker, L. and Epsley, S. (2016) Fusion Lifestyle Social impact evaluation of selected projects, London, Fusion Lifestyle and Bates Wells & Braithwaite LLP

⁵ CO₂ per footfall is a metric endorsed by BSi Energy Standards – although not always a total causal link between footfall and consumption it's still a useful metric/benchmarking activity.

⁶ First full years' worth of data (includes commissioning/construction energy consumption).

28. Salix Energy Efficiency projects have avoided an estimated 212tCO₂ per year; approximately £40,501 per year savings in energy spends.

Customer Excellence

29. Overall customer satisfaction in 2015/16 was 95 per cent; overall customer excellence rating was 62 per cent.

30. Fusion also uses Net Promoter Score⁷ methodology to measure the willingness of customers to recommend leisure services to others. In 2015/16 Oxford leisure services averaged 21 per cent, which is the second highest rating in the Fusion business. To further context this Virgin Active's average score in 2015 was 17 per cent across their 105 clubs.

Next steps

31. Key strategic objectives for 2016/17 include:

- 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.

32. There is a robust monitoring process for the leisure contact and contract governance arrangements.

Report author	Lucy Cherry
Job title	Leisure and Performance Manager
Service area or department	Community Services
Telephone	01865 252707
e-mail	lcherry@oxford.gov.uk

Background Papers: None

⁷ The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

This page is intentionally left blank

Appendix 1

Leisure contract governance summary

STRATEGIC CONTRACT MONITORING

City Executive Board (Annual)

Attendees: Executive Board Members; Director of Community Services; Head of Community Services; Leisure & Performance Manager.

Purpose: To endorse Fusion Lifestyles Annual Service Plan for the management of Oxford leisure facilities.

Value & Performance Scrutiny (Annual)

Attendees: Scrutiny Committee members; Head of Community Services; Leisure & Performance Manager and the scrutiny panel.

Purpose: Council scrutiny of contract performance.

Council / Fusion Senior Management Meeting (Annual)

Attendees: Director of Community Services; Head of Community Services; Two Fusion Executive Directors.

Purpose: Strategic issues, problem solving, relationship management, business case approval for Salix projects.

Leisure Partnership Board (quarterly)

Attendees: Director of Community Services; Head of Community Services; Fusion Director, Regional, Divisional and Business Development Managers; Executive and Shadow Board Member for Leisure, Parks & Sport; Representatives from Public Health, Oxfordshire County Council, Customers, Older and Young People.

Purpose: Performance monitoring, Strategic planning, day to day issues, financial elements, (including annual fees and charges) and development opportunities.

OPERATIONAL CONTRACT MONITORING

Client Monitoring Meetings (monthly)

Attendees: Leisure & Performance Manager; Fusion's Divisional Manager
Optional: Executive Board Member for leisure, Parks and Sport; Head of Community Services; Active Communities Manager; Finance Business Partner; Fusion's Business Development Manager.

Purpose: Performance monitoring, planning and day to day issues.

Internal Finance Meetings (monthly)

Attendees: Leisure & Performance Manager and the service Financial Accountant

Purpose: Scrutinise the contract financial data.

Partnership Finance Meetings (Annual)

Attendees: Head of Community Services; Leisure & Performance Manager; Financial Accountant; Fusion's Director for

Purpose: Present Fusions audited accounts; Year-end finance review; agreeing Utilities adjustment and oxford living Wage contributions and future year baseline budget.

Client visits

Attendees: Leisure & Performance Management; Cross service Council Officers, Staff; Mystery Visitors.

Purpose: Operational visits measuring actual delivery against agreed Table of Standards

Programmes of external auditing

Various including elements for:





- Health & Safety
- Quality
- Customer relations
- Facility Management
- Industry benchmarking.

Appendix 2





Leisure contract performance dashboard 2015/ 2016

Key:  = target met/ exceeded  = within tolerance  = outside tolerance





An Efficient and Effective Council

Objective	Actual 2014/15	Target 2015/16	Actual 2015/16	Year on year direction on travel	Comment
Evidence the quality of leisure facilities by achieving QUEST	5	5	5		All Oxford leisure facilities are QUEST accredited. Ferry Leisure Centre received an excellent rating.
Reduce subsidy per user in leisure centres	£0.44	10% reduction	£0.07		Achieved the 2015/16 profiled target.
To increase satisfaction with leisure centres 35	98%	96%	95%		95% of our customers rate Oxford facilities as Satisfactory, Good or Excellent.
Customers rating leisure facilities as Excellent	54%	60%	62%		Exceeded the profiled target for 2015/16.


Strong and active communities

Increase the number of visits to leisure facilities	13%	3%	10%		1.44 million Customer visits to Oxford facilities in 15/16; 130,000 more visits year on year.
Increase the number of visits to leisure facilities by customers with a disability	23%	5%	32%		20,500 customer visits to Oxford facilities in 15/16; 5,000 more visits year on year.
Increase the number of visits to leisure facilities by customers under 17 years of age	28%	3%	38%		211,500 customer visits to Oxford facilities in 15/16; 58,000 more visits year on year.
Increase the number of visits to leisure facilities by residents in wards of deprivation	-4%	5%	81%		163,000 customer visits to Oxford facilities in 15/16; 72,800 more visits year on year.








Strong and active communities

Objective	Actual 2014/15	Target 2015/16	Actual 2015/16	Year on year direction on travel	Comment
Increase the number of visits to leisure facilities by Black, Minority & Ethnic customers	8%	3%	31%		87,400 customer visits to Oxford facilities in 15/16; 9,000 more visits year on year.
Increase the number of visits to leisure facilities customers aged over 50	26%	3%	27%		123,700 customer visits to Oxford facilities in 15/16; 26,500 more visits year on year.
To increase participation at our leisure centres by target groups	17%	3%	40%		605,900 customer visits to Oxford facilities in 15/16; 171,600 more visits year on year.
Visits to leisure facilities by Women & Girls	6%	3%	28%		498,000 customer visits to Oxford facilities in 15/16; 109,000 more visits year on year.

A cleaner and greener Oxford

To reduce the use of utilities in Leisure facilities	2.30 kgs CO2	2. kgs CO2	2.12 kgs CO2		Increase in gas consumption however, decrease in electricity consumption.
--	--------------------	---------------	--------------------	---	---






Target Group Swimming

Objective	Actual 2014/15	Actual 2015/16	Year on year direction on travel
Under 17 years of age			
Total swimming visits	48,400	45,200	
New Free Swim Card holders	1,100	2,000	
Free swimming session visits	23,100	25,300	
Over 60 years of age			
Total swimming visits	33,300	22,600	
Total swimming visits			
Swim school	53,600	87,600	
Schools swimming	40,400	43,000	
Casual swimming	196,400	267,000	








Marketing and visibility

Objective	Target 2015/16	Actual 2015/16	Year on year direction on travel
Press releases	24	25	←
Web site home page views	400,500	416,800	←
Social Media – Facebook (Likes/ followers)		17,587	Baseline year
Social Media – Twitter (Likes/ followers)		1,440	
Social Media – Instagram (Likes/ followers)		766	

Facility Management

Objective	Actual 2014/15	Target 2015/16	Actual 2015/16	Year on year direction on travel
Fusion 360 facility inspections completed	98%	100%	96%	
Average inspection score	77%	100%	98%	
% of rectified tasks completed	64%	100	91%	
% completion of cleaning schedule	97%	100%	98%	
% completion of the Planned, Preventative Maintenance schedule	99%	100%	95%	

Carbon performance

	tCO2e/ visit ¹	Year on year direction on travel
Barton Leisure Centre	2.78	
Ferry Leisure Centre	1.01	
Hinksey Outdoor Pool	10.41 ²	
Leys Pools and Leisure Centre	1.83	
Oxford Ice Rink	3.61	
Total kgCO2e per visit in Leisure Centres	2.17	
tCO2/visit: % change	-5.24%	

2015/16	Increase/ Decrease
Electricity	14% decrease
Gas	19% increase
Water	9% increase

Note:

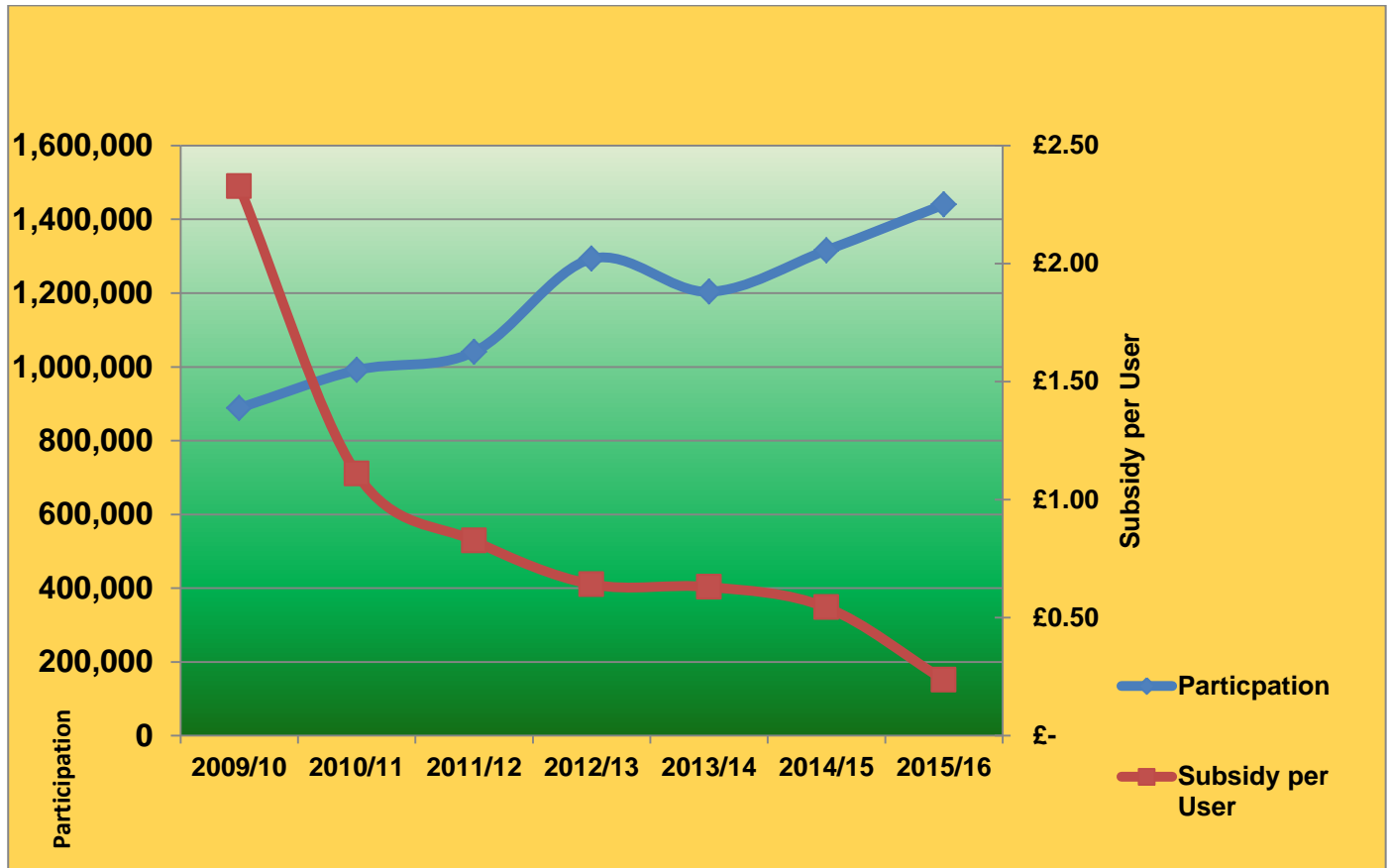
Increases in consumption an impact of Uplift in year on visits and extended season for Hinksey Outdoor Pool

¹ CO₂ per footfall is a metric endorsed by BSi Energy Standards – although not always a total causal link between footfall and consumption it's still a useful metric/benchmarking activity.

^{2 3 4} The Hinksey Outdoor Pool season was extended by 2 months in 2015/16.

Appendix 3

Leisure management contract subsidy per user ¹



¹ The annual number of visits, management fee and contract utilities costs for March 2009 onwards is used to demonstrate the overall subsidy per visit. This is an industry based calculation and allows us to consistently performance benchmark delivery of leisure management.

This page is intentionally left blank

To: City Executive Board
Date: 14 July 2016
Report of: Head of Community Services
Title of Report: Fusion Lifestyle's 2016/ 2017 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 2016/17.
Key decision:	Yes
Executive Board Member:	Councillor Linda Smith. Leisure, Parks and Sport
Corporate Priority:	Strong, Active Communities; Vibrant, Sustainable Economy; Cleaner, Greener Oxford City Council.
Policy Framework:	Leisure and Wellbeing Strategy, 2015 to 2020.
Recommendation(s): That the City Executive Board resolves to:	
1. Endorse the Fusion Lifestyle Annual Service Plan for 2016/17.	

Appendices	
Appendix 1	Fusion Lifestyle's Annual Service Plan summary 2016/2017
Appendix 2	Risk Register
Appendix 3	Initial Equality Impact Assessment

Introduction and background

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

3. Fusions 2016/17 Annual Service Plan (Plan) builds on the Council's approach to delivering world class leisure provision to Oxford's residents.
4. The contract with a social enterprise whose sole focus and extensive expertise is operating leisure facilities has greatly improved the user experience, alongside savings of around £660,000 per year.
5. Over this period facilities have been greatly improved with around £13.5 million of investment, which has in the main been funded by the contract savings.

The 2016/ 17 Plan

6. Leisure provision in the city is continuously improving since the collaboration with Fusion in 2009 and supports the Council's strategic aims. The 2016/17 Plan is focused on delivering the Council's priorities in the most effective and efficient way and places significant focus upon:
 7. Accessible and affordable leisure opportunities through pricing structures at appropriate and inclusive levels.
 - Usage has increased by 54¹ 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 (people from areas of deprivation, Black, Asian and Minority Ethnic Groups (BAME), people, older people, disabled people, women and girls and under-17s), which have increased from 148,000 visits in 2009/10 to 542,000 visits in 2015/16².
 8. Improving health and well-being by positively promoting and delivering the benefits of healthy living and active lifestyles.
 - Pilot healthier vending machine scheme at Leys Pools & Leisure Centre.
 - In partnership with Oxfordshire Sport and Physical Activity – OxSPA - Active Women programmes designed to overcome barriers that prevent women being active.
 - Provision of reduced cost facilities to local groups such as Oxford Swans disability swimming group.
 - Exercise on referral scheme in partnership with local Health Practitioners and OxSPA.
 - Healthy Body, Healthy Mind initiative in partnership with Oxfordshire Mind.
 - Low cost, low commitment and social No Strings Badminton programmes.
 9. Supporting the council's Youth Ambition Programme.
 - Council funded free swimming sessions and lessons for those under 17 years of age and living in the city.
 - Junior Gym sessions in city leisure facilities.
 - Affordable leisure memberships offer for those less able to afford to participate.

^{1, 2, 3, 4, 5.} Based on April 2015 to February 2016 visits

- Venue provision for Youth Ambition projects.
10. Tackling climate change and promote sustainable environmental resource management providing quality through continuous improvement.
- OCC has been working in collaboration with Fusion on a range of Carbon reduction projects, such as:
 - Solar Photovoltaics
 - Biomass wood chip boiler
 - Voltage Optimisers
 - Waste Heat Recovery
 - LED Lighting
 - Pool covers
 - Boiler optimisation and upgrades
 - Since 2011 an estimated 212tonnes of carbon dioxide per year has been avoided and estimated £41,000 per year saving in energy spends. This has been achieved against a backdrop of a large increase in participation and indicates good progress and commitment with the Councils priority to reduce carbon emissions.
11. Driving value for money by ensuring that the leisure offering is of a high standard and innovative.
- The net subsidy per customer has reduced from over £2.14 to £0.08³ and is on target to reduce to reach zero by 2017.
 - Additional increases in the Oxford Living Wage and energy costs have been absorbed.
 - Quest (the sport and leisure industry quality and customer assurance scheme) has been achieved and maintained at all the centres, with Ferry Leisure Centre achieving “Quest excellent.”
 - Development on time and within budget of the Leys Pool and Leisure Centre.
12. Delivering Service Excellence by striving to achieve an excellent customer satisfaction rating.
- Currently very high customer satisfaction levels - 95 per cent⁴ satisfied and 60 per cent⁵ of customers rate the centres as excellent.
 - The Council’s leisure management partnership with Fusion was a recognised finalist in the 2015 Association of Public Service Excellence - APSE - Service Awards.

Development of the 2016/17 Plan

13. The 2015/16 Plan was developed between Fusion and council officers and agreed by the Leisure Partnership Board. The Board consists of representatives from the following groups:

- Leisure centre customers
- Older people
- Young people
- Executive member (labour) with the responsibility for leisure
- Liberal democrat with the responsibility for leisure
- Senior Council and Fusion Officers
- Public Health
- Oxfordshire County Council - Early Intervention

The function of the Board is to oversee the delivery of the city's corporate objectives through the leisure contract. An effort has been made to broaden input into the Board and over the last year there has been more attendance and contribution from Public Health, Early Intervention and Young People.

14. Preparation of the 2016/17 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

15. 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 One, Fusion's 2015/16 Summary Plan).

16. There are no alternatives to the proposed Plan.

2016/17 Performance Targets ⁶

17. Key targets committed to in the 2016/17 Plan include:

Key 2016/ 2017 objectives	2015/16 estimated outcome	2016/17 target
To reduce the subsidy per user in leisure facilities	£0.08	£0.00
Year-on-year increase in participation by resident in the most deprived wards in the city	163,000 visits	171,000 Visits
Year-on-year increase in participation by people over 50 years of age	124,000 visits	130,000 visits
Year-on-year increase in participation by women and girls.	498,000 visits	523,000 visits
Year-on-year increase in participation by people aged under 17 years.	211,000 visits	221,000 visits
Year-on-year increase in participation by Black, Asian and Minority Ethnic people	87,000 visits	91,000 visits
Year-on-year increase in participation by people with a disability.	20,000 visits	21,000 visits
Year-on-year increase in participation by key target groups ⁷ .	606,000 visits	636,000 visits
To maintain customer satisfaction levels at leisure facilities above 95% (Good, Satisfactory, Excellent).	>95%	> 95%
Striving for excellence with the aim on achieving an excellent customer satisfaction rating. ⁸	62%	65%
To retain Quest accreditation at four facilities at least “good” level. One at Quest Excellence	5 facilities	5 facilities
Reduce utility consumption against the 2013/14 baseline.	2 per cent	2 per cent

18. The overall number of customer visits to leisure facilities in 2015/16, is expected to be more than more than 1.4 million, an increase of 64 per cent since contract commencement; approximately 556,000 more visits per annum when compared with the period prior to the transfer to Fusion.

19. The number of visits to leisure facilities by target groups continues to increase. The biggest percentage uplift is in target groups.

⁶ Based on April 2015 to February 2016 visits

⁷ Young People, Older people, those with disabilities, BAME and those from areas of deprivation.

20. Most of the 2015/16 figures are outcomes, for some we are waiting for final participation figures from Fusion.
21. Over the next year we will be investing £50,000 in planned maintenance. We will also be installing a new multi-use games area and new parking bays at The Leys Pools and Leisure centre.
22. Competitor benchmarking against neighbouring leisure providers continues to demonstrate that fees and charges in city leisure facilities continue to be at least comparable.
23. The Bonus concessionary membership scheme continues to offer those in receipt of one of 15 eligible benefits, and their dependents, reduced rates on activities at all our leisure facilities.

Performance Management

24. 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 2017/18 planning process.

Environmental

25. The Plan has targets and actions that will have a positive environmental impact. These contribute to the Council's commitment for tackling climate change, promoting sustainable environmental resources, and to the reduction of carbon and water. The partnership between the Council and Fusion will continue to stretch this and where additional investment is required it may be possible to build sound business case.

Financial implications

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

Level of risk

28. There is a low level of risk to service provision. The contract has a good track record, strong contract management and member scrutiny. Descriptions and mitigation for this level of risk are demonstrated in the Risk Register, (Appendix Two).

Equalities impact

29. 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 Three).

Report author	Lucy Cherry
Job title	Leisure and Performance Manager
Service area or department	Community Services – Active Communities
Telephone	01865 252707
e-mail	lcherry@oxford.gov.uk

Background Papers: None
1 Fusion Lifestyle 2016/ 2017 Annual Service Plan

This page is intentionally left blank

Annual Service Plan

2015/2016

www.oxford.gov.uk



www.oxford.gov.uk/leisure

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

51



Annual Service Plan

Oxford City Council and Fusion Lifestyle have a clear vision for a world class leisure facilities for everyone in the City. Our ambition is 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 leisure facilities.

Fusion has developed an Annual Service Plan that describes the organisation's performance against 2014/15 objectives and sets out Fusion's targets for the delivery of leisure services in the year from April 2015 - March 2016.

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 2014/15

The Performance Review element of the Annual Service Plan is a review of performance against the 2014/15 Annual Service Plan.

Financial:

- Subsidy per user has reduced from £2.33 in 2009 to £0.54 in 2014/15
- Bonus concessionary membership offer was held for a sixth consecutive year.

Participation:

- Since starting the contract with Fusion the overall number of visits to leisure facilities has increased 53%. Just less than 470,000 more visits when compared with the period prior to the transfer to Fusion
- Overall participation has increased year on year by 112,447 to 1,316,114
- 26% increase in users aged over 50
- 28% increase in users aged under 16
- 23% increase in users with disabilities
- 8% increase in users from black, minority and ethnic users
- 6% increase in women and girl users

Performance Review 2014/15

- 13% increase in 60+ swim participation
 - 36% increase in under 17 swim participation
 - 29% increase in casual swimming.
-

Customer Satisfaction:

- Overall customer satisfaction of 98% up 2%
 - User groups, customer forums and management forums embedded at each site.
-

Health and Safety:

- Compliance scores: Barton Leisure Centre 99%, Leys Pools and Leisure Centre 93%, Ferry Leisure Centre 95%, Hinksey Outdoor Pool 99%, Oxford Ice Rink 90%
 - 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
 - 99% of Planned Preventative Maintenance undertaken
 - Leisure industry quality standard Quest Accreditation maintained at Barton Leisure Centre, Leys Pools and Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre at a rating of 'Good', and at Hinksey Outdoor Pool, a rating of 'Satisfactory'.
-

Staffing:

- Over 2,000 hours training delivered in all leisure facilities
- One apprenticeship completed and employed in a permanent contract
- Two new apprentices appointed for 2015
- Oxford living wage being paid
- New Divisional Head Teacher appointed to develop swimming
- Staff quarterly awards introduced to recognise and reward achievement.

Performance Review 2014/15

Marketing:

- Total website visits over 437,10, a 45% year-on-year increase
- Successfully delivered an open weekend which attracted over 12,000 visits to Leys Pools and Leisure Centre
- Reward Card holders (Pay As You Go loyalty card) holders now over 14,000 for the first time
- Social media continues to grow rapidly with 15,100 Facebook likes, up 58% in year
- New Swim School Direct Debit membership introduced.

Sports And Community Development:

- Positive and proactive partnerships developed with key stakeholders including; Badminton England, Amateur Swimming Association, Oxford Sports Partnership, local sports clubs and schools
- Winter swim at Hinksey Outdoor Pool on Valentines day
- Healthy living and active lifestyles promoted through; Exercise On Referral action plan, Cardiac Rehabilitation, Active Women and GO Active Get Healthy projects and support of the council 'Youth Ambition Programme'
- Obtained £23,000 in external facilities funding
- Commonwealth Games engagement event with local schools.

Facility Developments:

- New Leys Pools & Leisure Centre opened January 2015
- £400,000 invested in Ley Pools & Leisure Centre, this included new state of the art fitness equipment in the gym.



54



2015/16 Objectives and Targets

Partnership Development:

- Agree partnership funding to maintain the Go Active programme in Oxford
 - Support many partnerships including; GO Active, Get Healthy, get into Sport, Active Women, Youth Ambition, Sportivate
 - Support Oxford City Council developing programmes at new Leys Pools and Leisure Centre.
-

Financial:

- Deliver a 10% year-on-year reduction in subsidy per user
 - Ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive to support target groups
 - Implement Bonus Choice monthly membership offer.
-

Participation:

- Deliver a 3% year-on-year increase in participation by users:
 - From Black, Minority Ethnic Groups
 - Aged over 50 years
 - Under 16 years; with increased emphasis on encouraging educational attainment
 - Women and Girls.
 - Deliver a 5% year-on-year increase in participation by users:
 - Resident in the most deprived wards in the City
 - With a disability
 - To leisure facilities overall.
 - Deliver a 3% year-on-year increase in:
 - Under 17 swimming
 - Over 60 swimming.
 - Improve general access to all sites
-

Customer Satisfaction:

- Maintain customer satisfaction levels at leisure facilities above 95%
 - Deliver at least 6% attrition rate for Members
 - Strive for excellence - 60% of customers rating us excellent
-

Health and Safety:

- Ensure 100% compliance with Fusion Health and Safety Policies and procedures

2015/16 Objectives and Targets

Facility Management:

- 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 reduction in carbon emissions year-on-year
 - Reduce general refuse by 25% and increase recycling waste by 25%
 - Ensure high standards of cleaning at all times
 - Ensure high standards of repair and maintenance at all times
 - Maintain Quest accreditation at a minimum 'Good' at Ferry Leisure Centre, Leys Pools and Leisure Centre, Oxford Ice Rink and Barton Leisure Centre; satisfactory at Hinksey Outdoor Pool.
-

Staffing:

- Ensure that the right people are in the right place at the right time
 - Achieve an overall staff satisfaction level of 72%
 - Ensure that the Fusion workforce in Oxford is as representative as possible of the local community
 - Recruit apprentices from Oxford across the contract.
-

Marketing:

- Deliver a proactive and positive approach to Public Relations, such that facility and service successes are communicated and celebrated
- Deliver a 5% increase in total memberships
- Establish and maintain the highest standards of web and social media promotion
- Develop connections and outreach with local schools, youth clubs and under 18's with Sports & Community Development teams
- Launch new collateral designs and reduce print wastage
- Partnership working with local companies and organisations to promote healthy living and active lifestyles.

2015/16 Objectives and Targets

Sports and Community Development:

- Maintain positive and productive partnerships with key local stakeholders and welcome stakeholder opportunities
- Develop and maintain positive and proactive closer relationships with local sports clubs, community centres and groups
- Ensure that all facility programmes are exciting, innovative and attractive to users and potential users
- Explore relevant opportunities for external funding
- Positively promote the benefits of healthy living and active lifestyles
- Develop and maintain relationships with schools and educational groups
- Develop badminton at Leys Pools and Leisure Centre.

Facility Developments:

- Produce a programme of leisure facility development proposals and where agreed deliver these developments
- Review the current leisure facility offering
- New outdoor sports area at Leys Pools and Leisure Centre.

Partnership Development:

- Ensure 100% compliance with all meeting, reporting and performance monitoring requirements
- Explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
- Support the council in the delivery of leisure across Oxford
- Optimise the benefits of the partnership between Fusion and Oxford City Council
- Ensure leisure facilities are self sufficient with no burden on the tax payer.



Tell us how we are doing

In presenting this summary of the Annual Service Plan for 2015/16, 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 2016/17.

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
- E-mail wayne.hawkins@fusion-lifestyle.com
- Write to Fusion's Divisional Business Manager, c/o Leys Pools and 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, **58 LARGE PRINT** version or a copy of this publication in another format, please contact us.

Appendix Two: Fusion Lifestyle 2015/ 2016 Annual Service Plan for the management of the Council's leisure facilities.

Risk Implications

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Satisfaction	Dissatisfaction with delivery of leisure provision	Threat	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan; 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.	24 Mar 16	Head of Service	2	2	2	2	1	1	None	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.	On-going governance	Closed	100%	Leisure & Performance Manager
Corporate Priorities	The 2016/ 2017 Annual Service Plan strategic aims do not reflect corporate priorities	Threat	Lack of assimilation with the Councils Corporate Plan	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	24 Mar 16	Head of Service	3	3	3	3	2	1	None	Strategic direction from the Leisure Partnership Board and Active Communities Performance Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2016/ 2017 Fusion Lifestyle Annual Service Plan.	On-going governance	Closed	100%	Leisure & Performance Manager
Savings	Failure to achieve the commitment to accessible savings	Threat	Lack of financial consideration and planning within the delivery strands of the 2016/ 2017 Annual Service Plan.	Value for money not achieved.	24 Mar 16	Head of Service	3	3	3	3	3	1	None	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.	On-going governance	Open	100%	Leisure & Performance Manager
Business Continuity	Business Continuity Planning	Threat	Failure to maintain an up to date Business Continuity Plan.	Leisure facilities unable to operate for a period of time.	24 Mar 16	Fusion Lifestyle	3	2	2	2	2	2	None	Regular review of current Business Continuity Plans and annual testing of plan.	On-going governance	Open	100%	Leisure & Performance Manager
Reputation	Reputational Risk	Threat	Failure to manage repercussions following a serious event at a facility	Loss of Council reputation	24 Mar 16	Fusion Lifestyle	2	3	1	2	1	2	None	Emergency Plan for control of media exposure. Health & Safety monitoring and reporting regime in place and externally audited.	On-going governance	Open	100%	Leisure & Performance Manager

This page is intentionally left blank

Appendix Three:

Fusion Lifestyle 2016/ 2017 Annual Service Plan for the management of the Council's leisure facilities.

Initial Equalities Impact Assessment



61

<p>Service Area: Community Services</p>	<p>Section: Active Communities</p>	<p>Key person responsible for the assessment: Leisure and Performance Manager</p>	<p>Date of Assessment: 24 March 2016</p>
<p>Is this assessment in the Corporate Equality Impact assessment Timetable for 2013-2015?</p>		<p>Yes</p>	<p>No</p>
<p>Name of the Policy to be assessed:</p> <ul style="list-style-type: none"> Leisure and Wellbeing Strategy 2015 to 2020 Fusion Lifestyle's 2016/ 2017 Annual Service Plan for the management of the Council's leisure facilities. 		<p>Is this a new or existing policy</p>	<p>Existing</p>

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

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 2016-2020

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.</p> <p>The Leisure & Wellbeing Strategy 2015 to 2020 is the services overarching strategy; the delivery of the strategy is supported by the Green Space Strategy, the Playing Pitches Strategy and the Youth Ambition Strategy. The strategy has three priorities:</p> <p>Objective 1 – A world class leisure offer The leisure offer is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, waterways, children's centres, business premises and community buildings such as churches and village halls.</p> <p>Objective 2 – Our focus sports This strategy continues to designate <i>focus sports</i>. The Sport Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer.</p> <p>Objective 3 – Partnership working Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council's Sport and Leisure team have an excellent reputation; this has helped bring in external funding and resulted in far greater outcomes being achieved and this approach needs to be built on.</p>
<p>3. Who is intended to benefit from the policy and in what way</p>	<ul style="list-style-type: none"> • Users of all leisure facilities in Oxford; • Local tax payers; • Target Groups: Those under the age of 17 and over the age of 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.

4. What outcomes are wanted from this policy?

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.

The vision for delivery of leisure facility provision is to:

- 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.

5. What factors/forces could contribute/detract from the outcomes?

- The general economic climate.
- Competition from the wider leisure industry.

6. Who are the main stakeholders in relation to the policy

- Oxford City Council;
- Councillors;
- Fusion Lifestyle;
- Facility users;
- Residents;
- Partners
- Communities

7. Who implements the policy and who is responsible for the policy?

Community Services – Active Communities; Head of Service; Executive Director Community Services

8. Are there concerns that the policy could have a differential impact on racial groups?

¥

No

<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none">• Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to racial group.</p>
---	--

<p>9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to gender.</p> <p>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>	

<p>10. Are there concerns that the policy <u>could</u> have a differential impact due disability?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>Those entitled to disability benefits, and their dependants are entitled to excellent discounts through the Bonus concessionary membership scheme.</p> <p>Fusion Lifestyle has an active partnership with disability swimming group ‘Oxford Swans’ who hold sessions at Ferry Leisure Centre and Leys Pools and Leisure Centre.</p> <p>Facilities comply with DDA legislation and development schemes progressed in partnership with Fusion Lifestyle give full consideration to needs of this target group.</p>	

<p>11. Are there concerns that the policy <u>could</u> have a differential impact on people due to sexual orientation?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to sexual orientation.</p>	

12. Are there concerns that the policy <u>could</u> have a differential impact on people due to their age?	<p style="text-align: center;">Yes</p>	<p style="text-align: center;">No</p>
What existing evidence (either presumed or otherwise) do you have for this?	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>Concessionary fees and charges are available to these targeted groups. Additionally the Council continues to provide targeted free swimming and free swimming lessons for those aged under 17 years of age and resident in the City.</p> <p>Fusion offer Primetime sessions for those aged 50 years and over.</p>	

<p>13. Are there concerns that the policy <u>could</u> have a differential impact on people due to their religious belief?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to religious belief.</p> <p>Fusion activity programming includes ladies only sessions and swimming lessons (i.e. Barton Leisure Centre, Ferry Leisure Centre and Leys Pools and Leisure Centre).</p>	

17. Are there implications for the Service Plans?			YES	No	18. Date the Service Plan will be updated	April 2016	19. Date copy sent to Equalities Officer	24 March 2016
20. Date reported to Equalities Board:			n/a		Date to Scrutiny and CEB	19 May 2016	21. Date published	11 May 2016
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:

Community Services:

Head of Service
 Leisure and Performance Manager

People & Equalities:

Organisational Development & Learning Advisor/ Equalities & Apprenticeships

This page is intentionally left blank

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2016**

To **March 2017**

SUBMITTED BY:

Wayne Hawkins

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 2016 to March 2017.

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 2015/16, 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 2017/18 service planning process.

FINANCIAL:

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

- * F1 To ensure each centre is financial self sustainable and generating a surplus

Individual business plans for each centre with target of surplus

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

Key actions include implementation of 2016/17 pricing proposals, including general RPI increases across core prices and planning for 2017/18 pricing.

PARTICIPATION:

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

- * P1 To deliver a 5% 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 5% 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 5% 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 5% 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 5% 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 5% 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 5% 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 deliver a 5% 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

- * P9 To deliver a 5% increase in participation target - over achievement

CUSTOMER RELATIONS:

<p>Four strategic objectives have been identified in respect of "customer satisfaction" issues:</p> <p><u>* CR 1 To maintain customer satisfaction levels at leisure facilities above 95%</u></p> <p>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;</p> <p><u>* CR 2 Striving for Excellence 65%</u></p> <p>Aiming for increasing satisfaction scores through Please tell Us What You Think - aiming for Excellence</p> <p><u>* CR 3 Response time for customer feedback - no more than 7 days - closed off</u></p> <p>Key action is delivery of action plans based on a specific reviews and results of customer relations programmes;</p> <p><u>* CR 4 To deliver a reduction of 6% in annual attrition levels for memberships</u></p> <p>Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys.</p>
--

HEALTH AND SAFETY:

<p>One strategic objective has been identified in respect of "health and safety" issues:</p> <p><u>* HS1 To ensure 100% compliance with Fusion H&S policies and procedures</u></p> <p>Key actions include continued review of compliance, regular audits and ongoing improvement plans.</p>

FACILITY MANAGEMENT:

<p>Six strategic objectives have been identified in respect of "facility management" issues:</p> <p><u>* FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities</u></p> <p>Key actions include 100% compliance with procedures, regular review of failure trends, implementation of remedial plans and further development of the Base Camp inspections;</p> <p><u>* 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</u></p> <p>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;</p> <p><u>* FM3 To reduce general refuse by 25% and to increase recycling waste by 25%</u></p> <p>Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans;</p> <p><u>* FM4 To ensure that high standards of cleaning are achieved at all times</u></p> <p>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;</p> <p><u>* FM5 To ensure that high standards of repair and maintenance are achieved at all times</u></p> <p>Key actions include review of performance of FM subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;</p> <p><u>* FM6 To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. C. Good at Leys Pools & L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C. -</u></p> <p>Key actions include: IMS audit, delivery of mystery shops and implementation of relevant continuous improvement plans.</p>
--

STAFFING:

<p>Three strategic objectives have been identified in respect of "staffing" issues:</p> <p><u>* S1 To ensure that the Right People are in the Right Place at the Right Time</u></p> <p>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;</p> <p><u>* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall</u></p> <p>Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes;</p> <p><u>* S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</u></p> <p>Key actions include formal analysis of current workforce, development of specific action plans and delivery of relevant training.</p>
--

MARKETING:

<p>Six strategic objectives have been identified in respect of "marketing" issues:</p> <p><u>* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</u></p> <p>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;</p> <p><u>* M2 To deliver a 5% increase in the total membership</u></p> <p>Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;</p> <p><u>* M3 To establish and maintain the highest standards of facility presentation</u></p> <p>Key actions include delivery of specific action plan to include notice board presentation, and customer journey</p> <p><u>M4 To establish and maintain the highest standards of web and social media promotion</u></p> <p>Key actions to include: Websites and social media are kept up to date and are innovative</p> <p><u>M5 To develop connections and outreach with local school, youth clubs and Under18's</u></p> <p>To improve relationships with schools and youth groups and so promote health and fitness</p> <p><u>M6 To launch new collateral designs and reduce print wastage</u></p> <p>Launch new concept marketing designs and literature and reduce waste</p>
--

SPORTS AND COMMUNITY DEVELOPMENT:

<p>Six strategic objectives have been identified in respect of "sports and community development" issues:</p> <p><u>* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</u></p> <p>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;</p> <p><u>* SCD2 To develop and maintain positive and proactive relationships with local sports clubs</u></p> <p>Key actions include the review of the club register, delivery of calendar of liaison and ongoing club support and exploration of potential new clubs;</p> <p><u>* SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</u></p> <p>Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements;</p> <p><u>* SCD4 To proactively explore opportunities for external funding</u></p> <p>Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to GMS;</p> <p><u>* SCD5 To positively promote the benefits of healthy living and active lifestyles</u></p> <p>Key actions include use of SCD notice board and development of joint initiatives with key partners.</p> <p><u>SCD6 Develop & maintain relationships with schools and educational groups</u></p> <p>Key actions include: consultation and liaison with schools, colleges and educational groups; facilitating work experience and delivering taster sessions</p>
--

FACILITY DEVELOPMENTS:

<p>One strategic objective has been identified in respect of "facility development" issues:</p> <p><u>* FD1 To develop a programme of other facility development proposals in the leisure facilities</u></p> <p>Key actions include development of relevant business cases and progression of any agreed plans.</p>

PARTNERSHIP DEVELOPMENT:

<p>Three strategic objectives have been identified in respect of "partnership development" issues:</p> <p><u>* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements</u></p> <p>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;</p> <p><u>* PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford</u></p> <p>Key actions include consideration of opportunities at Alexandra Park, Rose Hill and Horspath Track;</p> <p>Key actions include delivery of agreed plans;</p> <p><u>* PD3 To optimise the development of the partnership between Fusion and Oxford City Council</u></p> <p>Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.</p>
--

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. From January 2015 the contract will consist of the following centres: Barton Leisure Centre, Leys Pool & Leisure Centre (previously Blackbird Leys Leisure Centre) Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey Outdoor Pool.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. 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 2016 to March 2017.

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 '15: Partnership Board initial discussion regarding primary service objectives;
- * December '15: Presentation of draft Annual Service Plan to Partnership Board;
- * April '16: 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 2016: communication to City Council's City Executive Board;
- * February 2016: communication to Fusion management team and staff;
- * April 2016: communication to customers and key stakeholders.

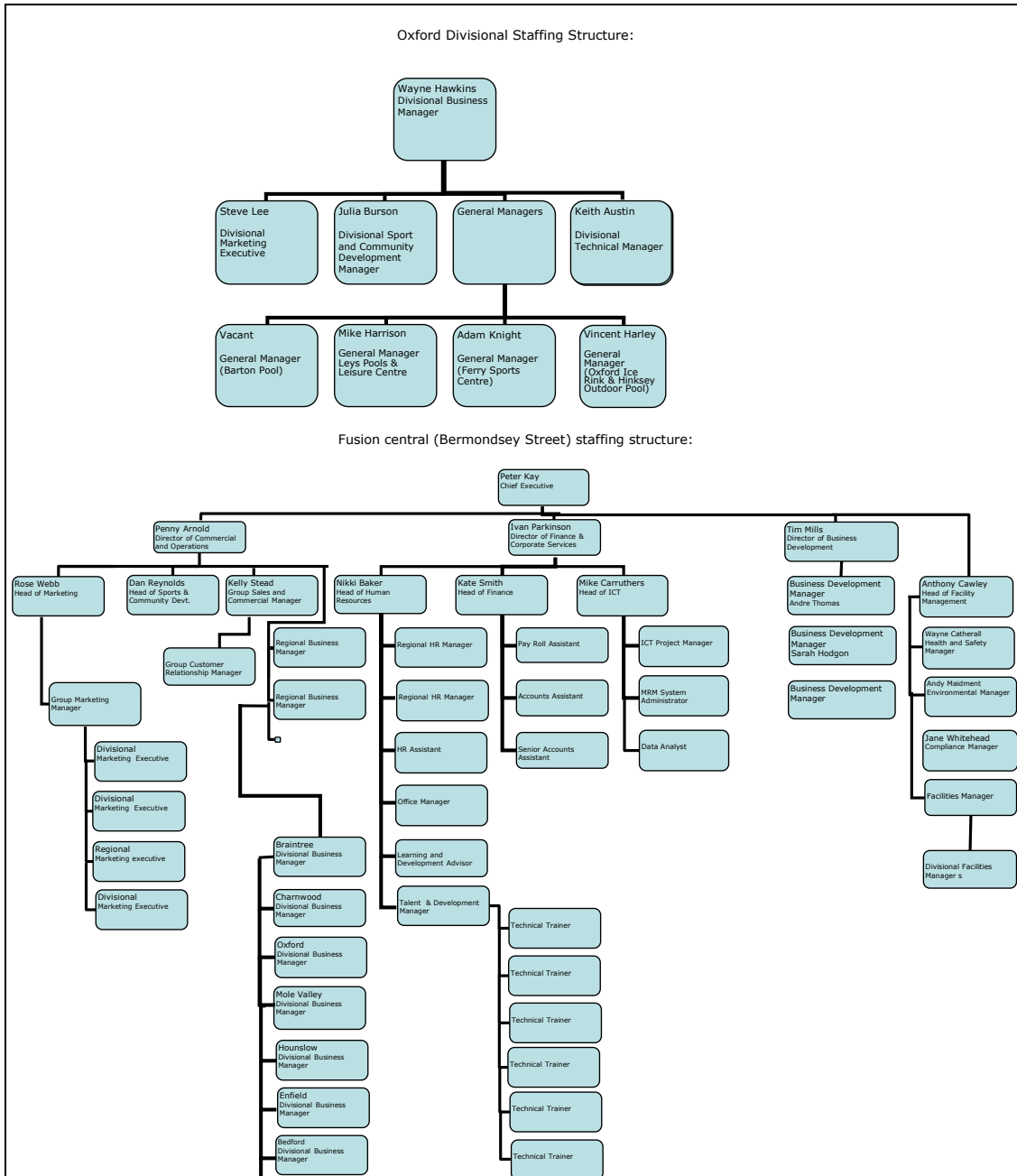
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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 2015/16

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 2015 to March 2016. 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 from £2.14 in 2009/10 to £0.07 pence in 2015/16
- * 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

- * 2015/16 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 81%.

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

- * A 27% 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 38% 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 12% increase in BME users

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

- * a 32% increase in usage by disabled users

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

- * a 79% increase in the Junior free swim scheme

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

- * A 32% 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 28% increase in Women and Girls participation.

KEY OUTSTANDING ACTIONS:

CUSTOMER SATISFACTION:

<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>CR1 To improve customer satisfaction with the leisure facilities by 2%</u></p> <ul style="list-style-type: none">* National Benchmarking Surveys (NBS) undertaken at Ferry Leisure Centre, Blackbird Leys Leisure Centre, Barton Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink.<ul style="list-style-type: none">* Overall customer satisfaction of leisure facilities decreased by 1% to 95%* Overall customer excellence rating of leisure facilities increased by 8% to 62% <p style="text-align: center;"><u>CR2 To fully embed customer care programmes for cultural change</u></p> <ul style="list-style-type: none">* Customer care training embedded within the staff induction programme. Rolled out 'Delivering Customer Service Training' and 'Managing Customer Service Training' to managers and staff. <p style="text-align: center;"><u>CR3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card Membership</u></p> <ul style="list-style-type: none">* 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.

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> <ul style="list-style-type: none">* All Oxford sites fully compliant with OHSAS audit of health and safety management.
--

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> <ul style="list-style-type: none">* Base camp score is 96%* Maintained ISO 14001 following external assessment <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> <ul style="list-style-type: none">* Maintained ISO 14002 accreditation in Oxford.<ul style="list-style-type: none">* 14% decrease in electricity; 19% increase in gas; 9% increase in water use.* 5.4% decrease in Co2 emissions <p style="text-align: center;"><u>FM3. To reduce general refuse by 25% and to increase recycling waste by 25%</u></p> <ul style="list-style-type: none">* Action plans created and implemented to reduce the general waste and increase recycling <p style="text-align: center;"><u>FM4. To ensure that high standards of cleaning are achieved at all times</u></p> <ul style="list-style-type: none">* 98% of all scheduled cleaning tasks undertaken <p style="text-align: center;"><u>FM5. To ensure that high standards of repair and maintenance are achieved at all times.</u></p> <ul style="list-style-type: none">* Review of contractors performance reviewed on a quarterly basis with any remedial actions taken.<ul style="list-style-type: none">* 95% of Planned Preventative Maintenance undertaken.* 2015/16 works undertaken.

FACILITY MANAGEMENT:

<p><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> <ul style="list-style-type: none">* Quest accreditation maintained at Oxford Ice Rink, Barton Leisure Centre, Leys Pools & Leisure Centre, Hinksey Outdoor Pool, and Ferry Leisure Centre at a rating of 'Excellent' and a direction of travel that is showing improvement* Service improvement plans maintained and actioned
<p><u>FM7. To maintain adherence to Fusion's quality ' Integrated Management Systems' (IMS) procedures across all sites</u></p> <ul style="list-style-type: none">* IMS audits and updates undertaken <p><u>KEY OUTSTANDING ACTIONS</u></p> <ul style="list-style-type: none">* Agreement of baseline waste measurement

STAFFING:

<p><u>Delivery of Annual Service Plan actions/targets:</u></p> <p><u>KEY ACHIEVEMENTS:</u></p> <p><u>S1. To ensure that the Right People are in the Right Place at the Right Time</u></p> <ul style="list-style-type: none">* Appraisals undertaken for staff within Oxford* Two Apprentices promoted to full time permanent roles* Completion of all staff's full Training Needs Analysis <p><u>S2. To achieve 72% staff satisfaction across each equality strand and overall</u></p> <ul style="list-style-type: none">* Full compliance with Fusion's HR policies and procedures <p><u>S3. To ensure that Fusion workforce in Oxford is as representative as possible of the local community</u></p> <ul style="list-style-type: none">* Formal analysis undertaken to monitor equity and diversity of workforce* Introduced new induction programme for all new staff <p><u>KEY OUTSTANDING ACTIONS:</u></p> <ul style="list-style-type: none">* Completion of the Fusion colleague engagement survey
--

MARKETING:

<p><u>Delivery of Annual Service Plan actions/targets:</u></p> <p><u>KEY ACHIEVEMENTS:</u></p> <p><u>M1. To deliver a proactive approach to PR, such as facility and service successes are communicated and celebrated</u></p> <ul style="list-style-type: none">* 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. <p><u>M2. To deliver a 1%increase in concessionary membership</u></p> <ul style="list-style-type: none">* 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.
--

MARKETING:

<p style="text-align: center;"><u>M3. To deliver a 5% increase in total membership</u></p> <p style="text-align: center;">* 12,791 Reward Card holders</p> <p style="text-align: center;"><u>M4. To ensure that the products and services offered by the leisure services are of a high standard, innovative and attractive</u></p> <p>* Introduced new Children's Party product for Toddler World at Leys Pools & Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre</p> <p style="text-align: center;">* Developed specific marketing plans for all centres</p> <p style="text-align: center;"><u>M5. To establish and maintain the highest standards of facility presentation</u></p> <p>* Undertaken regular Audits and appropriate action plans against Fusion's 'Customer Journey' concept.</p> <p style="text-align: center;"><u>M6. To establish and maintain the highest standard of web and social media promotion</u></p> <p>* Maintained internal protocols to ensure all website information is current and well presented</p> <p style="text-align: center;">* Adhered to clear policies on the use of social media</p> <p style="text-align: center;"><u>KEY OUTSTANDING ACTIONS:</u></p>
--

SPORTS AND COMMUNITY DEVELOPMENT:

<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>SD1 To develop positive and proactive partnerships with key local stakeholders</u></p> <p>* 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'</p> <p>* Initiatives established and maintained with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'</p> <p>* Meetings established with Oxford City Council development Officers with compatible objectives and action plan produced.</p> <p style="text-align: center;">* Representation made at Community Sport Network meetings</p> <p>* Introduction of themed event nights at Oxford Ice Rink, including, Foam Party, UV Party, Family Skate Disco.</p> <p style="text-align: center;"><u>SD2. To develop positive and proactive relationships with local sports clubs</u></p> <p style="text-align: center;">* Register of all Sports Clubs and groups using the leisure facilities reviewed.</p> <p style="text-align: center;">* Quarterly meetings held with the City of Oxford Swimming Club.</p> <p style="text-align: center;"><u>SD3. To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</u></p> <p>* Swimming Pool timetables reviewed at Barton Leisure Centre, Ferry Leisure Centre, Leys Pools & Leisure Centre and Hinksey Outdoor Pool.</p> <p style="text-align: center;">* Reviewed sports hall programmes at Ferry Leisure Centre and Leys Pools & Leisure Centre.</p> <p style="text-align: center;">* Studio activities reviewed 3 times per year with changes to programme implemented</p> <p style="text-align: center;">* Ice Rink programme reviewed and action plan produced</p> <p style="text-align: center;"><u>SD4. To continually update and implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics</u></p> <p style="text-align: center;">* Action plan created</p> <p style="text-align: center;">* Reviewed FANS, BOA & FACS as part of the Olympic 2012 initiative and post Olympics</p> <p style="text-align: center;">* Supported event leading unto and beyond the Olympics 2012</p> <p style="text-align: center;"><u>SD5. To proactively explore opportunities for external funding</u></p> <p>* 37K Funding continues with the Go-Active scheme for project aimed at increasing women participation</p> <p style="text-align: center;"><u>SD6. To positively promote the benefits of healthy living and active lifestyles</u></p> <p style="text-align: center;">* GP referral Action Plan revised and developed</p> <p style="text-align: center;">* Developed and promoted 'Active Women' activities utilising funded monies</p> <p style="text-align: center;">* Supported the Council's 'Youth Ambition Programme'</p> <p style="text-align: center;">* Cardiac Rehabilitation supported at Leys Pools & Leisure Centre</p> <p style="text-align: center;"><u>KEY OUTSTANDING ACTIONS:</u></p> <p style="text-align: center;">*Achieve ISPAL Sports Development Award 'Active Mark'</p>
--

FACILITY DEVELOPMENTS:

<p style="text-align: center;">Delivery of Annual Service Plan actions/targets:</p> <p style="text-align: center;">KEY OUTSTANDING ACTIONS:</p> <p style="text-align: center;">* Agreement of final development plans for Ferry Leisure Centre soft play and spin studio</p>
--

PARTNERSHIP DEVELOPMENT:

<p style="text-align: center;">Delivery of Annual Service Plan actions/targets:</p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p><u>PD1 To ensure 100% compliance with all agreed meetings, reporting and performance monitoring requirements.</u></p> <ul style="list-style-type: none">* All reporting dates agreed for Client/Contractor meetings* Client report format reviewed and amended.* 100% compliance with agreed report deadlines <p><u>PD2. To explore opportunities for the Council and Fusion to extend their relationship in respect of facilities in Oxford.</u></p> <ul style="list-style-type: none">* Proposals issued to Oxford City Council for the possible operation of the tennis courts at Alexandra Park* Interest vested in the possible management of Horspath Athletics Stadium* Interest vested in the possible opportunity to design, build and operate an indoor football facility <p><u>PD3. To support the Council in the delivery of a new competition pool</u></p> <ul style="list-style-type: none">* Full liaison and support with Oxford City Council in respect of the new swimming Pool development at Blackbird Leys Leisure Centre <p><u>PD4. To support the Council in exploring the possibility of developing a resident card in Oxford</u></p> <ul style="list-style-type: none">* Full support and consideration offered. <p><u>PD5. To optimise the development of partnership between Fusion and Oxford City Council</u></p> <ul style="list-style-type: none">* 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 2016/17 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: 5% increase in participation by users resident in the most deprived wards in Oxford, 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. 5% increase in under 16s participation; 5% increase in Women participation (PB 2) these will be seen as the minimum required as we aim to exceed and increase participation by 5% across all groups and total participation.
- * 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 improve the offering of the 11-15 year old programming including term time and school holiday's
- * to provide diversionary activities to reduce crime and anti-social behaviour (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 invest around £68m into the local economy - building new houses, by employment-led development and by improving the city's leisure offer.... we will increase the proportion of apprenticeships created through Council investment for those who live in Oxford City to 100% by 2015/16; Increase the number of jobs created through Council investment projects and other activities to over 850 by 2015/16; Increase City Council spend with local businesses to 48% by 2015/16... (OCC 1).

* **Meeting Housing Needs:** Deliver a programme of 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 "...Improve satisfaction with our neighbourhoods by 1% every year; Increase the percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey); Increase the number of young people attending our Holiday Activity programme to more than 1,600 in 2015/16; Work with partners to break the cycle of deprivation by supporting vulnerable families, improving employability and reducing inequalities; Invest £33,000 per annum for three years commencing 2012 to enable more effective use of Oxford City leisure facilities by schools, £28,000 per annum for young people to access free swimming and £240,000 per annum to provide support where there have been changes to youth provision; Invest £9.2m the construction of a new competition-standard swimming pool at Blackbird Leys; Invest £50,000 over two years so that councillors can bid to fund projects with social inclusion aims; Invest £1.4m to support a range of voluntary and community organisations and volunteering; Further increase levels of adult participation in sport, through building a competition-standard pool in Blackbird Leys and programmes such as 'Healthy Walks' and 'Active Women'; Continue to work with partners to provide positive activities for young people in deprived areas...." (OCC 3);

* **Cleaner, Greener Oxford:** The City Council's objective is to maintain and develop a cleaner City. To tackle climate change and promote sustainable environment, greener Oxford - in the city centre, in outer neighbourhoods and in all public spaces " We will Reduce the city's carbon footprint by 5% each year; increase satisfaction with our street cleaning from 75% in 2014/15; increase the percentage of waste collected sent for reuse, recycling or composting to 52%; Reduce the Oxford City Council's water consumption by 3% per annum..." (OCC 4);

* **Efficient, Effective Council:** Oxford City Council aspires to be an efficient and effective council by being a flexible and digitally enabled organisation, delivering high-quality, value-for-money services "... we will increase the percentage of customers satisfied at their first point of contact across all access channels (web, telephone, face to face) to 75%; reduce the cost of delivering Council services per resident from £172 in 2011/12 to £162 in 2014/15; Deliver efficiency Savings of £7 million by 2012/13 and over £17m by 2015/16; Achieve IIP Gold by 2013/14; further improve attendance rates; continue to strengthen working relationships between management and trade unions..." (OCC 5).

Further, the Council is reviewing its 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 2015 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% (Fus 9);
- * to deliver a 2% year-on-year reduction on like-for-like energy consumption (Fus 10);
- * to win 2 new partnerships with combined turnover of 6-10 million per annum (Fus 11).
- * Achieve turnover of 80 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;
- * good participation performance - Substantial increase in participation with improved monitoring of target groups. Continued good increase in centre memberships. Two areas that require additional focus and promotion is the target group for those on low income and from deprived areas.
- * 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 due to Open December 2014, soft play and new studio at Blackbird Leys well received. New Name for Blackbird Leys Leisure Centre which is Leys Pools & Leisure Centre
- * good partnership development performance - meeting, reporting and communication systems established, Partnership Board meeting held quarterly, annual service planning process embedded.
- * good customer forum programme to improve service delivery.

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

<p>Key commitments agreed within the business planning process are:</p> <ul style="list-style-type: none">* to look at the excellent rating of Customer service aim for 65% target in 2016/17<ul style="list-style-type: none">* to increase participation by minimum 5%* to increase total usage of the Council's leisure facilities by 5%* to reduce attrition of all memberships to 6% attrition rate<ul style="list-style-type: none">* to increase income and reduce deficit* 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' and target for one Excellent
--

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

<p>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:</p> <ul style="list-style-type: none">* "Strong" financial performance at; Ferry, Ice Rink, Blackbird Leys Leisure Centre. "Weak" performance at Barton. (NB financial figures for Barton were 2010/11 which were prior to new fitness facility development). 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:

<p style="text-align: center;"><u>National Context:</u></p> <p>General Consumer trends:</p> <ul style="list-style-type: none">* 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; <p>Users from BME groups:</p> <ul style="list-style-type: none">* 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; <p>Disabled Users:</p> <ul style="list-style-type: none">* 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; <p>Disadvantage users</p> <ul style="list-style-type: none">* 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 5.4% compared to England average of 7.1%

Active People Surveys:

(NB. Oxfordshire is the highest overall scoring county in the country in respect of Active People Participation).

- * participation (3 x 30 minutes per week) KPI @ 25.5% (ranked 2nd in Oxon);
- * participation (1 X 30minutes per week) kpi increased to 39.1% (ranked 3rd in Oxon);
- * volunteering KPI increased 3.5% to 5.8% (ranked 3th in Oxon);
- * club membership KPI decreased by 4.8% to 27.2% (ranked 5th in Oxon);
- * tuition KPI decreased by 2.6% to 18.3% (ranked 4th in Oxon);
- * competition KPI decreased by 9.6% to 6.9% (ranked 5st in Oxon);
- * satisfaction KPI reduced to 60.2% (ranked 5th in Oxon);

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 Leys Pool & Leisure Centre) 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
- * New facility opened in 2015

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
- * programming opportunities in relation to family activities and Group Fitness Product

Weaknesses:

- * building up a base membership level at Leys Pool & Leisure Centre
- * car parking arrangements at Ice Rink & Ferry Leisure Centre
- * high and variable staff costs (as a percentage of income);
- * poor customer perception of the quality and value for money for food and drink
- * loss making contract in 2014-15

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
- * oversubscribed classes and courses with bonus only membership

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 ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plan to include Like for Like income growth on all income lines - target 5% uplift	April - May 2016	Business Plan Created	DBMgr (with GMs)
2	Price increase on core charges implemented 1st April 2016	April 2016 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)
	Conference Call to review weekly forecast			
4	If loss making programmes promote to reduce losses	Monthly	Business plan projections prepared.	DBMgr (with team)
5	To finalise detailed business plan projections for 2017/18	December 2016	Business plan projections finalised.	DBMgr (with team)
6	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2016	Business Plan targets and budgets communicated to all relevant staff.	DBMgr (with team)

06

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 2016	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 2016/17 annual service plan.	September - December 2016	Pricing structures and levels formally reviewed and proposals developed for 2017/8	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 while keeping Bonus membership prices frozen			
3	To agree pricing proposals for 2016/17 to include the change of bonus pay and play and increase bonus DD sales.	December 2014	Pricing proposals agreed.	DBMgr
4	To agree process of consultation and communication in respect of 2017/18 pricing	December 2016 - January 2017	Process agreed.	DBMgr
5	To implement agreed process of consultation and communication in respect of 2016/17 pricing	January - March 2016	Process implemented.	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

PARTICIPATION

91

P1 To deliver a 5% 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 Three key Wards Rosehill, Barton & The Leys. Also include Cutteslowe & Littlemore as the Top five. Use commnuty partnership strategy to develop programme for local residents	April 2016	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2017/18	Dec 2016	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 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Aug 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Dec 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
4	To implement targeted campaigns, promoting existing benefits of the bonus choice membership and specific activities through data supplied by Oxford City Council to reached those on low incomes. Bonus class promotion with view to upgrading to Bonus choice membership. Target uplift 100% bonus membership from 58 to 106	May 2016	Direct mail implemented	DBMgr
5	To maintain links with appropriate community groups within each of the target wards	Ongoing	attend at least two community events in the year	DSCDMgr (with GMs)
6	To deliver and promote the Free Swimming scheme across the city	Ongoing	Courses promoted and delivered.	DSCDMgr (with DBMgr & GMs)

P2 To deliver a 5% 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 2016/17	Dec 2015	Participation targets established	DBMgr (with DSCDMgr)
2	Review current programmes for target group and establish average age	On-going	Full set of literature permanently available	DBMgr
4	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2016	Up-to-date partners identified and reviewed.	DBMgr (with DBMgr & GMs)
	Review the older peoples Needs Analysis			
5	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	Promote 50+ gym usage and class activities	April 2016 - Dec 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Dec 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
6	To review the age threshold of reporting and age specific target groups to implement for 2017/18 ASP Year - with view to look at 65+ target	Apr - Dec 16	Review and User group meeting to determine age specific groups	DSCDMgr (with DBMgr & 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 2016/17	Dec 2015	Participation targets established	DBMgr (with DSCDMgr)
2	Review Programming in Swimming Pools & Sports Halls Development of Stage 8 + of the national plan to include additional Fun, Competitive and training lessons, including rookie lifeguard and Bronze Medallion	April 2016	Programme	DBMgr (with DSCDMgr)

3	Increase Learn 2 Swim Programme	April 2016 onwards	3300 Swimmers on programme by March 2017	DHT (with GMs)
4	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-16	Stakeholder partners reviewed.	DSCDMgr (with GMs)
5	To increase under 16 gym participation across contract	April 2016 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.	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To review Family choice offering to increase % of family members across the City	Aug 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Mar-17	Increase family memberships from 6% to 8% of membership base	DSCDMgr (with DBMgr & GMs)
7	To increase Skate school participation by 10% and implement a DD option to include casual skate.	April 2016	Increase skate school - from 340 to 375+ (350 by October 2016, 375 by february 2017)	DSCDMgr (with GMs)
8	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.	Jul-16	Programme created.	DSCDMgr (with DBMgr & GMs)
	Promote safety of swimming to Oxford Primary schools - Swimming Week			
9	To undertake agreed programme of school outreach activity for all programmes and be included in all school fete programmes.	September 2016 - March 2017	Programme undertaken.	DSCDMgr & DME (with DBMgr & GMs)

P4

To deliver a 5% 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 2016/17 - 5 % uplift from 2015/16	Dec 2015	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 2016	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	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)
4	To review and implement a revised programme of work with the community ambassadors.	October 2016 - March 2017	Programme reviewed and implemented.	DSCDMgr (with GMs)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2016	Campaign undertaken.	DBMgr (with DSCDMgr & GMs)

P5	To deliver a 5% 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 2016/17	Dec 2015	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 2016	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2016- March 17	Promotion of IFI facilities	DSCDMgr

P6	To deliver a 5% year-on-year increase in participation on junior swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	Dec-15	HR Policy, recruitment process	DBMgr

2	To implement the agreed marketing plan for promotion of junior swimming scheme, learn 2 programme and Swimming DD options	April 2016 - March 2017	Marketing plan implemented.	DBMgr (with DSCDMgr & GMs)
3	To review the allocated hours for free swimming	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To offer free fun sessions to 5/6 allocated schools - invite during the schools swim safety week.	Sep 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & 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-16	Swimming lessons undertaken	DSCDMgr (with DBMgr & GMs)
5	To develop and implement a programme of promotion of appropriate add-on / sell-on activities for free swimming participants.	April - June 2016	Policies and procedures implemented.	DBMgr (with GMs)
6	To implement the policies and procedures of Fusion's aquatic product (including the promotion and management of free swimming initiative).	April 2016- March 2017	Programme developed and implemented	DBMgr (with GMs)
	Continue to work with Oxford City Swim club in our joint CDF programme,			

P7	To deliver a 5% year-on-year increase in participation in 60+ swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Include 60+ promotion of swimming on centre 1-31 planners	April - June 2016	Marketing plan created.	DBMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2016- March 2017	Marketing plan implemented.	DBMgr (with DSCDMgr & GMs)
3	To implement the policies and procedures of Fusion's aquatic product	April 2016	Policies and procedures implemented.	DBMgr (with GMs)

4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. 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.	April 2016 - March 2017	Programme developed and implemented	DBMgr (with GMs)
---	--	-------------------------	-------------------------------------	------------------

P8	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 2016/17	April 2016 to March 17	Participation targets established	DBMgr (with DSCDMgr)
2	To develop and implement at least 3 new outreach activities for women and girls that sign posts future participation to leisure centre facilities	April 2016 - March 2017	3 outreach activities established	DSCDMgr
3	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2016	Stakeholder Partners reviewed	DSCDMgr (with GMs)
4	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2016	Joint initiatives identified.	DSCDMgr
5	To implement the agreed joint initiative re increasing female use.	July - December 2016	Joint initiatives implemented.	DSCDMgr

P9	To deliver a 5% year-on-year increase in overall participation			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To target the centres with 5% increase on overall participation but aim for a minimum of 3%	April 2016 to March 17	Participation targets established	DBMgr (with DSCDMgr)
2	Leys Pools & Leisure Centre to be targeted with 500,000 visits per annum	April 2016 to March 17	Participation targets established	DBMgr (with DSCDMgr)

Abbreviations

DBMgr Divisional Business Manager
GM General Manager
ME Marketing Executive
DSCDMgr Divisional Sports and Community Development Manager
DHT Divisional Head Teacher

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. Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.	Monthly	Audit undertaken and action plan established.	DBMgr, DBM (with GMs)
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)
5	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan.	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 SDIP 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 2016 - March 2017	OHSAS audit undertaken.	DBMgr (with GMs)
10	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 Fusion 360 inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion 360 inspection regime, with two checks carried out daily and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	Ongoing.	100% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review nature of Fusion 360 failures quarter yearly and develop relevant remedial action plans.	April; July; Oct & Jan 2016 - 2017	Review undertaken and action plan created.	DBMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2015 - 16	Action plan implemented.	DBMgr (with GMs)
4	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	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. 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 DECs, 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.	May 2016	Plan reviewed.	DFMgr (with GMs)
3	To implement formal energy and water reduction action plans.	Ongoing	Plan implemented.	DFMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2016 and ongoing	Accreditation maintained	DFMgr (with GMs)
5	Promote Cycle to Work Scheme	ongoing - inductions	to have 10+ on scheme	DBMgr (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 SALLX funded energy reduction measures.	April 2016	Meeting dates agreed.	DFMgr (with DBMgr)
7	To implement agreed programme of joint working initiatives with OCC technical team.	May 2016 - March 2017	Programme implemented.	DFMgr (with DBMgr)
8	To incorporate appropriate works into programme of lifecycle works.	Apr-16	Relevant works incorporated into programme.	DFMgr
9	To ensure all environmental management notice boards are maintained displaying relevant information. Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.	Ongoing	Notice boards in place and displaying relevant information.	DFMgr (with GMs)
10	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2016	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)

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. Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.	On-going	Notice boards in place and displaying relevant information.	DFMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2016	Action plan created.	DFMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2016	baseline assessment completed	Gm's
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to determine the target	Apr-16	Quantative method to measure	DFMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2016 - March 2016	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. Four deep cleans per annum	April 2016	Programme established.	DBMgr (with GMs)
2	To implement high level and deep clean schedule.	April 2016 - March 2017	Programme implemented.	DBMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 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	Monitor through Mystery Visit Programme and highlight question about impression and cleanliness	Monthly	Market Force Mystery Visit Programme	GMs
6	To monitor customer scores through PTUWYT - Aim 80% excellent Scores	Monthly scores	PTUWYT - Cleanliness	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 2015/16 and draw up relevant remedial action plan.	April 2016	Performance reviewed and action plan drawn up.	DFMgr
2	To implement remedial action plan for FM performance.	April - June 2016	Action plan implemented.	DFMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	DBMgr (with GMs)
4	To review full property database for all leisure facilities in light of any developments.	April - Sept 2016	Database created.	DFMgr
5	To approve programme of lifecycle maintenance works for 2016/17. Ferry Leisure Centre to upgrade gym equipment June 2016	April - May 2016	Lifecycle maintenance programme established.	DFMgr
9	To implement equipment replacement programme for 2016/17. (CAPEX) Ice rink Zamboni to be replaced Q1, Ice rink lines replaced Q2, Ferry Gym equipment replaced Q1. All gym equipment faults to have service contract and engineer call out with 48 hours of reporting	April 2016 - July 2016	Programme implemented.	DFMgr (with GMs)
6	To implement lifecycle maintenance programme on time and on budget.	April 2016- March 2017	Lifecycle maintenance programme implemented.	DFMgr
7	To review full equipment inventory for all leisure facilities.	Oct - Dec 2016	Equipment inventory reviewed	DFMgr (with GMs)

FM6 To maintain Quest accreditation at a minimum 'excellent' at Ferry L. C, Good at Leys Pool & L.C, Hinksey Outdoor Pool, Oxford 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 2016 onwards	Actions implemented and updated	GMs (with DBMgr)
3	To undertake programme of mystery shops and to update the service improvement plan accordingly.	April 2016 - March 2017	Mystery shops undertaken and plan updated.	GMs (with DBMgr)
4	To implement updated service improvement plan.	April 2016 and ongoing	Action plan implemented.	GMs (with DBMgr)
5	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	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.	April - October 2016	Staffing structures in place	DBMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford.	April 2016 - March 2017	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	June - July 2016	Training and development plan drawn up.	DBMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2016 - March 2017	Compliance training 100%	DBMgr (with GMs)
5	To implement agreed training and development plans.	July 2016 - March 2017	Training and development plan implemented.	DBMgr (with GMs)
6	To ensure compliance with Fusion's new integrated HR/payroll operating system I-trent	April 2016 and ongoing	System effectively introduced	DBMgr (with GMs)

S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2016 and ongoing.	100% compliance achieved.	DBMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2016 and increase trust index score by minimum 5 points	April 2016 - May 2017	Minimum of 60% participation achieved.	DBMgr (with GMs)
3	To ensure maximum participation in the Fusion Colleague Engagement Survey.	Oct-16	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 2016	Calendar of meetings confirmed and implemented	DBMgr (with GMs)
5	Set up Divisional Quarterly awards to take place in April, July, October & December	April 2016 - March 2017	Calendar of Awards	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 2016	Analysis completed and action plans created.	DBMgr (with GMs)
2	To implement the specific action plans re equality strands.	May - December 2016	Action plans implemented.	DBMgr (with GMs)
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2016	Programme created.	DBMgr (with DBMgr)
	Plan to include attendance at job fairs and school carers events			
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2016	Programme implemented.	DBMgr (with DBMgr)
5	Work with new recruitment software Springboard	April 2016 and ongoing.	Information collected and analysed.	DBMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2016 and ongoing	Training delivered.	DBMgr (with GMs)
7	Commit to hosting at least 2 work experience placements/work apprentices.	April 2016 - March 2017	Placements/Apprentices hosted	DBMgr (with GMs)

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
2	To implement the agreed approach to PR communications in respect of the leisure contract and partnership overall	April 2016- March 2017	PR approach implemented.	ME (with DBM)
3	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 10% on 2015/16 and achieve 12 press releases.	April 2016	Measurable KPIs reviewed.	ME (with DBM)
4	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) participation 2) things to do 3)schools 4) health & fitness	April 2016	Programme established.	ME (with DBM, DSCD, GM's & CRM's)
5	To implement the programme of general PR communications.	April 2016 - March 2017	Programme implemented.	ME (with DBM, DSCD, GM's & CRM's)
6	To agree a calendar of meeting dates with key representatives of OCC Communications and Branding team and agree a programme of joint working . Aim for quarterly meetings	Apr-16	Meetings held and programme agreed.	ME (with DBM)
7	To implement agreed programme of joint working with OCC Communications and Branding team	June 2016- March 2017	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 2016	Plan created.	ME (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2016 - March 2017	Plan implemented.	ME (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage. Plan to targeted work in respect of deprived wards, 60+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;	Apr-16	Plan created.	ME (with GM's , CRM's)
5	Develop communication plan to increase the bonus choice membership by 50%	Apr-16	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 2016	Audit undertaken and plan developed.	ME (with DBM & GMs)
2	Implement customer Journey action plan	April 2016 - March 2017	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 2016- March 2017	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, Instagram and YouTube - each centre has a social media champion who is trained by the groups wider marketing team	April 2016 - March 2017	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 - Work with 5 identified schools	April 2016- March 2017	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 2016- March 2017	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 2016-	New materials 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 2016 - March 2017	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 2016	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2016	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2016	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2016/17.	April - May 2016	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2016 - March 2017	Plan delivered	DSCDMgr
6	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2016	Plan agreed	DSCDMgr
7	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete	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.	Ongoing	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 16	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)
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 2016	Links maintained/created	DSCDMgr
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2016	Programme established.	DSCDMgr
7	To implement process of consultation/liaison with other key sports clubs.	October 2016 - March 2017	Programme implemented.	DSCDMgr
8	To work in partnership with COSC and develop opportunities to work together to develop swimming pathways	Ongoing	plan established	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 Swimming Pool Programmes	April 16	Strategy and Plan Produced	DSCDMgr
2	Implement the Pool Programme	April 16 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	April 16	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 16	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 16	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 2016	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 2016	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2016	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4				
To proactively explore opportunities for external funding				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2016	Database updated.	DSCDMgr

2	To identify specific opportunities and to develop relevant action plans.	May - July 2016	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2016 - March 2017	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2016	Communications delivered.	DSCDMgr

SCD 5				
To positively promote the benefits of healthy living and active lifestyles				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	Ongoing	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2016	Partners identified.	DSCDMgr (with GMs)
3	Create and deliver a programme for National Obesity week	Jan-16	Plan created	DSCDMgr
4	To ensure we are a partner in the Older peoples week	Oct-16	Plan created	DSCDMgr
5	To support GO Active Get Healthy project, work together on programmes to get people active	Ongoing	Plan created	DSCDMgr
6	Create and deliver a programme of activities utilising funding opportunities available	Sept 2016	Programme created	DSCDMgr
7	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2016	Plan Created	DSCDMgr
8	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
9	To attend health sub group meetings where beneficial	Ongoing	Attend Meetings	DSCDMgr
10	To actively develop links with GP surgeries to increase Exercise on Referral numbers	Ongoing	Plan created	DSCDMgr
		April 2016 -March 2017	Visits made and sign-ups increased	DSCDMgr
11	To establish cardiac rehabilitation phase 4 activities through the commissioning bodies	April - December 2016	Evaluation complete & cardiac Rehabilitation implemented	DSCDMgr & GM's
12	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools	Ongoing	work in partnership	DSCDMgr & GM's

SCD 6				
Develop & maintain relationships with schools and educational groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 16	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools. Supporting the City Top Sports	Apr-16	Activity Programme established.	DSCDMgr (with GMs)
3	To deliver at least 6 events at educational establishments; Schools, colleges, universities, language schools, etc.	April 16 - March 17	Events delivered	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to schools and colleges development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
6	Be an active stakeholder in the planning and delivery of the Oxford Youth Games and the Oxford disabled Games.	April 16 - March 17	Games planned and delivered with Fusion contribution	DSCDMgr
7	To lead and offer Schools Swimming Service	April 16 - March 17	Liaison established and maintained	DSCDMgr
8	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	Ongoing	Programme implemented	DSCDMgr
9	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 16 - February 17	At least 500 pupils attending Free Day	DSCDMgr
10	To develop a school event calendar to celebrate sporting events for the centres	April 2016 - June 16		DSCDMgr

FACILITY DEVELOPMENTS

FD1				
To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2016 business planning / annual service planning processes.	April - June 2016	Business cases developed.	DBMgr
2	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2016- March 2017	Partnership & Contractual opportunities	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 2016/17	April 2016	All details agreed.	DBMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2016 and ongoing	100% compliance.	DBMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2016 and ongoing	100% compliance.	DBMgr
4	To fully agree the format, content and timing of all reporting arrangements for 2016/17	April 2016	All details agreed.	DBMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2016 and ongoing	100% compliance.	DBMgr
7	To contribute positively and proactively to the Partnership Board meeting.	April 2016 and onwards	Partnership Board meeting held with demonstrable contribution.	DBMgr
9	To submit and present draft Annual Service Plan to Partnership Board.	December 2016	Draft Annual Service Plan submitted.	DBMgr
10	To agree final Annual Service Plan for 2016/17 and prepare for implementation.	January - March 2016	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	April 2016 onwards	List identified and course of action agreed.	DBMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2016 onwards	Course of action implemented.	DBMgr
3	To continually propose added value and increased facility provision if necessary	2016/17	Business case developed/amended.	DBMgr

PD3 To optimise the development of the partnership between Fusion and Oxford City Council				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2016	Processes reviewed.	DBMgr
	To review monthly report template			

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES		RELEVANT SERVICE PLAN AIMS
Partnership Board Objectives		
PB1	delivery of the various service and facility improvements set out in Fusion's tender submission	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
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.	FM2, FM3
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, 5% increase in participation in the 60+ free swim scheme	F2, P1, P2, P3, P4, P5, P6, P7,P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
PB4	delivery of the major facility development schemes	FD 1,
PB5	a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	M1
PB6	improving access to the facilities (e.g. car parking)	P8
PB7	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	FD 4, PD 2, PD 3, PD 4, PD 5
Oxford City Council Corporate Objectives		
OCC1	Vibrant Sustainable Economy	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,
OCC2	Meeting Housing Need	FM 3, FM 5
OCC3	Strong Active Communities	P1, P2, P3,P4, P5, P6, P7, P8, P9.
OCC4	Cleaner Greener Oxford	FM 2, FM3
OCC5	Efficient Effective Council	F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3, PD5
Fusion Corporate Objectives		

Fus 1	to deliver a 5% year-on-year increase on like-for-like income	F1, F2, S1, M2, M3
Fus 2	to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts	F1,
Fus 3	to deliver a surplus margin of 5%	F1
Fus 4	to ensure that customer satisfaction "good"/"excellent" ratings exceed 95%; 100% for staff	CR 1, CR 2, CR 3, S1, M2, M3
Fus 5	to deliver measurable improvements in like-for-like National Benchmarking Survey results	P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 2, CR 3
Fus 6	to reduce attrition of subscription memberships to less than 50% per annum	CR 3
Fus 7	to deliver a 5% year-on-year increase in like-for-like general participation	P1, P2, P3, P4, P5, P6, P7, P8,P9
Fus 8	to deliver a 5% year-on-year increase in like-for-like participation by target groups	P1, P2, P3, P4, P5, P6, P7, P8,P9
Fus 9	to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores	FM 1
Fus 10	to deliver a Quest accreditation rating of 'Good'	FM 6
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	HS 1
Fus 12	to deliver a 2% year-on-year reduction in staff turnover	S1, S2, S3
Fus 13	to deliver a cross-company ratio of staff costs/income of 50%	F1, S1
Fus 14	to deliver a 2% year-on-year reduction on like-for-like energy consumption	FM 2
Fus 15	to deliver a 20% reduction in waste production and a 20% increase in recycling	FM 3
Fus 16	to win 3 new partnerships at 5-10 million	PD 2, PD 3, PD 5
FUS 17	To achieve turnover of 85 million pounds	PD 2, PD 3, PD 5

SERVICE PLAN AIMS		RELEVANT STRATEGIC OBJECTIVES
F1	Each Centre financial self sustainable	PB 1, OCC 1, OCC 5, Fus 1, Fus 2, Fus 3, Fus 13

F2	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1, PB 3, Fus 1
P1	To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P2	To deliver a 5% year-on-year increase in participation by users aged over 50	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P3	To deliver a 5% year-on-year increase in participation by users aged under 16	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P4	To deliver a 5% year-on-year increase in participation by users from BME groups	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P5	To deliver a 5% year-on-year increase in participation by disabled users	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P6	To deliver a 5% year-on-year increase in participation on the junior free swimming scheme	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P7	To deliver a 5% year-on-year increase in participation on the 60+ swimming scheme	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P8	To deliver a 5% year-on-year increase in participation in Ladies Activities	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P9	To deliver a 5% increase in participation target - over achievement	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 9
CR 1	To maintain levels of satisfaction at 95%	PB 1, OCC 1, OCC 5, Fus 4, Fus 5
CR 2	Striving for excellence 65%	PB 1, OCC 1, OCC 5, Fus 4, Fus 5
CR 3	Response time for customer feedback - no more than 7 days - closed off	OCC 1, OCC 5, Fus 4, Fus 5, Fus 6
CR 4	To deliver a reduction of at least 6% attrition levels for membership	OCC 1, OCC 5, Fus 4, Fus 5, Fus 7
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures	Fus 11
FM 1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities	Fus 9
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.	PB 1, PB 2, OCC 4, Fus 14
FM 3	To reduce general refuse by 25% and to increase recycling waste by 25%	PB 1, OCC 2, Fus 15
FM 4	To ensure that high standards of cleaning are achieved at all times	PB 1

FM 5	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, OCC 2
FM 6	To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. C, Good at Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1, Fus 10
S1	To ensure that the Right People are in the Right Place at the Right Time	PB 1, Fus 1, Fus 4, Fus 12, Fus 13
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	PB 1, Fus 12
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	PB 1, Fus 12
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
M2	To deliver a 5% increase in total membership	PB 1, PB 3, OCC 1, Fus 1, Fus 4
M3	To establish highest standards of facility presentation	PB 1, OCC 1, Fus 1, Fus 4
M4	To establish and maintain the highest standards of web and social media promotion	PB 1, PB 3
M5	To develop connections and outreach with local schools	OCC 1
M6	To launch new collateral designs and reduce print wastage	Fus 15, OCC 4
SCD 1	To develop positive and proactive partnerships with key local stakeholders	PB 1, PB 3, OCC 1
SCD 2	To develop positive and proactive relationships with local sports clubs	PB 1, PB 3
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB 1, PB 3, OCC 1
SCD 4	To proactively explore opportunities for external funding	PB 1
SCD 5	To positively promote the benefits of healthy living and active lifestyles	PB 1, PB 3, OCC 1
SCD 6	Develop & maintain relationships with schools and educational groups	PB 1, PB 3, OCC 2
FD 1	To develop a programme of other facility development proposals in the leisure facilities	PB 1, PB 7, OCC 1
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	PB 1
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	PB 1, PB 7, Fus 16
PD 3	To optimise the development of the partnership between Fusion and Oxford City Council	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 are identified and assessed. Their impact and likelihood is analysed and informs operational, resource and financial planning. At Fusion's corporate level, these plans are kept under review and monitored on a monthly basis by Board committees and by the Executive Management Team. The plans are also reviewed formerly at each quarterly Board meeting. Specific high-risk areas (e.g. health and safety and financial management) are also subject to specialist management, internal compliance monitoring and external audit on a regular basis.

At a divisional level, the Divisional Business Manager is responsible for creating and maintaining a division-specific risk analysis and for working in conjunction with colleagues to continually monitor the implementation and effectiveness of mitigating actions identified within the risk analysis.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's corporate risk analysis and specific risks as identified directly in respect of Fusion's delivery of services within Oxford.

RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12	Board member with specific responsibility for H&S	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			
Cashflow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8	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			
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8	Robust operational and quality management systems established	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			
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9	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			
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4	Expert support from key advisors, including legal, HR, H&S etc.	4	1	4
					Robust operational and quality management systems established			
					Ongoing external and internal audit and inspection regimes			
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client	4	2	8	Specialist ICT Manager in post, with expert off-site third party organisations providing support	4	2	8

	and customer dissatisfaction				Corporate ICT recovery plan established as part of business continuity plan All data backed up daily Corporate ICT systems housed in a secure environment			
Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Corporate business continuity plan in place and regularly reviewed Division-specific business continuity plan to be developed All data backed up daily Corporate ICT systems housed in a secure environment Fire and related risk assessments in place on a site-by-site basis and regularly reviewed Emergency Action Plans in place on a site-by-site basis and regularly reviewed	3	2	6
Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	Financial control procedures established and audited regularly Scheme of delegation established with separation of duties, authorisation limits and regular board reporting Insurable risks covered where possible	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets Annual service plans established on a divisional basis, setting our objectives, targets and planned actions Comprehensive monitoring of financial and operational performance Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners	3	2	6

Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams.	2	3	6
					Clear policies and procedures in respect of internal communication, knowledge management and quality management systems			
					Proactive recruitment policies in order to identify and appoint relevant staff.			
					Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff.			
					Comprehensive succession planning across the business			
					Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement			
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors	3	2	6
					Comprehensive recruitment and staff management procedures			
					Comprehensive training programmes for all line managers, with published training and development plan			
					Staff Partnership and Consultative committee established together with regular dialogue with staff representatives			
					Formal recognition of key unions and regular dialogue with relevant representatives			
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules	3	2	9
					Establishment of Partnership Board to provide guidance and support in relationship			
					Establishment of an agreed Annual Service Plan, with shared objectives, agreed			

					actions and timescales			
					Regular performance monitoring, including service standards and compliance with the annual service plan.			
					Multi-faceted relationship between Fusion and Oxford City Council			
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	Professional project team and Project Manager employed to oversee delivery of works	3	3	9
					Establishment of Project Board to meet regularly to assess progress against agreed timescales and to address issues arising			
					Development of risk logs in respect of each proposed development in order to pre-empt and mitigate potential risks			
					Comprehensive programme of consultation with customers and key stakeholders			
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	Appropriately resourced central FM team, supported by relevant specialist advisors	3	2	6
					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			

Key:

Severity of impact:

is the measure of magnitude of harm or loss that Fusion and/or Fusion's partner may suffer, ranging from 1 to 5, where:

5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus which is capable of bankrupting the business;

3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant but containable loss;

1 is "low" impact: i.e. will cause interruption that leads to no material loss.

Likelihood of occurrence:

is the possibility that the threat event will occur, ranging from 1 to 5, where:
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;

This page is intentionally left blank

To: City Executive Board
Date: 14 July 2016
Report of: Head of Community Services
Title of Report: Monitoring the Community & Voluntary Organisations Grants Programme – Report for 2015/16

Summary and recommendations	
Purpose of report:	To inform members of the monitoring findings of the 2015/16 grants programme.
Key decision:	No
Executive Board Member:	Councillor Christine Simm, Culture & Communities
Corporate Priority:	Strong, Active Communities.
Policy Framework:	None.
Recommendations: That the City Executive Board resolves to:	
1	Note the results of the grant monitoring, the positive impact the community and voluntary sector is making in the City.
2.	Recommend we work with partners to understand the issues facing the Community and Voluntary Sector in greater depth so we are better able to target our support where it is most needed and will have the greatest impact.

Appendices	
Appendix 1	List of Community and Voluntary Organisations (CVO's) awarded a grant through the open bidding, commissioning and youth ambition grants programme.
Appendix 2	Case studies
Appendix 3	Risk Register
Appendix 4	List of closed groups

Introduction

1. Effective monitoring ensures that grant funding awarded is spent for the purpose it was provided and helps the council assess impact of the funded work. It provides an opportunity to find out if there are any external factors affecting the voluntary sector and how organisations are weathering these circumstances.

2. Community Services ran the following programmes shown in Table 1 in the last year. The three programmes, to which eligible Community and Voluntary organisations could apply, were:-

- Community & Voluntary Organisations (CVO's) Grants Programme
- Youth Ambition Grants Programme
- Holiday Activities Grant Programme (monitoring feedback for this programme is reported separately)

Table 1 below shows the amount spent by each programme.

Table 1	Amount spent
CVO's grant programme	
Advice & money management	£498,379
One off payments supporting objectives of the Financial Inclusion Strategy *	£20,000
Homelessness	£442,279
Inclusive arts & culture	£235,262
Community safety	£61,082
Community & voluntary sector infrastructure	£48,736
Inclusive play & leisure for disabled children & young people	£15,000
Annual open bidding grants programme	£103,204
Small grants programme	£8,673
Youth Ambition grants programme	£46,724
Total	£1,479,339

*Payments made to the Soup Kitchen, Archway Foundation, Community Emergency Food Bank & Oxford Credit Union

Key Findings

3. Voluntary sector organisations are feeling the impact of the national cuts with an increasing number ceasing to operate. Oxford Community and Voluntary Action (OCVA) has observed an increase in the number of groups having serious financial difficulties. For some a reduction in funding options is compounded by a lack of reserves and other significant difficulties with their organisation such as weak governance or financial planning, a lack of volunteers. OCVA have also seen a rapid increase in groups closing. 10 have been recorded as disbanding from across the County last year of which four are Oxford based groups. Others have had to reduce the services they offer, or eat into their reserves spending them on direct charity activity and operating costs looking at ways to be more creative when raising funds for their work.
4. More positively many groups have risen to the challenges and are now working more collaboratively and are sharing back office costs and office accommodation.
5. Feedback indicates that anything that the Council can do to help CVO's keep their core costs down has potential to make a real difference. Officers are giving more thought to this issue.

Despite there being fewer funding sources available for every £1 awarded through these Council's programmes last year an average of £7.44 has been matched or levered into the city by funded organisations. This represents excellent value for money and contributes towards the delivery of strategic services, projects, activities and events.

6. During 2015/16 grants were awarded to 71 CVO's. The total number of people counted as benefitting from projects and activities funded through these grant programmes was 268,866 however, there will be some double counting with some individual's benefitting from more than one project.

Addressing Council Priorities

7. The community grants, whether as part of our commissioning programme or through open bidding and small grants, provides funding to CVO's who help the Council in meeting its Corporate Plan objectives and improve quality of life for Oxford residents. This would particularly help vulnerable people, promote community cohesion and promote a positive future for young people.

Social Impact of the community grants programme

8. This is a very challenging time for the City's CVO's and City Council funding is considered vital by many of the CVO's it supports. Grant recipients and OCVA feedback during the year was that CVO's are being asked to do more and more to support vulnerable clients at a time when funds are getting scarcer and citizens face increased pressure on time for volunteering. Below is set out some indicators of the social and community impact of the grants programme.
9. Areas where the grants programme is making a significant impact include:-
 - Developing and expanding volunteer delivery of a wide range of key community services including befriending of isolated older people, teaching English to asylum seekers, food banks for clients unable to access benefits, children's activities in deprived localities, ensuring residents in regeneration areas access information and news about their locality, cultural and family events.
 - Making a real difference to local communities, improving the quality of people's lives and their life chances by funding the advice centres to support people out of debt and look at ways to increase their income.
 - Funding organisations working with homeless people and rough sleepers to help them make life changing choices, improve their accommodation, learn new skills and get into employment.
10. In July 2015 a report was published by the Citizens Advice Bureau that looked at their impact (at a national level). The report showed that for every £1 spent clients benefit by £10.94. For every £1 spent by helping people resolve problems £8.74 was saved in the wider society and the economy due to people feeling better and more confident leading to increased productivity for businesses and reductions in time spent off work due to ill health. By these estimates, Oxford City Council's contribution to Oxford CAB will have contributed £2.18 million benefit to clients and £1.75 million in savings to the wider society of Oxford.
11. Research carried out by Volunteering Matters showed that 96% of volunteers feel better prepared for employment or education after volunteering. The Parasol Project was awarded funding for their youth volunteering project. 28 young people (12 with

a disability) aged between 15-25 years old gave 4,104 volunteer hours for the project last year. Using the national hourly wage for young people aged between 18 – 20 years old (£5.30) Parasol's volunteer contribution alone equates to a financial value of £21,751.20. See Appendix 2 for case studies from this project.

12. A social impact report published last year by Aspire Oxford showed that for every £1 invested in the organisation they delivered £5.50 of social benefit, Aspire estimate that work facilitating the transition of people from homelessness into accommodation and employment or volunteering the organisation has saved the Government (at national and local levels) £3.4 million by preventing homelessness, re-offending, substance misuse and anti-social behaviour.
13. An evaluation undertaken by the Oxford Sexual Abuse and Rape Crisis Centre demonstrated that 90% of service users felt more in control of their lives and reported better health and wellbeing as a result of the service they received. Research into early intervention in domestic violence and abuse (published by the Early Intervention Foundation in 2014) showed economic output losses (measured as time off work, half borne by employers and individuals) of £2.7 billion and human and emotional costs calculated at £17.1 billion. For every £1 invested in services supporting victims of sexual and domestic abuse, it's calculated that between £5 and £11 of social value is generated for women, their families and the State. By a conservative estimate, the social value of Oxford City Council's investment is £75,000, leveraging additional social value of £556,875 from other donors.

Process for gathering monitoring information

14. One of the conditions for funding is that organisations agree to provide qualitative and quantitative reporting on the grant received. In most instances this is received via a completed monitoring form. In other cases, a site visit by officer(s) takes place or a combination of both dependent on scale or perceived risk of grant.
15. All organisations returned their monitoring during the year which is an improvement on previous years and reflects more business like relationship with CVO's.

Monitoring Information

- 16 Appendices 1 and 2 provide the following information:-
 - Name of organisation / group
 - Amount of grant awarded
 - Description of project/activity
 - Number of beneficiaries
 - Brief description of what was achieved
 - Total amount of match funding and / or funding levered in as a result of Oxford City Council funding.
 - Case studies from a variety of organisations.
- 17 Table 2 below summarises the information listed in Appendix 1 for grants awarded through the 2015/16 Open Bidding Programme.

Table 2 – Annual Open Bidding Summary – grants up to £10,000

Number of projects awarded a grant	Total amount of Grant Awarded	Total of other funding matched or levered in	Number of Beneficiaries from these projects	Some of the things the funding paid for
20	£104,484	£389,472	8,363 plus 20,000 households that received community newsletters	Community activities & events plus local newsletters

For each £1 invested in the annual open bidding, simplistically the equivalent of £3.73 in additional funding was leveraged by CVO's into Oxford.

18. Table 3 below summarises the information in Appendix 1 for grants awarded through the small grants programme during 2015/16.

Table 3 - Open Bidding – small grants of up to £1,000

Number of projects awarded a grant	Total amount of Grant Awarded	Total of other funding matched or levered in	Number of Beneficiaries from these projects	Some of the things the funding paid for
13	£8,673	£106,815	5,343	Community events, young people activities

For each £1 invested in small grants open bidding, simplistically the equivalent of £12.32 in additional funding was leveraged by CVO's into Oxford.

- 19 Whilst the income leveraged figure for the small grants programme is considerably higher than for other grant programmes, it should be noted that useful comparison is limited since leverage figures take no account of the ease of fundraising for smaller one off projects and community events. Comparison also doesn't take into account complexity of need of a target group or level of impact sort (counselling to a traumatised client versus the staging of a one off event).

20. Table 4 below summaries the information listed in Appendix 1 for grants awarded through the 2015/16 Youth Ambition grants programme.

Table 4 – Open bidding - summary from Youth Ambition Grants Programme – grants of up to £10,000

Number of groups funded	Total amount of Grant Awarded	Total of other funding matched or levered in	Number of beneficiaries of these project	Some of the things this funding paid for
7	£46,724	£95,294	194	Volunteering, FGM awareness, raising awareness of how to stay safe, music

For every £1 invested in the youth ambition programme, the equivalent of £2.04 in additional funding was leveraged by CVO's into Oxford.

21 Tables 6 & 7 below summarises the information listed in Appendix 1 for grants awarded through the 2015/16 commissioning programme.

Table 6 – Commissioned Grants Summary

Commissioned Theme	Number of groups funded	Total amount of Grant Awarded	Total of other funding levered in	Number of Beneficiaries from these projects	Some of the things the funding paid for
Arts & Culture	11	£235,262	£4,031,810	242,930	Training in film & digital media, music, Twinning events
For every £1 invested in the Arts & Culture commissioning programme the equivalent of £17.13 in additional funding was leveraged by CVO's into Oxford.					
Homelessness*	10	£422,279	£4,948,992	1523 plus 120 households	Day centres, life skills, specialist workers,
For every £1 invested in the Homelessness commissioning programme £11.71 in additional funding was leveraged by CVO's into Oxford.					
Community Safety	4	£61,082	£134,842	708	Domestic violence outreach, helpline service for victims of sexual violence,
For every £1 invested in the Community Safety commissioning programme the equivalent of £2.20 in additional funding was leveraged by CVO's into Oxford.					
CVO's infrastructure	1	£48,736	£293,013	655 organisations who are members of OCVA of which 53% are in Oxford City	Providing information, support and advice to the voluntary sector.
For every £1 invested in the CVO Infrastructure commissioning programme the equivalent of £6.01 in additional funding was leveraged by the organisation into Oxfordshire.					
Play & Leisure Activities for Disabled Children & Young People	1	£15,000	£215,546	139	Supporting disabled children and young people to participate in inclusive mainstream play
For every £1 invested into the Play & Leisure Activities for Disabled Children & Young People the equivalent of £14.36 was leveraged by the CVO into Oxford.					
Totals	27	£782,359	£9,624,203	245,300 people, plus 120 households & 655 CVO's	

* 12 grants were awarded through this programme however two projects were delivered by the Council (Sanctuary Scheme & Welfare Reform Team see appendix 1 for details of these two projects)

Table 7 - Summary from Commissioned Advice Centres

Number of Organisations	Total amount of Grant Awarded	Number of Beneficiaries from these projects	Total of other funding levered in	Total Benefit take up	Total amount of Debt Written Off
4	£498,379	9,666	£799,124	£3,806,632	£995,685

For every £1 invested in the commissioned advice centres, the equivalent of £1.60 in additional funding was leveraged by the advice centres into Oxford.

Financial implications

22 The report demonstrates the value of the Council's grants programme.

Legal issues

23 There are no legal implications.

Level of risk

24 Please see Appendix 3 for risk.

Equalities impact

25 Grant funding awarded to community and voluntary organisations has a significant and positive impact on equalities and promotes community cohesion. Grants actively supported the achievements of equality by otherwise marginalised groups, such as funding supplied to Oxford Friend, to Oxford Sexual Abuse & Rape Crisis Centre, for a domestic violence case worker and to the Parasol Project that provides inclusive play and leisure activities for disabled children and young people. In addition 57% of the Council's funding benefited people in localities facing multiple deprivation or inequalities.

26 When applying for grant funding each organisation has to supply a copy of their equal opportunities statement to confirm they comply with this legislation

Report author	Julia Tomkins
Job title	Grant Officer
Service area or department	Communities Team
Telephone	01865 252685
e-mail	jtomkins@oxford.gov.uk

Background Papers:	
1	Annual Reports from funded organisations
2	Aspire Oxford Social Impact report
3	The value of Citizens Advice service
4	Report on the Early Intervention in Domestic Violence and Abuse

This page is intentionally left blank

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2015 / 2016

Grants Awarded under Council Priority - Strong & Active Communities

organisation/project	Grant Awarded (£)	Description of project	Number of people benefiting	Achievements / Outcome	Other funding received for this project (£)
Archway Foundation	£5,000	A project that supports individuals suffering from loneliness.	342	400 individuals held on database, of which 342 are from across Oxford. At any one time they can be in contact with up to 300 people. They have recorded 212 people accessing social sessions and events who have been befriended by volunteers who listen and explore ways to offer further support. Users also have opportunities to meet other people in similar situations and engage in organised events.	£9,496
Ark T Centre	£6,556	Ark T Centre is a creative arts project that provides a whole range of creative workshops, dance workshops & music classes. With a recording studio for young musicians. Funding was awarded to engage with 30 young people from disadvantaged areas of the city and inspire them to be active participants in the Youth Music Project.	45	<ul style="list-style-type: none"> •32 young people were directly involved with the music project, attended 16 x 2 hour sessions where they learnt about music production, song writing, running & booking events, gig etiquette. • 2 live gigs were held during the year. Audience numbers recorded showed 90 people attended. 	£2,085
Asylum Welcome	£7,500	Asylum Welcome works to help reduce the poverty, suffering and social isolation of asylum seekers and refugees in Oxfordshire. Funding was awarded to contribute towards their core costs to support asylum seekers and refugees living in Oxford. .	327	<ul style="list-style-type: none"> •268 individual service users have received support through their information and signposting service. • 108 individual service users have been supported through their education team, this has provided 228 hours of 1:1 in-house ESOL teaching with 36 students trained by volunteer teachers.. • Asylum Welcome run a food bank and 810 visits were recorded (this is store cupboard items not fresh food) 	£223,580
Blackbird Leys Adventure Playground	£7,500	Funding was awarded to contribute towards the general running costs of the play group. In term time they are open Monday to Friday from 3pm to 5.30pm. During half term and school holidays they are open 10am to 4pm.	168	The average attendance each evening is 25 but during half term or school holidays this goes up to 49 children attending on a daily basis.	£20,863
Blackbird Leys Community Development Initiative	£7,500	The Clockhouse Project - develops and runs activities for local residents over 50 living in and near the Leys, promoting healthy life styles. Funding was awarded to enable the project to run free or low cost activities.	179	<ul style="list-style-type: none"> • Activities and events were held in 7 different community venues around the estate. • 42 people have used the project for the first time this year • The age range of users was from 50 to 90 plus • Feedback from attendees have stated that they have noticed improvements in their health, improved flexibility, feeling more cheerful, joints less painful, sleeping better, easier breathing and more energetic. 	£27,150
Community Emergency Food bank	£5,000	The Community Emergency Foodbank runs from St Francis Church, Holloway and is open every Tuesday and Friday from 12 noon to 2pm. Funding was awarded to contribute towards the generally running costs of this project.	2,031	During the year 2031 people received food from the food bank for the period from April 2015 to March 2016. Information collected from users of the foodbank show that benefit sanctions and late benefits payments are the main reasons people reply on food banks	£12,466
Cotteslowe Community Association	£2,500	Funding was awarded to contribute towards their 2015 summer Playscheme	52	52 children aged between 5 to 11 years old attended a three week playscheme at Cotteslowe Community Centre. Activities included art, dance, drama, learning about healthy living, exercise sessions and visits off the estate	£0
Cotteslowe Seniors Group	£1,000	A lively supportive group for the over 50's living in the Cotteslowe area. Funding was awarded to contribute towards adapted transport to enable people to attend sessions, outings and events.	30	The funding directly benefited 30 members of this group. It paid for special wheel chair compatible transport that enabled these members to attend events and trips.	£0

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2015 / 2016

Grants Awarded under Council Priority - Strong & Active Communities

Donnington Doorstep Family Centre	£5,000	A free drop in facility for young people aged 8-18 years old that aims to improve the knowledge of those attending with a better understanding of what it means to be healthy, stay safe, enjoy and achieve.	125	During 2015/16 125 children and young people used the drop in facility at Donnington Doorstep of which 33 received 1:1 support. This support can vary from intensive working with the family to just needing a little extra help assessing the sessions.31% this year were from BME communities.	£25,123
Dovecote Voluntary Parent Committee	£2,750	Funding was awarded to contribute towards training volunteers and support current provision of play activities for children and young people.	100	100 children and young people have benefited from activities and opportunities to help them build self confidence and resilience. 2 volunteers got involved with the project.	£14,000
Innovista - Thrive Project	£6,000	Funding was awarded to contribute towards running an intensive mentoring programme for 6 boys and 6 girls from Barton & Sandhills	13	5 girls and 8 boys have received 1:1 mentoring through this project. All 13 young people set realistic and well-informed life goals. Many of these were centred around improving school attendance, others included improving physical health, anger management, increasing independence despite disability and improving school grades.	£9,900
Leys Community Market	£2,475	Funding was awarded to contribute towards publicity and promotion of the market.	300	300 people have benefited from two community markets, one ran during the Summer and another was held before Christmas. Unfortunately the market has not run recently due to the loss of key committee members which has led to the closure of the group. .	£0
Leys News	£10,000	Funding was awarded to contribute towards the cost of supporting community groups with editorial guidance and publishing their community newspapers	32 volunteers supported and 20,000 households received free community newspapers	Last year 32 volunteers have been trained in community journalism and gave 154 hours to produce community newspapers across the city in The Leys, Barton, Rose Hill & Cowley. £20,000 was raised through advertising and sponsorship which goes into helping with the sustainability of the newspapers .	£27,930
Open Door	£4,465	Funding was awarded to contribute towards providing a weekly drop in service for refugees and asylum seekers.	200	200 refugees or asylum seekers have used the weekly drop in centre, with an average weekly attendance of 46. Each week they give more in-depth help to people that attend including help with completing on line forms, housing issues or visits to the GP.	£4,753
Oxfordshire Cruse Bereavement Care	£1,700	Funding was awarded to cover the start-up costs to establish a bereavement support service in three homeless hostels in Oxford	60	60 homeless people (35 with longer term support) have been supported through this service in O'Hanlon House, Lucy Faithfull House and Julian Housing.	£0
Oxfordshire Play Association	£2,500	Funding was awarded to contribute towards the delivery of two City Play and Activity Days, one play and activity day on Northway and the other on Wood Farm	1,000	The Wood Farm event took place on the 13.06.15 where 250 people were recorded attending the event, unfortunately due to heavy rain it kept many people away. The event at Northway took place on 12.09.16 to which 750 people were counted. From an evaluation taken at the event the most popular activity was the smoothie bike.	£4,839
Restore -Elder Stubbs Festival	£3,819	Elder Stubbs Festival - An annual event promoting mental health awareness and bringing the community together.	3,157	Service users were closely involved in every level of planning and running the event, 56 people with severe mental health problems increased their skills and confidence by helping out, demonstrating their capabilities and dispelling myths about mental health. A random survey was taken during the festival and 35% of those interviewed said they had learnt something about mental health by attending the festival.	£0
South Oxford Adventure Playground	£10,000	A facility that offers play and recreation opportunities for children & young people aged 5-15 years old.	114	2428 visits were recorded of children and young people attending the playground during Easter, May bank holiday and Summer. They had access to safe supervised recreational activities.	£4,237

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2015 / 2016

Grants Awarded under Council Priority - Strong & Active Communities

WEA Oxford Branch	£4,939	Funding was awarded to deliver 2 creative community art projects, one in Blackbird Leys and the other in Littlemore	53	53 people engaged in focus groups (16 in Littlemore and 37 in Blackbird Leys) 10 enrolled on 3 separate mosaic courses and 3 local people trained as volunteers on the community courses (2 in Littlemore & 1 in Blackbird Leys)	£0
Wood Farm Youth Club	£7,000	Funding awarded to contribute towards the running costs of the Wednesday evening youth club	35	Over the year 35 children and young people have been recorded attending with an average of 17 attending each week.	£3,050

Total amount awarded £103,204 **Total number of beneficiaries** 8,363 plus 20,000 households **Total other funding levered in** £389,472

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2015/ 2016

130

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Oxford Polish Association	£780	Funding was awarded to contribute towards a family event to bring the community together and celebrate diversity	1,390	1390 people were counted attending this event from a variety of nationalities that included Polish, India, English, Hungarian, Spanish, African & Estonia	£3,950
Rose Hill Junior Youth Club	£1,000	Funding was awarded to contribute towards the costs for a sports leader for the Rose Hill Junior Youth Club	120	The number of children attending the youth club has increased to 120 with 50 regularly involved in football or other sport activities run during the club sessions	£27,434
West Oxford Community Association	£500	Funding was awarded to contribute towards the organising and running of a family fun day on 11.07.15	500	500 were recorded attending the event, 29 stalls and it took 55 volunteers helping with the organisation or running on the day.	£2,304

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2015/ 2016

131

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Leys Fair Steering Group	£1,000	Funding was awarded to contribute towards the organising and running of the Leys Fair that took place on 5th September 2015.	2,500	Up to 2500 local residents attended the Leys Festival and benefited from free or affordable activities plus access to information ranging from budgeting to educational opportunities.	£7,554
Oxford Hindu Temple & Community Centre Project	£750	Funding was awarded to contribute towards the 6th Summer Mela on the 13.07.15	200	Unfortunately due to a very wet day only half the number of people expected attended but there were 17 community stalls and a diverse number of people did attend.	£0
Oxford 50 plus Network	£760	Funding was awarded to contribute towards a the costs of an event for Older People on 30.09.15	450	450 people were recorded visiting the event, 136 people took part in the taster sessions that included, table tennis, meditation, seated yoga, singing and samba.	£0

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2015/ 2016

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Leys Information Technology Sone (LITZ)	£750	Funding was awarded to contribute towards their room hire charges for the IT Hub in the Blackbird Leys Community Centre for the period 01.09.15 to 31.03.16	71	9 IT courses ran during the period 01.09.15 to 31.03.16 ranging from 6 to 10 sessions per course. 71 people were on these courses and 69 completed. The courses ranged from IT beginners, ITQ Level 2 and 3, PC Maintenance and Build Your Own Website	£7,500
Friendleys	£200	Funding was awarded to enable a group of older people and residents from Longlands to have a day out. .	42	42 older people had a day out on the 02.09.15	£0

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2015/ 2016

133

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Tall Ships Youth Trust	£900	Funding was awarded to give three young people the opportunity of taking part in a week long residential on a sea going vessel where they benefit from sailing as part of a crew giving them a participative and empowering experience	1	At the time of writing this 1 young person from Barton has benefitted from a week residential as part of a crew where they faced new challenges and gained new skills. The organisations is still working with youth groups in Oxford to recruit two more young people onto the programme (one from Blackbird Leys and one from Rose Hill).	£1,530
Headington Youth Football Club	£465	Funding was awarded to contribute towards volunteer coach level 1 training and for DBS checks	10	The funding has enabled 3 volunteers to complete level 1 in coaching and 7 volunteers have DBS checked. They have 90 children registered with them and regularly attending sessions.	£438

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2015/ 2016

134

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Oxford Polish Association	£371	Funding was awarded to contribute towards the delivery of job seeking sessions for people living on Blackbird Leys and IT sessions for older people	30	<ul style="list-style-type: none"> •16 people from the Polish community have been supported in CV writing and job seeking as a result 6 have found jobs. •10 people from the Polish community attended English speaking courses and have improved their English •The IT sessions attracted 4 older people from the Polish community, they learnt about Microsoft application, how to create a word document and a simple excel spreadsheet 	£420
Oxfordshire Advocacy	£497	Funding was awarded to contribute towards dementia training for volunteers.	23	<ul style="list-style-type: none"> •11 new volunteers attended a 3 day training programme of which 3 hours focused on communication skills required to work with individuals with dementia. •12 existing volunteers attended a 1 day workshop that focused on working with people with dementia. <p>This training has enabled them to support 81 clients from Oxford City.</p>	£54,985

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2015/ 2016

135

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Young Women's Music Project	£700	Funding was awarded to contribute towards the delivery of 5 x 2 hour music workshops targeting vulnerable young women	6	These workshops has enable 6 young women to gain new skills and confidence in making music, the medium of music is a way to engage with young women and has enabled the project to work with a young mother with anxiety/drug dependence issues, one with confidence issues and another who is disengaged from school.	£700
Totals	£8,673		5,343		£106,815

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
Fusion	28,128	This organisation fosters and promotes the improvement and development of artistic knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, old people and people with special needs.. They aim to deliver inclusive projects with outcomes that bring people together in established cultural venues and events.	823	Developing centre-based and off site activities exploring new art forms to benefit the local community included a wide range of artistic events, short courses and one off bookings as well as 2 projects for under 19 year olds where they made musical instruments over the course of 2 afternoon sessions then participated in the Cowley Road Carnival parade. Another two hour music making session was held at the East Oxford youth club. They have 13 on going regular creative classes offering a varied programme that delivered 438 sessions over the year and had 152 people attending that generated 5121 visits. Fusion have also had 7 one off bookings from artistic groups that attracted 671 people during the year.	£42,000
Modern Art Oxford (MAO)	70,000	This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community & education programme aiming to increase the enjoyment and understanding of contemporary art. Funding awarded to this organisation pays the rent charges to Oxford City Council .	110,000	Over the year MAO has delivered over 90 events, including live performance, film, talks, music workshops and symposia. the live events included 5 artists talks, 17 exhibition tours, 3 perspectives talks, 19 music gigs 10 performances and 18 film screenings. Funding from Oxford City Council helped MAO secure £200,000 from the Arts Council.	£1,500,000

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
Oxford Contemporary Music (OCM)	10,000	A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects . Core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding.	15,281	OCM delivered 21 live events in Oxford in 2015/16, 4 events highlighted local talent, 3 events featured international artists and 3 reached a family audience. OCM provided student work placements to 3 young people from Oxford, they gained experience in marketing, press, production, general arts administration & event management. OCM worked with East Oxford early intervention hub to deliver a wide programme of music making activities for children and young people that use the hubs service. Young people were given the opportunity to gain an Arts Award.	£196,473
Film Oxford	25,000	A project making film and digital media more accessible, delivering training to increase opportunities for individuals into this industry. Funding is used to deliver this work (including £5k to pay rent due to Oxford City Council).	2,193	314 people benefited from subsidised training last year on 45 courses. 39 places were free to those on benefits, 48 people were from a minority group, 38 people had a disability and 39 people were over 55.	£157,065

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
Ark T Centre	5,000	The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There's a recording studio for young musicians, rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.	86	During the year weekly singing sessions were delivered and an intergenerational project has been developed, 65 individuals benefit from this project of which 20% are from BME communities. Cowley News the local community newspaper is supported by this organisation, 9 volunteers gave 48 hours to produce 4 editions of the newspaper and 3000 copies were printed.	£65,275
Oxford Playhouse (OP)	24,000	An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music. . Delivering a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted, support for local artists and family friendly initiatives.	92,609	During 2015/16 they delivered 6 workshops with young people from the Leys CDI. The young people performed dance routines to an audience of family and friends. Playhouse Play Out, specifically aimed at increasing new audiences attracted over 10,000 attendees which included free access events at Cowley Road Carnival and the Christmas Light Night. They issued 1263 free tickets to community groups during the year. Over the year there were 225 family friendly performances, by or with children aged up to 19 years old. These performances attracted a total known audience of 60,501. Hey Diddle Diddle sessions for children under 4 years old performed 57 sessions for 1203 participants over the year. 81 work experience places were delivered over the year	£950,030

138

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
Experience Oxfordshire	2,000	Our funding focuses on supporting marketing of cultural organisations and key city events to a tourist audience	n/k	City events and cultural organisations are promoted through Experience Oxfordshire Destination Guide, 30,000 copies were printed last year.	£65,000
Arts at the Old Fire Station	32,134	Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama, a studio for all kinds of dance and workshops for artists	12,804	During 2015/16 26 emerging artists exhibited in the gallery. Developed opportunities for Crisis Skylight members which led to 16 exhibiting at a ceramics exhibition and 56 Crisis members working with 29 artists over a 14 month period to produce Before The Tempest, they performed over 3 days with 4 sold out performances. 129 different shows presented over the year, this includes amateur and student shows. 182 complimentary tickets were taken up by Crisis members	£432,900

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
Pegasus Theatre	25,000	An organisation promoting the appreciation of the arts in particular for the benefit of children and young people. Strong reputation, good partnership working and good track record delivering high quality accessible arts. Delivers projects with children and young people targeting socially excluded groups	3,707	Schools and community groups from Cutteslowe Primary school, John Henry Newman Academy, Blackbird Leys Academy, Littlemore hub, Rose Hill primary school, Leys CDI, all attended shows at Pegasus Theatre last year. Throughout the year outreach dance, drama, art and music sessions took place with Cutteslowe Community Centre, Littlemore Juniors, the Dovecote Centre at Blackbird Leys, Barton Junior Youth Club, Rose Hill junior youth club and Wood Farm youth club. 12 work placements, 10 work experience, 1 apprenticeship recruited and all taking part in bespoke alternative educating provision at Pegasus Theatre. 21 young people achieved Bronze Arts Awards and an average of 14 young people attended their Members Committee over the 12 month period.	£352,737
OVADA	5,000	OVADA provide opportunities for artists to create new work, support the transfer of skills, knowledge & experience, exhibit work and build new audiences for contemporary art. OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a workshop programme with City of Oxford College (formerly OCVC).	2,003	OVADA has provided 7 outreach and 2 in house participatory workshops for art and design students from the City of Oxford College. 2 students completed work experience with the organisation. Affordable studio spaces are available for artists.	£67,930

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
141 Oxford International Links (OIL)	6,000	An umbrella organisation co-ordinating twinning links and events throughout the year. Good partnership working and brings a lot into the city in both funding and culture. Funding has contributed to the delivery of this work.	924	250 people attended a high level civic representation from all twin cities where 20 readers, aged from 20 to 60 years old, took part in 18 languages. A folk group from Russia visited Oxford and played Karavai at a variety of locations widening an understanding of our links with Perm. There are two schools in Oxford and one in Grenoble that participate in school exchange projects. They are currently working on a photo exchange project their work will be exhibited in St Johns College in June 2016.	£2,400

APPENDIX 1

Commissioned Arts Organisations in 2015 / 2016

Council Priority -Strong, Active communities

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/participation at events & activities)	Key Outcomes Achieved	Other funding levered in for these organisations (£)
Oxford Philomusica	3,000	The Oxford Philharmonic Orchestra is one of the leading orchestras in the UK. The organisation is firmly committed to outreach work by taking music to areas of social and economic disadvantage, this includes working with special schools and hospitals. The Orchestra was awarded the City of Oxford's Certificate of Honour in 2013, in recognition of their contribution to education and performance in Oxford.	2,500	During the last year there has been three Funomusica concerts for children. 100 free tickets were made available to the Council for these concerts. They visited three Oxford hospitals one of which was the Oxford City Community Hospital who work with patients who have long term age related conditions. They have worked with Pegasus School on Blackbird Leys and are developing a relationship with Blackbird Leys Academy.	£200,000
Amount awarded	<u>235,262</u>	Total number of beneficiaries	<u>242,930</u>	Total amount of funding levered in	<u>£4,031,810</u>

142

APPENDIX 1

Commissioning Homelessness 2015 / 2016

Grant Funding Awarded under Council Priority & Strategic Objective - Meeting Housing Needs

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
Aspire	£66,519	<p>Aspire is a Social Enterprise with charitable status. It primarily works to facilitate the transition for individuals from homelessness into independent living. This is achieved by working with people in supported accommodation to access paid employment or unpaid work programmes/volunteering. Aspire liaises directly with referring organisations such as the City's hostels and day centres to ensure that housing and employment opportunities proceed in tandem and at an appropriate pace for disadvantaged individuals</p> <ul style="list-style-type: none"> Aspire offer training opportunities within their own enterprises which focus on gardening and landscaping, property maintenance and recycling. They also offer employment and training opportunities with external companies and organisation with whom Aspire hold work contracts Aspire is working towards becoming a self-sufficient social enterprise and Oxford City Council has therefore reduced their grant over the last three years. The organisation is progressing well towards self-sufficiency and will see a further reduction to their grant in 2016/17 	264	<ul style="list-style-type: none"> Aspire worked with 264 individuals last year, 22 people secured full time work and were off all out of work benefits, 15 secured part time employment and improved their housing situation., 2,041 paid working days were generated by Aspire 	£183,880
Elmore Community Services	£27,687	<p>The Elmore Team provides practical help, emotional support, advocacy and outreach for people who have complex needs and who are not picked up through other services. The service also provides training for colleagues in the health and social services network. The grant from Oxford City Council funds a tenancy sustainment service on an outreach or appointment basis for single clients over the age of 16 who live in Oxford city. Plus a hostel in reach worker to support residents in the city's hostels with complex needs. Priority is given to Oxford City Council tenants and where there is capacity can also extend to Home Choice properties and the wider private rented sector.</p>	80	<p>The following statistics relate to individuals supported by Elmore in relation to this contract who maintained their tenancies, therefore avoiding homelessness</p> <ul style="list-style-type: none"> No clients supported though this service were evicted or abandoned their property 3 clients' cases were closed as their tenancy was no longer under threat 	£714,346
Emmaus Oxford Furniture Store	£20,000	<p>Emmaus Oxford is a charity that provides accommodation and work for formerly homeless individuals and also runs a social enterprise which recycles donated furniture and other household goods. Individuals live at Emmaus and work 35 hours per week, usually at the store and receive a small allowance from Emmaus. All essential bills are covered by Emmaus and Individuals are not in receipt of Job Seeker's Allowance/Income Support. £5,000 of grant assistance pays for the rent that Oxford City Council charges for the store premises</p>	31	<p>The average length of stay of people living at Emmaus was 33 weeks. 11 individuals left in a planned way</p> <ul style="list-style-type: none"> The total amount of revenue made from the furniture store was £300,791 Emmaus strives to be a self-sufficient organisation and grant funding will be tapered accordingly. 	£300,791

APPENDIX 1

Commissioning Homelessness 2015 / 2016

Grant Funding Awarded under Council Priority & Strategic Objective - Meeting Housing Needs

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
Oxford Homeless Pathways (OHP) - No Second Night Out Sit Up project	£41,176	Formerly known as Oxford Night Shelter, O'Hanlon House is a 56 bed hostel for single homeless adults. In addition to the accommodation the hostel provides a Day Service, which provides meals, a wet room and a range of meaningful activities. The grant from Oxford City Council contributes to the No Second Night Out Sit Up service which provides 10 spaces for rough sleepers to come in off the streets. The service was commissioned in order to provide additional capacity due to an increase in rough sleeping numbers. The service operates 7 days a week.	146	During the year 146 unique clients accessed the sit up service. Income resources for OHP shown opposite is for the whole service not just the sit up service (£13,727 additional funding was obtained for this particular work)	£3,468,271
Oxford Homeless Pathways - Housing First, Julian Housing	£35,888	Funding was awarded to Oxford Homeless Pathways for their Julian Housing project. This housing project offers alternative accommodation options to individuals who have been rough sleeping for long periods of time and who are not able to live in normal hostel accommodation. Intensive and assertive support is offered to maximise well being and improve tenancy sustainment. Oxford City Council grant pays for a support worker and a peer support worker.	5	They have 5 units of accommodation which is offered to individuals for a period of 2 years. With the intensive support all clients has successfully maintained their tenancies since spring 2014.	£0
Oxford Street Outreach & Single Homeless Service	£16,684	The Oxford Street Population Outreach team works with rough sleepers in the City. They work early morning as well as late nights in order to find rough sleepers where they are bedded down. The team responds to referrals made from partner organisations, members of the public or rough sleepers themselves and aim to locate and verify the person is rough sleeping within 48 hours.	465	During the year they had 701 contacts with rough sleepers of which 265 were with people rough sleeping for the first time. The team work with the individuals in order to access suitable accommodation and support. This may be in the city, or in an area where the individual can access the support they need.	£0
The Gatehouse	£4,185	This organisation provides an open access drop-in centre for homeless and socially excluded persons, over 25 years of age.	60	The Organisation provides sandwiches, cakes and soups, as well as hot and cold drinks, as appropriate, and fruit where possible. They also offer art and literature nights	£107,990
The Porch Steppin' Stones Centre	£41,250	Steppin' Stone is a Day centre for single homeless and socially excluded individuals over the age of 18 and being a resident of Oxford. The centre is open six days per week and offers a number of different activities including: an allotment scheme, access to computers, outings, complementary medicine, sports, arts and crafts, books and quizzes. The centre also offers laundry and shower facilities, a clothing store and counselling. Lunch and dinner is offered at a small cost. Workshops and training in life-skills are also offered and Steppin' Stone sign-post clients to other agencies, such as Aspire and Crisis, in order for clients to access employment and training opportunities	180	During the year 180 individuals were recorded as using the centre each quarter. 31 individuals were supported to obtain paid or voluntary work	£162,776
The Big Issue Foundation	£14,063	Funding was awarded to support people selling the Big Issue to help them maximise their opportunities and get support with their relevant needs in order to move to an independent life away from homelessness	47	During the year 47 people selling the Big Issue were supported through this work of which 6 improved their housing situation and 100% improved their financial situation	£10,938

APPENDIX 1
Commissioning Homelessness 2015 / 2016

Grant Funding Awarded under Council Priority & Strategic Objective - Meeting Housing Needs

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
Young Persons Pathway	£48,980	Last year Oxfordshire County Council recommissioned the Pathway services for vulnerable and homeless young people aged 16 - 22 years old. The Pathway is an agreement between the County Council and all of the District Councils (including Oxford City Council) When a young person is assessed as homeless and unable to return home the programme provides emergency accommodation to avoid placing the young person in bed and breakfast. This is short term accommodation to provide the time to explore and identify the most appropriate housing option for the young person going forward.	84	84 young people from Oxford were supported through the project of which 36 left in a structured way that included 6 moved back with family, friends or partner, 3 moved to more supported accommodation for example foster care, parent and child accommodation, 1 to supported housing, 1 into private rented accommodation and 2 were removed by the Home Office.	£0
Welfare Reform Team, Oxford City Council	£75,847	The Welfare Reform Team work to support tenants affected by the Governments Welfare Reform agenda in particular the Bedroom Tax and Benefit Cap. They work with tenants to find ways of sustaining their tenancies through identifying exempting benefits or supporting tenants into employment. 350 households were affected by the lower benefit cap	120 households	Since October 2015 the team have engaged with 120 households	£0
Sanctuary Scheme, Oxford City Council	£30,000	The aim of the Sanctuary Scheme is to reduce the number of people who present to Oxford City Council as homeless due to threats of violence made against them. The scheme helps victims stay in their homes by installing new or improved security features such as a new door, lighting, fencing, locks and bolts. The scheme is managed within Oxford City Council's Environmental Protection Service	161	During the year 161 clients have been successfully supported with no one supported under this scheme being made homeless they have all remained in their homes.	£0

Total £422,279

Total number of beneficiaries

1523
plus 120 households

Total

£4,948,992

PLEASE NOTE: Due to the nature of these services and client group some of this data may be counting individuals twice because they may be using more than one service.

APPENDIX 1
Commissioning Community Safety 2015/2016

Grant Funding Awarded under Council Priority - Reduce Crime & Anti Social Behaviour

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
A2 Dominion Group	35,082	A project providing practical and emotional support for females and males experiencing domestic abuse. They work to improve their quality of life by working in a holistic approach to support and using family intervention. The funding was awarded to cover the cost of 1 FTE domestic violence outreach worker plus their support costs for the post	124	This post holder worked in partnership with both statutory & voluntary agencies to support & empower 59 adults (women) & 65 children affected by domestic abuse. All clients received practical and emotional 1 to 1 support, the length of time this support lasts ranged from 1 contact to 13 months so support. 1 clients identified themselves with a disability.	n/a
Children's Society in Oxford	8,000	The project delivers a range of services supporting new migrant and refugee children and their families. The children and young people they are working with are from societies that are vastly different from the UK and get mixed messages from adults, other young people and their own observations around sexual behaviour. Funding was awarded for 1 part time post to support boys and young men who are seeking asylum, refugees and new arrived children and their families with group and 1-2-1 sessions. Sessions focuses on helping them to better understand our society, its law and rules around what is appropriate and what is not. This included appropriate behaviour with girls, Internet safety and protection, stay safe, make safe choices and keep other young people safe.	12	The project ran over a 6 month period and the worker targeted 16-19 year old young men refugees and migrants who are attending ESOL courses at the City of Oxford College (formerly OCVC). Approx. 40% of the young people on this course are unaccompanied asylum seeking young people and the rest come from refugee and new migrant communities. Vulnerability among this group of young people is very high due to on-going asylum immigration processes, isolation, difficulties integrating into a new culture, trauma and high risk of getting exploited and getting involved in crimes	£19,910
Oxford Sexual Abuse and Rape Crisis Centre (OSARCC)	15,000	A telephone helpline service which is run by a team of trained volunteers. Enabling victims of sexual violence to deal with the effects of these crimes in their lives and improve access to information. The helpline is open 4 times a week and is the only agency providing specialist services for survivors of sexual abuse and rape. They are developing their service to include an Independent Sexual Violence Advisor and therapeutic counselling. Funding was awarded to contribute to the core running costs for this work	455	The telephone helpline listening service is the frontline service. The current level of service (4 session a week) has been maintained since November 2008. In 2015-16 OSARCC ran 351 telephone listening service sessions, 877.5 hours of telephone support was available to support survivors, their friends and families. In addition OSARCC ran 90 email helpline sessions and 34 peer support group sessions. The face to face support has increased by 86% over the past 12 months.	£113,375
Oxford Friend	£3,000	A confidential telephone help line that provides free advice, support and counselling to Oxfords lesbian, gay, bisexual and transgender community plus their family and friends	117	Telephone service is open 3 evenings a week from 7pm-9pm throughout the year. During the year they have sign posted 55 callers to other appropriate organisations. 18 of these callers were signposted to Topaz, a county run LGBT youth organisation which deals with a client group from age 13 to 25.	£1,557
Total awarded to Community Safety	61,082	Total number benefiting	708	Total other funding levered in	134,842

APPENDIX 1

Commissioning CVO Infrastructure 2015 / 2016

Grant Funding Awarded under Council Priority - Strong, Active Communities

Organisation/project	Grant Awarded (£)	Total amount of other funding (£)
Oxfordshire Community & Voluntary Action (OCVA)	£48,736	£293,013

Support the development of Community & Voluntary Organisation's

147

2015-16 Targets	Achievements
1-1 support for 20 groups City-wide. Support includes funding advice, business planning, constitutions and legal structure, policies including health & safety, risk assessment, insurance, HR & employment good practice and the law. .	A total of 45 Oxford voluntary and community groups received support and advice
£250,000 raised by community & voluntary organisations in Oxford as a result of support from OCVA	12 Oxford organisations supported by OCVA secured funding that totalled £376,000 in 2015/16
Co-ordinate and deliver Third Sector conference	Conference held in October and 62 people attended this event of which 17 were from Oxford voluntary organisations.
Resource centre kept up to date and information to include volunteering.	completed and on going

Commissioning CVO Infrastructure 2015 / 2016

Grant Funding Awarded under Council Priority - Strong, Active Communities

Maintain on line directories and resources including directory of premises and directory of support services.	completed and on going
Other work carried out during the year included: Support given to East Oxford community centre reference group to multi agency group to explore areas of joint working / resource sharing in relation to health and wellbeing Community Centre Strategy group legal company to provide free access to training on legal issues that affect community groups representation on the Asylum Seeker and Refugee Group and develop a web access for people to search for refugee services in Oxford	Support given Supported the Discussion held with a Provide voluntary

Commissioning CVO Infrastructure 2015 / 2016

Grant Funding Awarded under Council Priority - Strong, Active Communities

APPENDIX 1

Commissioning Specialist Play 2015 / 2016

organisation/project	Grant Awarded	Description of project	other funding
Parasol	£15,000	Parasol provided inclusive play, social & recreational opportunities for disabled children and young people, supporting them to access mainstream play & leisure activities with their non disabled peers.	£215,546

2015-2016 - Targets	Achievements
Work with at least 30 disabled children (5-12 years) over the year	In the year (2015/16) Parasol supported 52 disabled children aged 5-12 years old from across the city.
Work with at least 60 disabled teenagers (13 - 19years) over the year	During the year (2015/16) Parasol supported 87 disabled young people aged 13-19 years old from across the city.
To provide specialist support to play providers in Oxford City to enable disabled children & young people to take part in activities over the course of the year	Parasol supported children at Tower Playbase in Northway, Cutteslowe Playscheme & SOAP in South Oxford

Parasol had a pool of 42 individual workers 'enablers' available for work during the year. Some were employed for the full Summer holiday period but generally they are employed for at least 1 day.

Staff received training in the following areas disability equality, safeguarding, gastro feeding, seizure awareness and first aid

49 choice days ran over the year, this included visits to go bowling, karting, laser tag, visits to museums and galleries

APPENDIX 1

Commissioning Advice Centres 2015 / 2016

ADVICE CENTRE MONITORING

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
Oxford City Council funding		£90,478	£85,290	£122,611	£200,000
Additional funding from Oxfordshire County Council		£14,360	£14,500	£119,700	£24,000
other additional funding eg fundraising, donations, grants		£18,362	£102,428	£80,140	£425,634
Number of clients :	New	444	1,056	464	4,473
	On-going	1,411	139	211	1,468
	total	1,855	1,195	675	5,941
Total number of contacts	includes telephone, face to face, casework, appointments, signposting and consultancy (clients are counted more than once)	3,259	1,788	6,092	12,600
Gender:	Male	675	448	272	2,714
	Female	1,187	747	403	3,179
	not recorded	0	0	0	41
Age:	under 16	10	5	22	n/a
	17-24	48	80	34	363
	25-34	444	209	101	1280
	35-49	765	345	225	1888
	50-64	491	279	247	1406
	65+	97	116	46	746
	not stated	1	161	0	178
Ethnicity:	White	1,226	708	451	4,155
	Black	151	109	31	177
	Asian	294	63	73	502

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
	Chinese or other ethnic group	0	1	0	60
	Mixed race	43	41	39	310
	Eastern European	95	0	0	0
	Other	19	20	6	339
	Not stated	22	199	15	144
Disability or long term sick		1,362	1,036	470	1473
Type of visit/ contact:	Out Reach / out of office	18	202	0	252
	Court Visits	6	0	169	0
	Home Visits	14	5	7	36
	In house / office	1,829	1,581	589	10,058
Issues / categories: presented by client					
Benefits	Social care /means tested	0	0	0	0
	Tax Credits	271	145	481	452
	DLA, AA, Carers Allowance, PIP	217	286	1,529	937
	Incapacity Benefit / ESA	240	159	1,308	600
	Pensions	33	31	74	189
	Social Fund: funeral payments, maternity grants and budgeting loans	31	48	10	8
	Social Fund: Oxfordshire Support Fund	0	0	6	8
	Child Support / Child Benefit	52	8	0	46
	Income allowances (eg Job Seekers Allowance, income support)	120	89	360	75
	Housing benefit	230	173	700	584
	Benefit Appeals	36	17	150	92
	Benefit Fraud	0	6	26	14
	other	145	152	197	468
Debt	Priority debt (rent, mortgage, council tax)	599	333	274	1,040
	Non priority debt (catalogues etc)	981	447	225	2,954

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
	Other (family, friends etc)	0	0	0	0
Housing	Conditions	23	8	0	0
	Homelessness/threatened homelessness	73	67	4	201
	Environmental/neighbour issues	5	13	0	77
	Housing costs (excluding housing debts)	11	17	0	108
	Other housing issues	95	132	8	891
Other	Charity applications	232	59	4	75
	Foodbank vouchers	143	43	6	55
	Consumer & general contract	3	18	0	296
	Crime	0	0	0	0
	Education	5	10	0	100
	Employment	21	94	1	1,109
	Family	12	98	0	542
	Health	0	0	0	0
	Immigration / Nationality	2	14	2	462
	Legal	46	0	0	498
	Mental Health	0	0	0	0
	Relationship	0	0	2	0
	Other	130	87	30	2076
OUTCOMES					
Reduce Debt	Clients advised	563	588	n/a	851
	Repayment agreements made	79	290	140	278
	Bankruptcy granted	3	10	0	25
	Debt relief order granted	16	43	0	45
	Number of clients who have had debt written off	20	82	19	43
	Number of clients assisted to prepare a household budget	416	375	106	338

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
	Number of clients advised on fuel issues	48	70	71	131
	Number of clients referred for support to open a bank account	12	13	50	41
	Benefit overpayments written off	1	0	£82,792	0
	Total client debt for period	£294,964	£1,421,693	£461,083	£480,000
Increase income from employment	Clients referred to organisations to help tackle barriers to work	750	0	0	0
	Clients referred to organisations to assist with access to employment	0	2	0	0
Representations	Court Representations - number of clients	3	0	0	0
	Appeals Representation - number of clients	0	0	0	0
	Tribunal Appeals Representation - number of clients	6	0	158	13
	Tribunal Appeals Representation - success rate %	0%	0	89%	70%
Money Gained					
	Benefit take-up (projected for current period),	£45,839.00	£856,367.00	£1,683,426.00	£1,221,000.00
	Total client debt dealt with for period	£638,660.00	£1,421,693.00	£461,082.00	£480,000.00
	Debt written off	£183,373.00	£722,130.00	£90,182.22	n/k
	One off payments gained for clients (charities etc)	£19,542.00	£19,255.00	£3,801.20	£13,868.00
	Community Care Grants	£0.00	£0.00	£0.00	£0.00

APPENDIX 1

Grants to Community & Voluntary Organisations

2015 / 2016 Youth Ambition

Grants Awarded under Council Priority - Strong & Active Communities

organisation/project	Grant Awarded (£)	Description of project	Number of people benefiting	Achievements / Outcome	Other funding received for this project (£)
Ark T Centre	£4,844.00	Funding was awarded to contribute towards the provision of music sessions for homeless young people.	15	15 young people attended sessions that focussed on empowering them to develop their basic confidence in musical skills and supported them to strengthen their self expression through music	£2,085
Donnington Doorstep Family Centre	£10,000	Funding was awarded to contribute towards a programme that supports children and young people at risk of child sexual exploitation	46	46 young people were engaged through this programme of which 27 were identified as being at risk of sexual exploitation, 39 received 121 support. Two bespoke sessions, for boys and young men, were deliver to raise awareness of how to stay safe.	£66,917
Oxford Against Cutting	£5,000	Funding was awarded to contribute towards raising awareness of Female Genital Mutilation and recruit champions .	4	4 young people recruited as champions and raised awareness of FGM among their peers. They contributed to the development of a 2 hour training workshop	£14,790

155

Pegasus Theatre	£10,000	Funding was awarded to contribute towards a training programme for young people	34	During the year this funding has contributed to the extension of training provision Pegasus Theatre provide for young people. 34 young people were recruited onto the programme of which 17 young people were recruited as youth assistants and 1 customer services apprenticeship	£11,500
Parasol Project	£5,580	Funding has been requested for an inclusive volunteering project where disabled and non-disabled young people are given opportunities to volunteering at Parasol and Tower Playbase	28	28 young people recruited onto the volunteering programme, each young person was assigned a primary volunteering role but if they wished they could attend other days and they were given other roles. Over the course of the project these young volunteers gave a total of 4104 hours.	£0
Oxfordshire Youth	£3,690	Funding was awarded to contribute towards a bespoke programme of workshops being delivered at Cheney School working with young girls to look at and discuss issues around healthy, safe relationships and empower the young women to believe in their value.	19	31 sessions ran throughout term time, key topics included privilege, sex and disability, abusive relationships, healthy relationships, emotional, mental and physical wellbeing. From an evaluation completed by the young people showed that 90% of those who attended reported an increase in self esteem and confidence. Three young people from the group delivered a workshop at Oxfordshire Youths conference on consent, coercion and grooming.	£0

Inspired Young People	£5,000	Funding was awarded to deliver workshops in St Gregory the Great and the Oxford Academy to address issues that affect young people's lives such as alcohol, drugs, online safety and healthy relationships.	22	14 workshops were delivered and engaged with 22 young people	£0
Oxfordshire Youth	£2,610	Funding was awarded to contribute to the delivery of a boxing award scheme in 4 youth clubs in regeneration areas of the city.	26	To date 26 young people from Wood Farm and Rose Hill have taken part in these sessions. All are expected to complete the scheme and have learnt about well being and exercise.	0

**total amount
awarded** £46,724

total number of beneficiaries 194

total amount of match funding £95,292

This page is intentionally left blank

Oxford City Council's funding contributes to life changing services like those described below.

Case Studies from Asylum Welcome

One of Asylum Welcome's objectives is to help clients avoid homelessness. The organisation may variously support clients to access housing through friends, members of their community or being in a hostel.

A client with Leave to Remain was working until he was injured at work. He did not fully recover, lost his housing and became street homeless. At first, he was not considered to have the local connection necessary to access Oxford's homeless services. Asylum Welcome worked with him and to prove that he had a local connection, access appropriate healthcare, to get back his benefit and find housing. He is now living in local housing and seeking employment again.

Another client lost his accommodation when St Francis House was closed and he became street homeless. Asylum Welcome successfully helped him to apply for Home Office accommodation and financial support preventing this man from becoming street homeless and destitute. The client is currently waiting for the Home Office to make a decision on his asylum case.

Case Study from Donnington Doorstep Family Centre

A 13 year old carer lives at home with his mum and 23 year old severely disabled brother. His brother does not sleep well and gets up very early. (This usually wakes the 13 year old who then makes his brother's breakfast and helps him to get ready before doing the same for himself. The early starts make it difficult for the 13 year old to get organised for school and he can often be very tired during the day as a result

The 13 year old helps to care for his brother to give his mum a break and also because he loves him. He feels frustrated at times especially when he struggles to find a quiet space to do his homework.

With 1:1 support from Donnington Doorstep the family have worked out a flexible timetable for the 13 year old to give him access to a laptop and a quiet space at the centre when he needs it and his support worker gives him time to talk and be heard.

The young carer's comments below:-

"One thing that really helps is the support I get from Doorstep. They understand what it's like; I can trust them and talk about my problem's knowing that I won't be judged. The youth drop in centre is also great".

Case Study from Open Door

A regular attendee to Open Door came to the UK in 2006 as an asylum seeker from Eritrea. Initially, Open Door helped him to find English as a Second Language (ESOL) class so that he could learn to speak English. Since then, Open Door has helped him with job application forms and today he works as part of the Rapid Response Team at the John Radcliffe Hospital.

He still regularly attends Open Door. He comes to socialise, play pool and, because he is on a low income, to eat and to get food. Although he has excellent spoken English, he has great difficulty with reading and they routinely help him with letters and correspondence. Recently, because of his low literacy, he got into debt and risked losing his accommodation.

An Open Door volunteer was able to help him, and with the aid of the Citizens Advice Bureau stopped his eviction and applied for a repayment plan. Thankfully, he is now back on track.

Comments from the asylum seeker:

“Open Door helps me with everything: with food, with letters, with jobs – and when I have a problem, like with my bills and my housing.”

Case Study from the Parasol Project (youth volunteering)

A young woman with cerebral palsy, has difficulty walking, has learning difficulties and struggles with gross and fine motor skills. She has been attending the Parasol project since her early teens. She has thrived as a result of their inclusive activities and taking part in activities that other more able teenagers can do.

She was one of several young people that took part in Parasol’s volunteering project last year which helped her to feel part of a team and work towards an end goal. Using her summer volunteering as a work experience role, by the end of the summer Parasol offered her a trial position at their Wednesday night youth group sessions as a paid worker with additional support.

A young carer (non-disabled) who has attended Parasols Wednesday night youth group and summer provision since 2013, volunteered last year and showed enthusiasm and understanding for young people with disabilities.

His consistent focus made him an excellent candidate for their Senior Volunteers Initiative. In the advanced volunteer role he stepped up and went above and beyond what was asked of him. He led other volunteers and users, helping to deliver a number of projects over the summer. He used his initiative and ran the raffle for the summer celebration, finding prizes for it in his own time. His hard work and additional responsibility made him an inspiration for existing volunteers and earned the respect of the Parasol team.

Case Study from Oxford Citizens Advice Bureau

A client lives with her 20 year old disabled son. She works for 22 hours per week plus overtime and earns between £750 and £850 per month. Her son receives Employment and Support Allowance (ESA) and was on higher rate care Disability Living Allowance (DLA) and lower rate mobility. He failed to make an appointment at The Warneford and his DLA was stopped. The client had a partner but he left her and she continued to receive tax credits so there was an overpayment. The client owes council tax which was being recovered by bailiffs. Arrears of council tax for

previous years were also being recovered via two attachments of earnings, in addition to other debts. The client lives in a two bed council property.

Over the course of a series of meetings Oxford Citizens Advice Bureau helped the client to transform her situation. The CAB team prevented bailiff action, established entitlement to housing benefit and council tax reduction and helped her claim. Advisors reviewed how she could increase her working hours to 30 and so receive Working Tax Credit. Referred her to CAB's Benefits in Practice caseworker for help with benefits for son (Employment Support Allowance (ESA) and Personal Independence Payment (PIP). Having stabilised her finances the CAB was able to help her obtain a Debt Relief Order (DRO) in order that she could make a new start.

Case Study from Rose Hill & Donnington Advice Centre

A client came in to the centre who had lost her husband, wanting advice and help towards the funeral costs.

The Centre helped her claim Bereavement Benefit and in case this was not successful because her husband was claiming a state pension when he was alive Employment Support Allowance.

As the client was very upset The Centre arranged a home visit to complete the funeral grant form and forms for charity grants towards the funeral costs.

A month later the client returned to the office very distressed because the Department of Work and Pensions (DWP) had not received the form sent. The Centre helped with another claim over the phone. The DWP declined the request for help with the funeral costs because the copy of a final bill sent had no date on it.

The caseworker contacted the DWP explaining that the Funeral service provider does not date an invoice until a deposit has been paid. The DWP suggested using an alternative funeral parlour.

Sometime later the client returned again and said she had found another funeral parlour which had agreed to provide a dated invoice for its funeral services. The DWP awarded £2,200 towards the funeral costs.

For the remaining £1,500 bill, The Centre helped the client to complete applications to charities. She successfully applied for £700 from charities and a family member loaned the rest. The client is re-paying the debt weekly.

This page is intentionally left blank

APPENDIX 3 - RISK REGISTER

Risk Score: Impact Score: 1=insignificant; 2=minor ;3=moderate; 4=major; 5=catastrophic Probability Score: 1=Rare;2=Unlikely;3=Possible'4=Likely'5=Almost Certain

No	Risk description link to corporate obj.	Gross risk		Cause of risk	Mitigation	Net risk		Further Management of Risk Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Control Risk	
		I	P			I	P			Q	Q	Q	Q	I	P
163	Monitoring Information not returned. (Strong, Active Communities)	1	3	Lack of resources / trustees / skilled volunteers or staff to complete monitoring form	Mitigating Control: Build relationship with funded groups and visits Level of Effectiveness: Medium because information may not be returned & visits may not take place	1	2	Action: Reduce Action Owner Julia Tomkins Mitigating control Keep check list & close monitoring, build relationship with groups	Outcome Required: All monitoring forms returned & monitoring visits made. Milestone date: On going	1	2	3	4		
2	Community & Voluntary Organisations ceasing to operate	4	3	Lack of funding / skilled trustees	Support voluntary sector with funding and advice	4	3	Action Officer Catherine Hine Mitigating control Review voluntary sector to gather a better understanding of the sector in Oxford Review of sector undertaken	Outcome required Strong community and voluntary sector Milestone date March 2017						

This page is intentionally left blank

Appendix 4

List of Closed Organisations (provided by OCVA Jan 2016)

Organisation & Description of project	Office location or where the project delivered its project
<u>Bicester Talking Newspaper</u> A 'talking' newspaper that kept people with sight problems up to date with local news	Bicester
<u>British Thyroid Foundation</u> Local branch	Abingdon
<u>Chalgrove Village plan</u> Local group established to produce a neighbourhood plan	Chalgrove
<u>FACE (Family & Children Enterprise)</u> Unable to find out what this organisation did.	Witney
<u>Family Action (Oxford contact)</u> Local branch of an organisation that provides practical, emotional and financial support to those who are experiencing poverty, disadvantage and social isolation	Oxford
<u>Hope for Children in Uganda</u> Local branch of an organisation that raises funds to help children in Uganda	Cannot find any information where this group was based in the County
<u>Horizons</u> Unable to find out what this organisation did	Witney
<u>Oxford IT Hub</u> A community interest company that was in Rose Hill	Oxford
<u>Oxford Sudanese Supplementary School</u> A local group of parents that provided after school education for their children	Oxford
<u>Training & Employability Academy</u> Local branch that provided information on training and employment opportunities	Oxford

This page is intentionally left blank

Equality and diversity in the Oxford City Council workforce

Report of the Equality and Diversity Review Group

Commissioned by Oxford City Council's Scrutiny
Committee

June 2016

Contents

Foreword.....	2
Summary of recommendations.....	4
Appendices	6
Introduction	6
Background.....	6
Terms of reference	7
Methods of investigation.....	7
Profile of the Council workforce.....	7
Ethnicity.....	7
Gender	12
Sexual orientation	16
Disability.....	17
Age.....	18
Barriers to recruitment and career progression	19
Reducing barriers.....	20
Preventing and addressing discrimination	23
Being inclusive of LGBT employees	25
Conclusion	28

Foreword

Equality and diversity aren't just nice things to have in a workplace. They matter because a person's sexuality, gender, ethnicity, and disability matter to them. When our Council gets diversity right and looks more like the communities we serve, our Council gets more things right and delivers the best possible value for money for local taxpayers.

Britain is a more equal society, if we look at the strides forward our historically most discriminated against communities have taken in the last twenty years. For some communities, here and around the country, the speed and scale of social change has felt like a sharp break with the intolerance of the past. For others, the wins they've racked up can feel smaller.

This review delves deep into the latest data to find out how our Council is reflecting these changes across all Oxford's communities. As importantly, this review looks at whether more could be done to make our Council more inclusive and diverse. Like the social progress we've seen here in Oxford and across the country, the situation is the same: A lot has changed, but there's more to do to complete the longer march to equality.

The data shows that the LGBT workforce is very small and unwilling to disclose their sexuality. The Council has the largest ever BME workforce, but the workforce is clustered in the lower wage jobs and almost non-existent in senior roles. Women are under-represented in senior leadership roles.

The Council's workforce has been changing to look more like the diverse communities that it serves. Good policies currently in place have helped to bring this about and tackle discrimination. However, further improvements are possible, and we offer concrete accounts of the gaps that need filling and our thinking on the measures that can best fill them.

Reaching potential employees from diverse backgrounds involves a gear-shift. The Council shouldn't be putting out job adverts on the channels we prefer; we should be putting out job adverts on all the channels and in all the forms most easily accessed by the communities we want to work for the city.

Monitoring matters. In the case of the issues discussed here, monitoring matters even more than an employee's natural desire to feel protective about personal information. The Council doesn't ask for such personal information because it's nosy or box-ticking to comply with regulations. Information matters because it helps to make things better, and the Council could make that plainer to staff.

Clearly the Council needs to build confidence in the monitoring that it does. Otherwise employees will go on declining to disclose and the Council will keep on facing under-reporting.

In particular, the Council can take practical steps to build a workplace that's friendlier to transgender employees, and how we gather together personal information on employees is central to that.

I want to thank the councillors on this review panel and the council officers – in particular Scrutiny Officer Andrew Brown – for their time, commitment, and energy in developing this review.

Special thanks go to the Trade Unions who campaign for dignity and respect in Oxford City Council's workplace, and whose contributions on behalf of LGBT, black, women, and disabled members were fundamental to the scoping, investigating, and writing of this review.

I trust the review will meet with the backing of the Scrutiny Committee and the City Executive Board, and hope that it forms the basis for promoting equality and diversity within the Council workforce.

Councillor Tom Hayes
Chair of the Equality and Diversity Review Group

Summary of recommendations

- 1. That the Council undertakes accessibility audits of its employment premises at appropriate intervals. Consideration should be given to how frequently these audits should take place at each workplace premises and to the setting of maximum intervals between audits.*
- 2. That the Council reviews recruitment branding to better target any vacancies at under-represented groups and young people, including utilising settings or channels that are less traditional to local government but more inclusive.*
- 3. That the Council continues to promote itself as an inclusive employer through outreach activities including continuing to hold open recruitment sessions in community settings, reaching out in schools through the Business in the Community partnership, and attending job fairs and community meetings.*
- 4. That the Council investigates opportunities to advertise multiple vacancies in community settings at low cost, which could include making use of community newspaper social media platforms, as well as community newspapers and, as long as those running them are willing, community centres.*
- 5. That the Council makes use of its assets to promote itself as an inclusive employer, including Streetscene vehicles.*
- 6. That the Council reviews its Talent Management Framework and researches whether the inclusion of a more targeted talent management programme would appeal to under-represented groups, as well as what such a programme would include.*
- 7. That the Council emphasises the value it attaches to the ability to speak a second language by including this skill in the desirable criteria for selected customer-facing job vacancies, such as Tenancy Management Officers and Customer Service Officers.*
- 8. That the Council undertakes a workforce skills audit with the purpose of identifying priority competencies and hidden talents that aren't currently being utilised but would benefit to the organisation, including the ability to speak a second language.*
- 9. That the Council considers the feasibility of having staff who are known to speak a second language 'on call' to communicate with customers who speak little or no English, and whether these staff could be rewarded with a small pay supplement.*
- 10. That all Council employees are reminded of the Council's Fair Employment Statement and employment policies at least annually. These documents should also be prominent and easily accessible on the Council's Intranet.*
- 11. That all Council employees are at least annually made aware of their responsibility to challenge discriminatory language and behaviour in the workplace, wherever that may be, as matter of course.*

12. *That unconscious bias training is provided to the Council's most frequent recruiting managers and HR Business Partners. Ideally this would be followed up with annual refresher courses in order to maintain awareness and compliance with good practice.*

13. *That the Council identifies one or more Diversity Champions at senior levels who would help to embed equality in the workplace. These Diversity Champions could lead on communicating the importance of diversity and monitoring within the organisation and co-ordinate a calendar of activities in support of celebrations such as Black History Month, Pride, etc.*

14. *That the Council identifies an elected member to oversee and externally represent the Council's equality and diversity work.*

15. *That the Council seeks to obtain better value from its status as a Stonewall Diversity Champion and, failing that, considers whether the small membership fee would be better invested in other means of tackling discrimination.*

16. *That the Council continues to ask employees to review and complete their personal details, including sensitive information such as their sexual orientation, on at least an annual basis, as well as continuing to target identified data gaps. Explanation should be provided as to why sensitive personal information is held by the organisation and the wider benefits of doing so.*

17. *That the Council sets targets for increasing disclosure rates to reduce data gaps for sexual orientation, disability and ethnicity over a fixed period of time (e.g. eighteen months).*

18. *That the Council maintains a watching brief on good practice in workforce equalities monitoring and continues to keep its own monitoring arrangements under review, including how questions are asked and the language used as well as the continued inclusion of a 'prefer not to say' option.*

19. *That consideration is given to whether the sensitive personal data of applicants and employees requested and held by the Council should be more inclusive of transgender people. For example, the Council should consider consulting with appropriate individuals and Trade Unions on adding an appropriately worded gender identity field to its monitoring forms, with the clear purpose of building equality and identifying discrimination.*

20. *That the Council adopts gender-neutral terms on forms as part of its ongoing work to be as inclusive as possible, for instance, giving consideration to adding the title Mx in addition to the more established gendered titles such as Mr, Mrs, Miss and Ms.*

21. *That consideration is given to whether there is merit in phasing out the use of titles on Council forms and databases over the medium term if this would be supported by the Trade Unions.*

Appendices

Appendix 1 – Project scope - Equality and Diversity Review Group

Appendix 2 – Analysis of workforce equalities data

Introduction

1. The Equality and Diversity Review Group is a cross-party working group established by Oxford City Council's Scrutiny Committee during the 2015/16 Council year. The Review Group was asked to look at whether more can reasonably be done to promote equality and diversity within the Council's workforce. The members of the Review Group are Councillors Hayes (Chair), Altaf-Khan, Taylor and Thomas.

Background

2. Oxford is an ethnically and culturally diverse city, with the third highest minority ethnic population in the South East of England. Black and Minority Ethnic (BME) and other European communities across Oxford account for 28% of the population and 36% of residents are of non-white British ethnic origin¹.
3. Oxford City Council is an employer committed to increasing the diversity of its workforce and providing an inclusive work environment with equality of opportunity for all employees.
4. Unlike many local authorities, the Council has retained a large manual workforce within its Direct Services operation, which accounts for approximately half of the total Council workforce.
5. The Council produces [Annual Workplace Equalities Reports](#) which include statistics and commentary on the diversity of the Council workforce as well as recruitment activity, the gender pay gap and disciplinary and grievance cases. These reports show that groups with protected characteristics (under the Equality Act 2010) tend to be under-represented on the Council workforce.
6. The Council has targets in place for increasing employment amongst BME groups and disabled people, and regularly monitors the following 'Corporate Health' indicators (results as of March 2016):
 - The percentage of employees with a disability - 8.2% (target 10%);
 - The percentage of black and minority ethnic employees - 7.6% (target 9%).
7. The Scrutiny Committee has previously focused on the employment of black and minority ethnic (BME) groups on the Council's workforce and in 2014 made five recommendations aimed at increasing the number of employees from BME groups. At that time BME employees made up 6.9% of the workforce but following a number of initiatives (including some improvements recommended by the Scrutiny Committee), this figure increased to 7.8% in December 2015. While

¹ [Annual Workplace Equalities Report 2014-15, Oxford City Council, 2015](#)

this figure is the highest ever recorded, the figure remains low compared with the population of the city.

Terms of reference

8. The Review Group considered the annual workforce equalities report for 2014/15, and took advice from Council Officers when scoping this review and agreed that it's key lines of enquiry would be:
 - *What barriers are faced by under-represented groups in recruitment and career progression at the City Council?*
 - *How does the Council prevent and address discrimination, including specifically discrimination against LGBT employees?*

Methods of investigation

9. The Equality and Diversity Review Group met four times from October 2015 to April 2016. The Review Group's findings and recommendations have been informed by evidence provided by Council Officers and Trade Union representatives, as well as workforce equalities data, a literature review and desk research. All meetings were held in private to ensure a full and frank debate.

Profile of the Council workforce

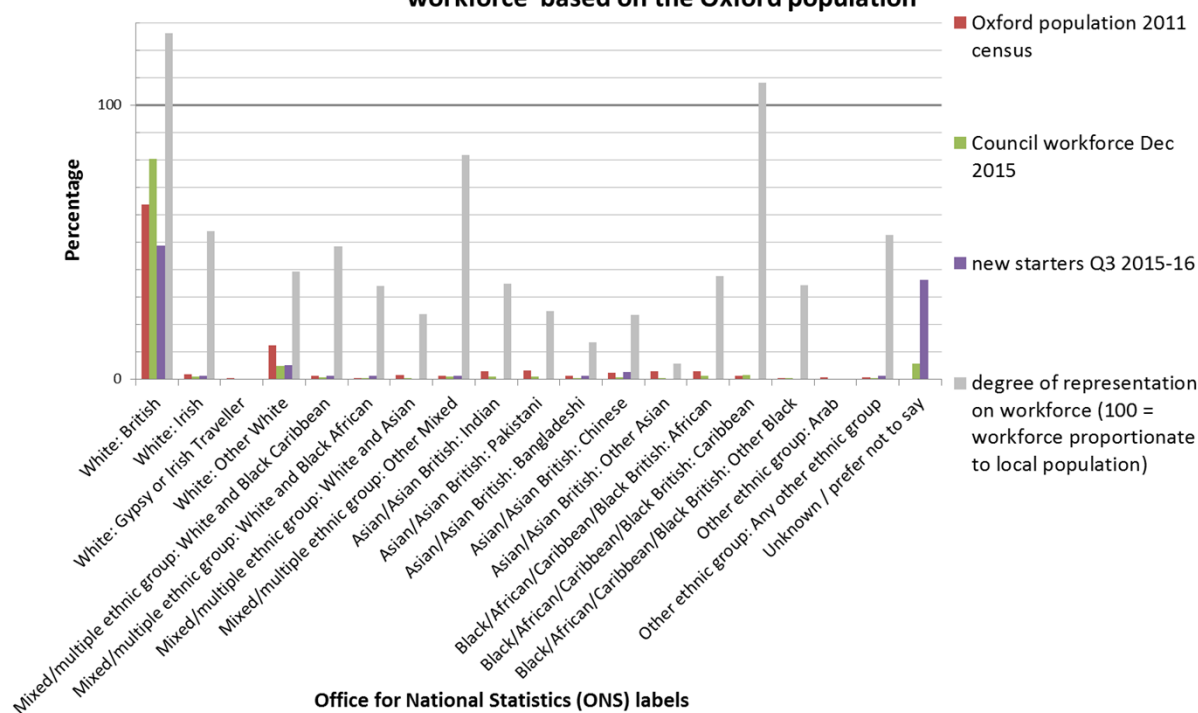
10. The Review Group looked in detail at the workforce equalities data held by the Council. This section provides statistics and commentary on the composition and profile of the Council workforce in terms of ethnicity, gender, sexual orientation, disability and age (the Review Group did not look at religion). The equalities data is presented in a series of charts which are included below. Larger versions of figures 1-9 are also included in Appendix 2.

Ethnicity

11. The Review Group dug deeper into the data presented in the workforce equality reports by examining gender and ethnicity data at service area level and at each pay grade. The Review Group also compared workforce equalities data from December 2015 with census data from 2011, which is not a perfect comparator but provides a reasonable picture of the population served by the Council. This enabled the Review Group to make a number of observations about the ethnic profile of the Council workforce and identify where under-representations of different groups are most prevalent.
12. Figure 1 presents a comparison of workforce ethnicity data with census data for Oxford, excluding some 4,000 short-term international migrants who are not usually resident in the City. The grey bars show the degree of representation that different ethnic groups have on the Council workforce as a proportion of the size of these groups in the local population. These grey bars would all be at 100% if the ethnic composition of the Council workforce exactly mirrored the profile of Oxford. However, the Review Group identified a number of reasons why this would not be expected to be the case, as explained in paragraphs 15-18.

13. The Review Group found that all groups with significant local populations are under-represented on the Council workforce with the exception of the *White British* group, which is particularly over-represented, and the *Black Caribbean* Group, which is slightly over-represented. The *Other Mixed* group is the only other ethnic group that has something approaching the level of representation that could be expected based on the profile of the local population.
14. Of the remaining ethnic groups, the *Asian / Asian British* groups appear to be particularly under-represented on the Council workforce. For example the number of *Pakistani* employees is about one quarter what could be expected based on the number Oxford residents who identify as being of Pakistani origin. The proportion of *Bangladeshi* employees is lower still. No employees describe their ethnic origin as *Arab* but this is one of the smallest ethnic groups in the local population, with fewer than 1000 Arabs resident in Oxford. There is also a small but not insignificant number of staff (5.6%) who have declined to provide their ethnic origin. It is therefore likely that the figures for at least some of the BME groups are slightly understated.

Figure 1: The degree of representation of different ethnic groups on the Council workforce based on the Oxford population



15. The Review Group note that it would be unrealistic to expect the profile of the Council workforce to fully reflect the profile of the area it serves (one of the most diverse populations in the region) for a number of reasons.
16. Firstly, the diversity of the local population has increased quite considerably in recent years. Population growth in Oxford between 2001 and 2011 was entirely attributable to the increase in residents who were born outside the UK. By 2011 Oxford had 43,000 foreign-born residents making up 28% of the population. The recruitment of many longer-serving employees will have pre-dated these

demographic changes and many positions on the Council workforce won't have become available in that time. Population turnover in the City is relatively high at 25% and significantly higher than the employment turnover rate on the Council workforce, which is about 10%.

17. The Oxford population contains groups of people that positively influence the diversity of the City but are not necessarily part of the workforce or seeking employment at the Council. For example, full-time students account for 24% of Oxford's adult population and approximately one third of these students were born outside the UK².
18. Another factor is that the Council does not exclusively employ people who live in the City. The Council is a regional employer with employees who commute to work from as far away as Cheshire, Lincolnshire and Norfolk. The Council's employment catchment area is therefore less diverse in terms of ethnicity than the City it serves. One distinct reason why a large proportion (53.9%³) of Council employees commute is the lack of affordable housing in the City.
19. Conscious that over half of Council employees live outside the City boundaries, the Review Group compared workforce ethnicity data with the census information for Oxfordshire, which includes but has a less ethnically diverse population than Oxford. Figure 2 shows that the ethnic profile of the Council workforce is more consistent with the profile of Oxfordshire than it is with Oxford. In this comparison a number of groups remain under-represented on the Council workforce but to a lesser extent than when compared with the population of the City.
20. The Review Group looked at the ethnicity of new starters who joined the Council workforce in the 3 months to December 2015. This was a particularly large cohort of new starters due to high recruitment in Community Services. The new starter figures also include electoral staff who are employed on a one-off temporary basis during elections. The ethnic origin of about one third of new starters is unknown but these data gaps may be explained by the inclusion of electoral staff. Either way, Figure 2 shows that the proportion of new starters is higher than the proportion of existing employees for a number of ethnic groups, including some of the most-under-represented groups, such as the *Chinese* and *Bangladeshi* groups. This would appear to indicate that the workforce is gradually becoming more diverse.
21. Figure 3 provides a breakdown of ethnic groupings by pay grade. The Review Group found that the majority of BME employees are clustered around grades 4-6 and none are higher in the organisation than range 9. Clearly a focus of the Council's ongoing work must be finding ways to ensure the BME workforce are not clustered in the lowest wage jobs and almost non-existent in senior roles. There are also obvious discrepancies between the different BME groupings in terms of pay grade. The *White – all other* grouping has some representation up to and including Service Head level but there are very few if any employees from any minority groups in the most senior positions.

² [Students in Oxford, Oxford City Council](#)

³ [Annual Workplace Equalities Report 2014-15, Oxford City Council, 2015](#)

Figure 2: Minority ethnic groups on the Council workforce compared with the Oxford and Oxfordshire populations

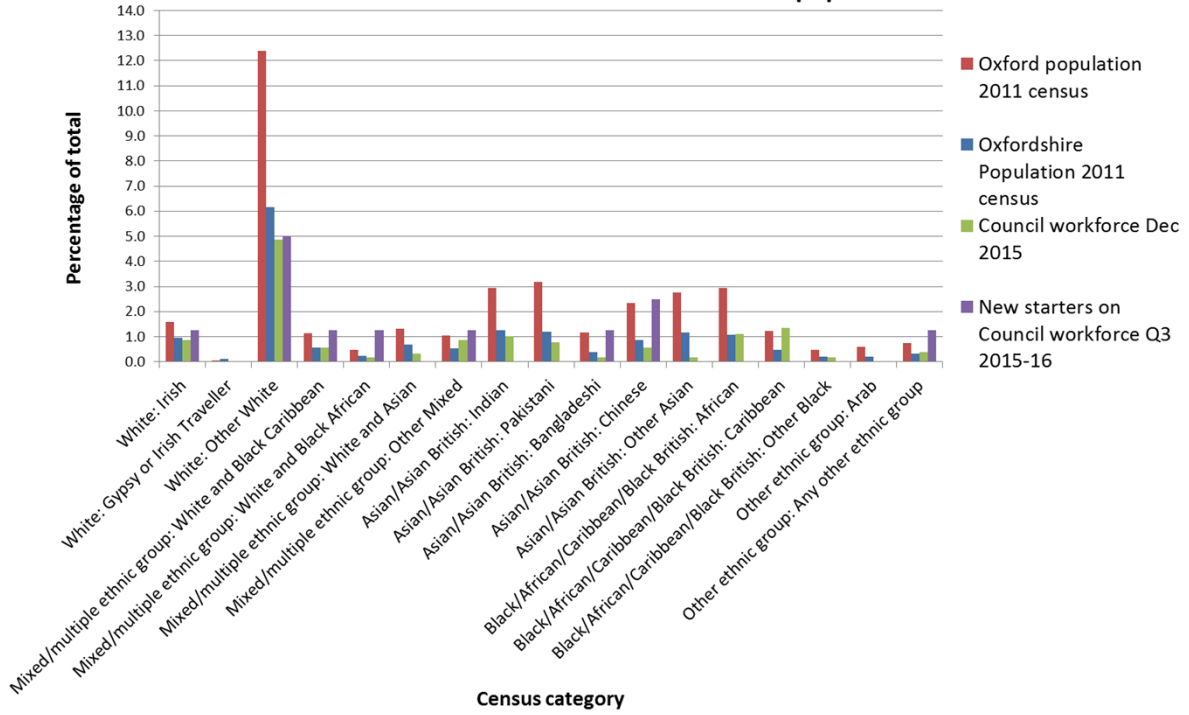
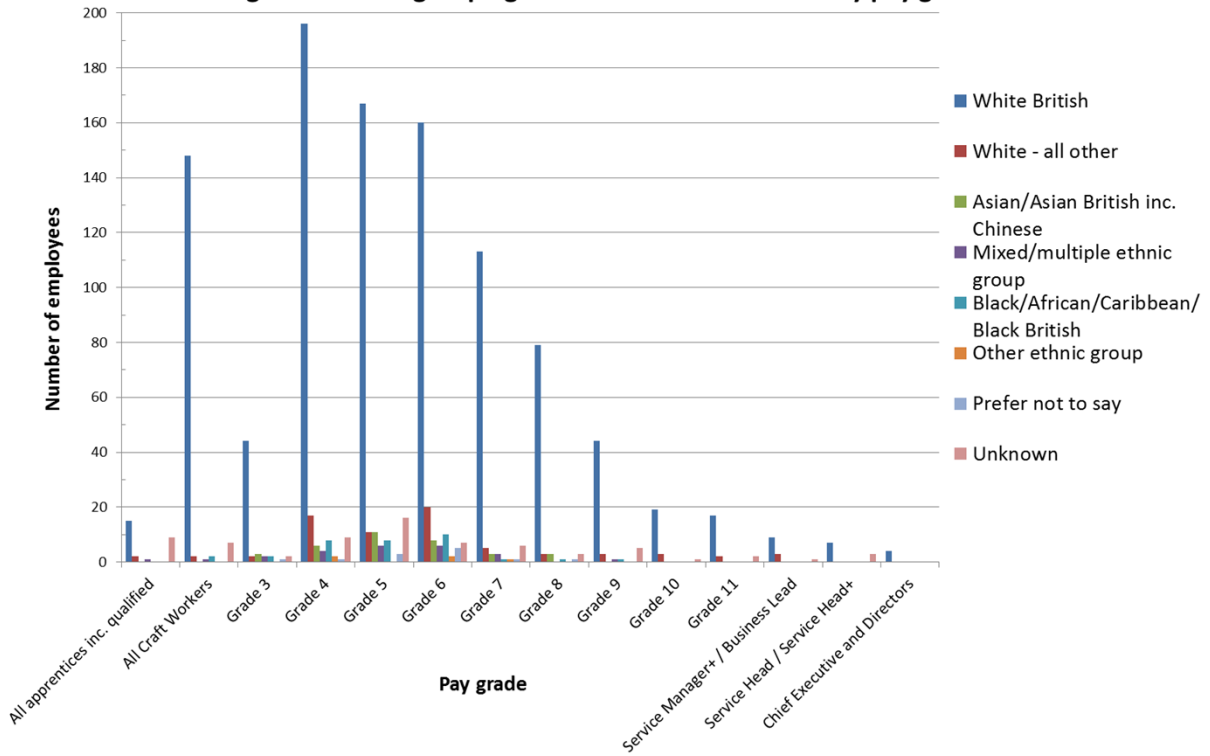
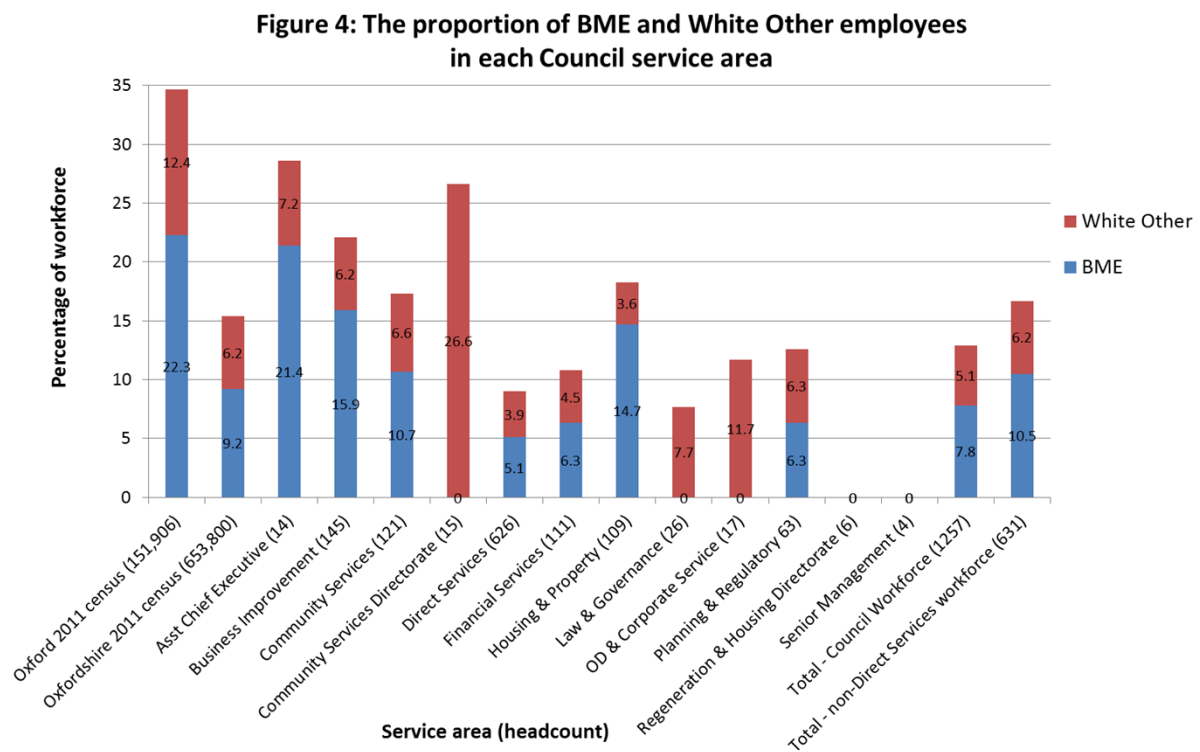


Figure 3: Ethnic groupings on the Council workforce by pay grade



22. The Review Group also looked at ethnicity data across the different Council services and Figure 4 provides a breakdown of BME and *White Other* employment by service area. The Review Group observed that no service area has a workforce that is as ethnically diverse as the population of Oxford. The most ethnically diverse service area is Assistant Chief Executive but this service only has fourteen employees. Of the larger service areas Business Improvement (which includes IT and Customer Services) is the most diverse, with 22.1% of employees identified as being non-*White British*. This compares with figures of 34.7% for Oxford and 15.4% for Oxfordshire. In contrast, the proportion of non-*White British* employees in Direct Services, which accounts for approximately half of the Council workforce, is a lot lower at 9%.

23. Figure 4 shows that the total Council workforce is less diverse than the populations of both Oxford and Oxfordshire. Excluding Direct Services, the proportions of BME and *White Other* employees are consistent with the population of Oxfordshire. It should also be noted that the numbers of non-*White British* employees on the Council workforce are likely to be slightly under-stated because there are some data gaps and a small of employees have selected their ethnic origin as *Prefer not to say*.



24. The Review Group believe that recent increases in the ethnic diversity of the Council workforce are encouraging but that further progress is needed towards achieving a workforce that better reflects the diversity of the population that it serves. The Review Group recognise that progress may be slow and uneven in the short term and that, for the reasons discussed in earlier paragraphs, it would

be unrealistic to expect the ethnic composition of the Council workforce to fully reflect the ethnic profile of the City any time soon.

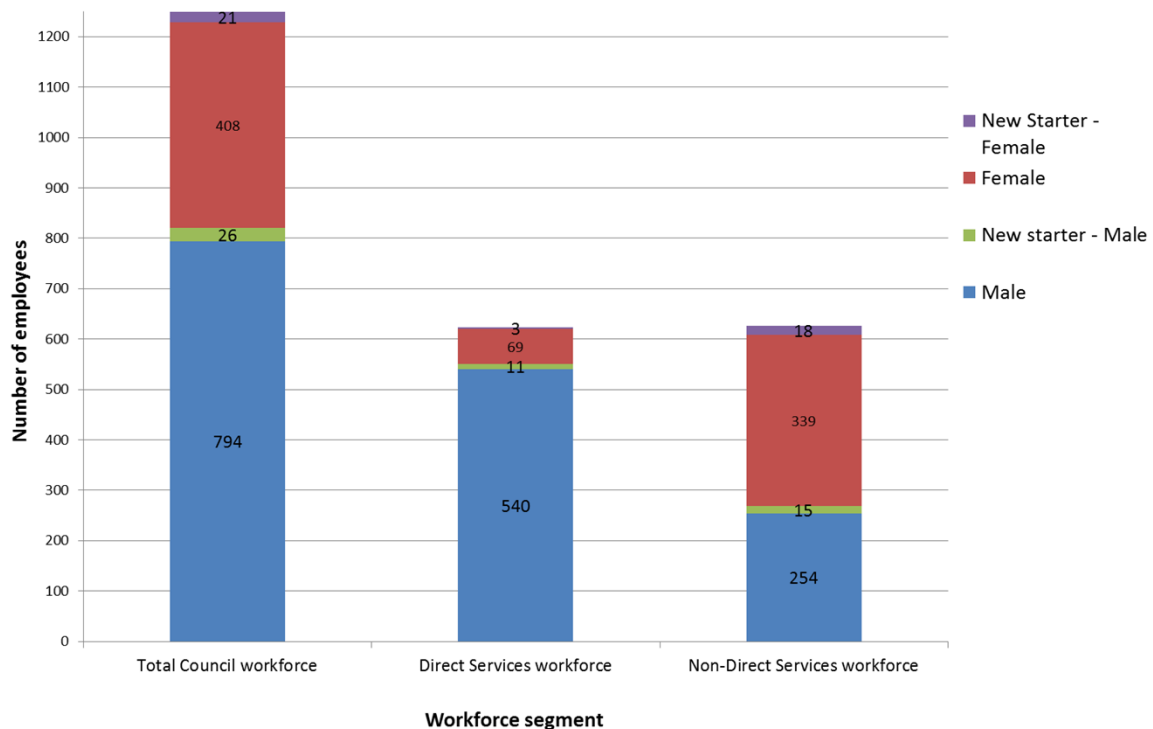
Gender

25. The Review Group examined workforce gender data including the gender balance of each service area and at different pay grades, and make a number of observations about the gender profile of the Council workforce.

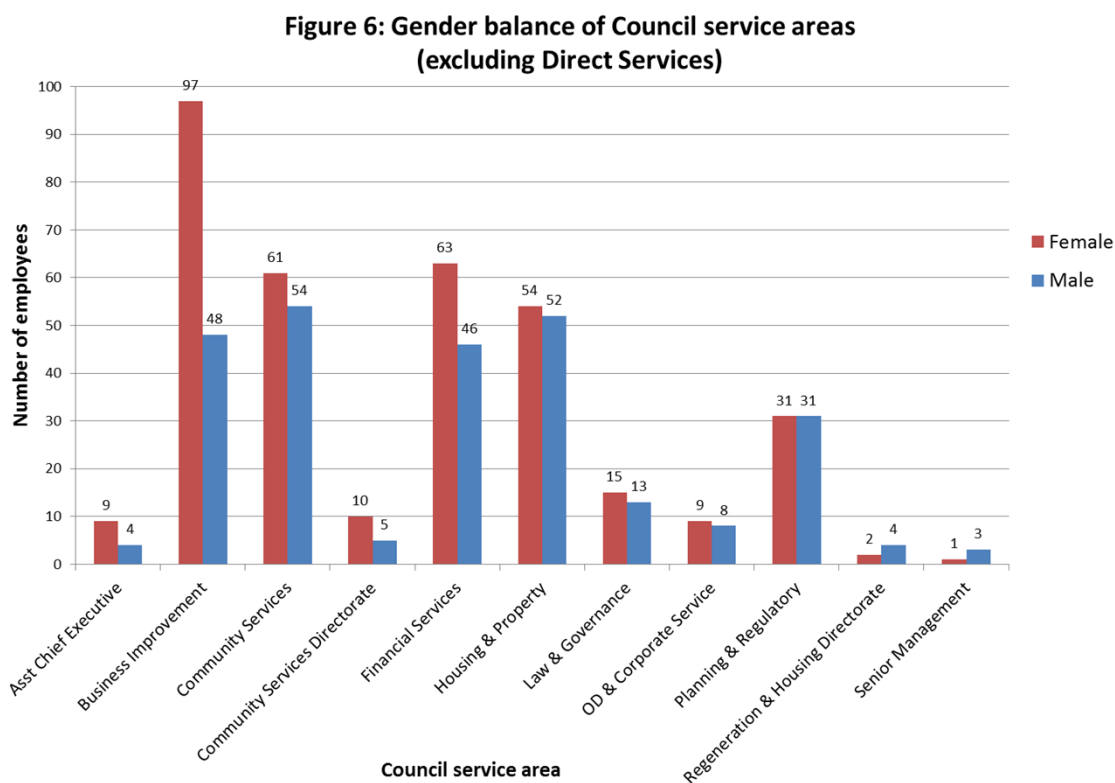
26. Figure 5 provides a breakdown of male and female employees on the Council workforce as a whole, as well as in the Direct Services workforce and the non-Direct Services workforce. In total just over one third (34%) of all Council employees are female. Within this overall figure, Direct Services has a very low proportion of female workers at 12% and this significantly skews the overall figure. Excluding this largely manual workforce, females are actually in the majority, accounting for 57% of the remaining employees. This is considered to be in line with national patterns of employment within local government.

27. The Review Group note that the Council has had some successes in increasing female employment in Direct Services. For example, a number of women are now employed as drivers of heavy goods vehicles (HGVs). The proportion of female new starters in Direct Services (22%) is slightly higher than the proportion of females in Direct Services as a whole (12%), which may signify a slight shifting in the gender balance of this service area. However, it is expected that there is little scope to alter the gender balance of the workforce in higher employment areas such as street cleaning in the foreseeable future.

Figure 5: Gender composition of the Council workforce



28. Figure 6 presents a breakdown of male and female employment in the remaining service areas. It shows that most service areas have a fairly even gender profile or in some cases a majority of female employees. Business Improvement has the highest proportion of female workers at 67%. Male employees are in the majority in two service areas, Senior Management Team and Regeneration and Housing Directorate, both of which have very small numbers of employees.

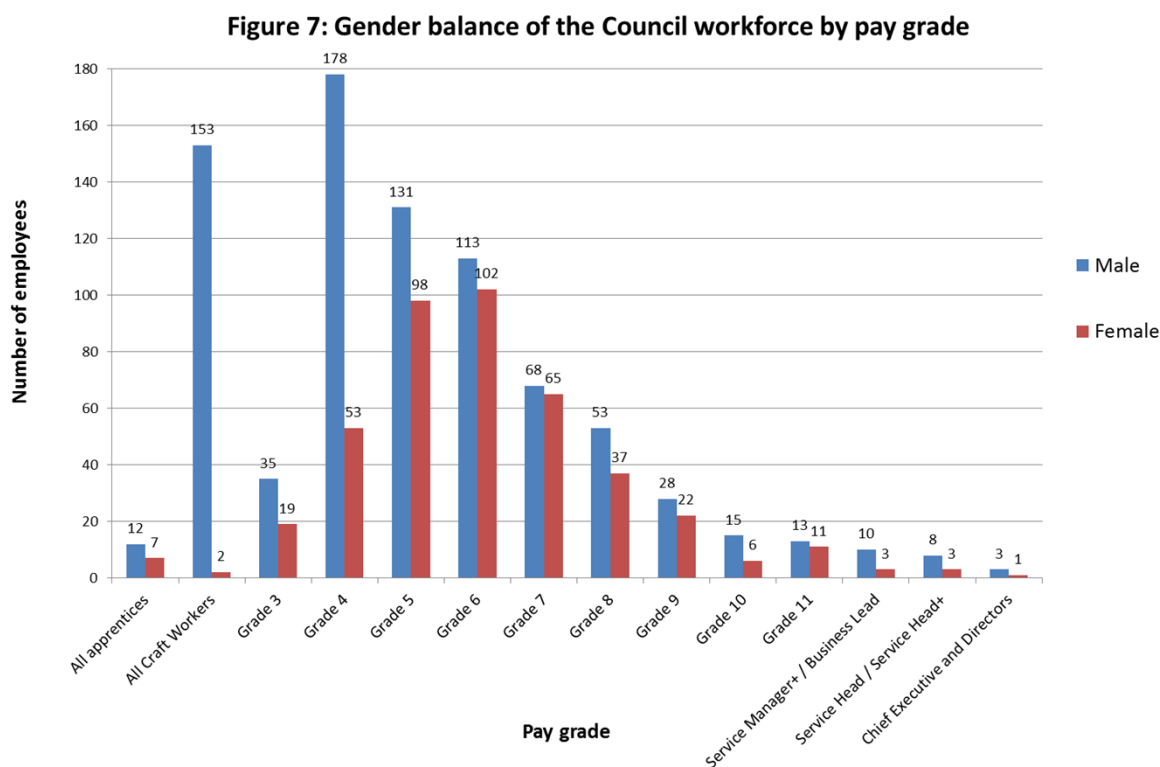


29. The gender profile of new starters is broadly consistent with existing patterns of employment in the different service areas, with a notable high proportion of female new starters in Business Improvement and a notably high proportion of male new starters in Direct Services, as shown in Table 1.

Table 1: Male and Female new starters by service area

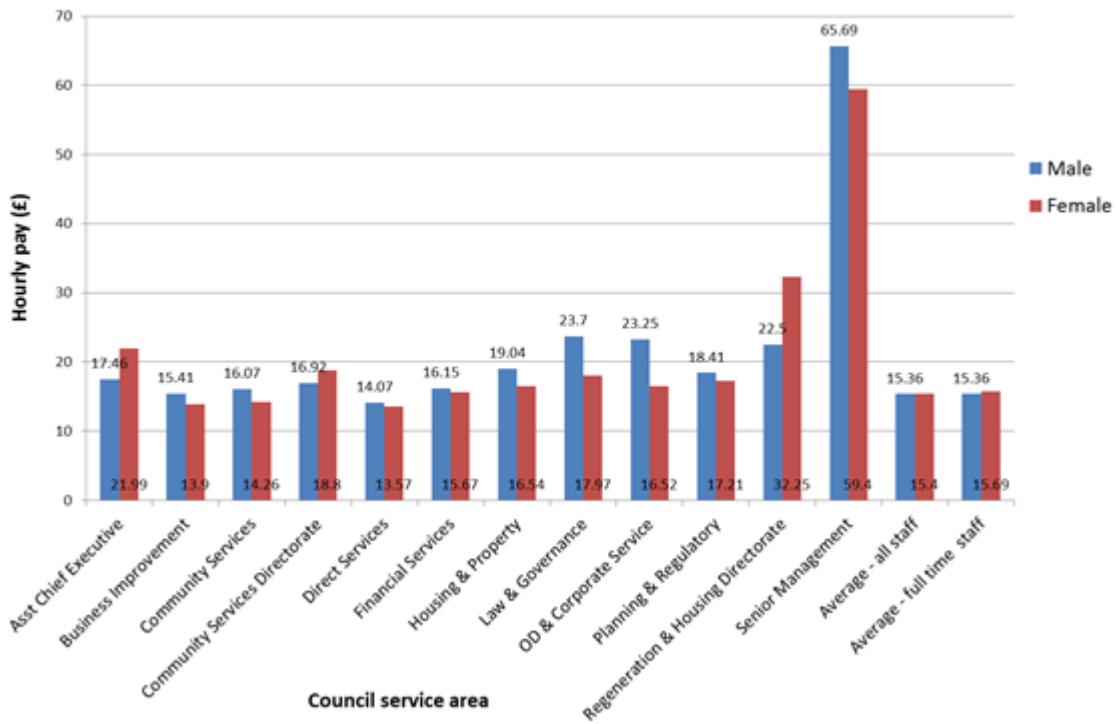
Service Area	Gender	Employee Count
Asst Chief Executive	Female	1
Business Improvement	Female	7
Business Improvement	Male	2
Community Services	Female	4
Community Services	Male	6
Direct Services	Female	3
Direct Services	Male	11
Electoral Staff (2012)	Female	18
Electoral Staff (2012)	Male	15
Financial Services	Female	2
Financial Services	Male	2
Planning & Regulatory	Female	2

30. The numbers of male and female employees at each pay grade is set out in Figure 7. This shows that males outnumber females at every Council pay grade and most notably at the lower Council pay grades (3 and 4) and Craft Worker pay grades, which are Direct Services pay grades linked to productivity. Only one quarter of employees at the lowest two Council pay grades are female, which reflects the large number of Direct Services staff employed at these pay grades. Similarly, one quarter of employees in senior management positions (Service Manager and above) are female. The mid-ranking Council pay grades (5-9) tend to have a more even gender balance.



31. The Review Group looked at the average hourly pay for males and females within each service area, as well as for the workforce overall. This information is presented in Figure 8, which shows that average hourly pay is higher for men than for women in most service areas. The three exceptions are relatively small teams that have women in senior positions and no more than fifteen employees. High male employment in the lowest paying service area, Direct Services, would appear to even out the average pay rates of men and women at an aggregate level. The net effect of male and female employment patterns is that overall, hourly pay rates for males and females are almost identical. Among full time employees there is a small negative gender pay gap, with average hourly pay for females (£15.69) about 2% higher than it is for males (£15.36).

Figure 8: Average hourly pay by gender and service area



32. Table 2 and Table 3 show the numbers of male and female new starters at each pay grade. Most new starters were recruited at pay grades 3-8. A small number of new starters joined at higher pay grades, including a female at Service Manager level. This was the highest post recruited to during the three month period of October to December 2015.

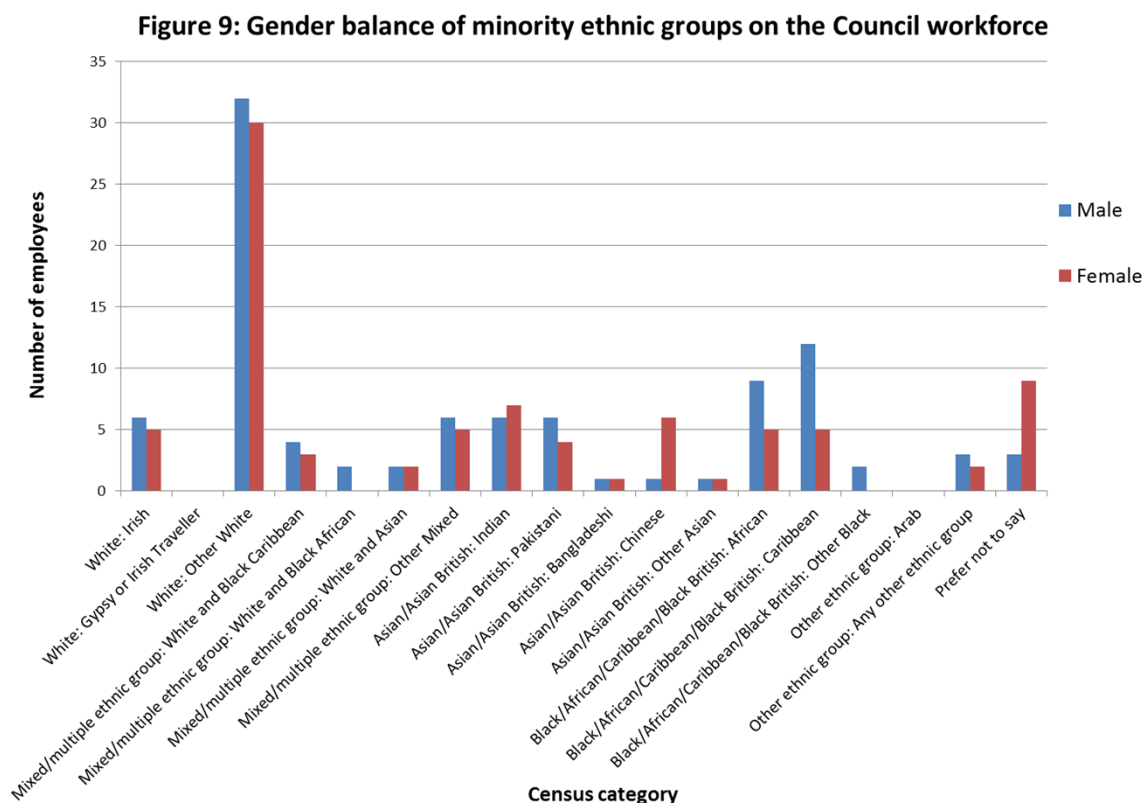
Table 2: Female new starters by pay grade

Gender	Grade	Employee Count
Female	Grade 03	6
Female	Grade 04	4
Female	Grade 05	3
Female	Grade 06	4
Female	Grade 07	2
Female	Grade 09	1
Female	Service Head	1

Table 3: Male new starters by pay grade

Gender	Grade	Employee Count
Male	Craft Worker Band B	2
Male	Craft Worker Band D	1
Male	Grade 03	3
Male	Grade 04	5
Male	Grade 05	5
Male	Grade 06	5
Male	Grade 08	3
Male	Grade 10	1
Male	Not Defined	1

33. The Review Group requested statistics to see the gender of breakdown of minority ethnic groups on the Council workforce and this data is presented in Figure 9. It shows that there are more males than females in most minority groups, most notably in the *Black* groups. There are more females than men in two ethnic groups; the *Indian* and *Chinese* groups. However, there are also more females in the *Prefer not to say* category, so overall the numbers of male and female employees are likely to be fairly even in most groups.



Sexual orientation

34. The Review Group found that the numbers of Council employees who have declared their sexual orientation to be something other than *Heterosexual/straight* are very low, at around 1% of the total workforce, as shown in Table 4. This number is likely to be understated because there are significant data gaps, with 40% of the workforce either *Unknown* or *Prefer not to say*.

35. The relatively high number of *Prefer not to say* responses may reflect employees taking the view that this is private information their employer does not need that does not affect their job. However, assuming that there is not a problem in disclosing sexual orientation may mean the Council misses a problem, namely that LGBT employees do not feel comfortable being out in their workplace. Assuming that there is not a problem in disclosing sexual orientation may in effect exacerbate any problem that did exist.

36. Of the 60% of employees who have provided their sexual orientation, 98% responded that they are *Heterosexual/straight*. Given the small numbers of non-heterosexual returns, the Review Group did not see much value in analysing this data by service area or pay grade and would encourage efforts to obtain a more complete dataset.

Table 4: Sexual orientation of the Council workforce

Sexual Orientation	Employee Count
Bisexual	1
Gay man	6
Gay woman/lesbian	5
Heterosexual/straight	736
Prefer not to say	70
Unknown	439

37. Amongst new starters, the number of unknowns is the same as the number of new electoral staff. This could be a coincidence or it could be that new electoral staff had not been asked to declare their sexual orientation while all other new starters declared their sexual orientation to be *Heterosexual/straight*. Either way, the new starter sexual orientation returns shown in Table 5 are broadly consistent with (and do little to alter) the profile of the Council workforce as a whole.

Table 5: Sexual orientation of new starters

Sexual Orientation	Employee Count
Heterosexual/straight	47
Unknown	33

38. Without more complete data it is very difficult to know the extent to which LGBT groups are actually under-represented on the Council workforce, although the available data would suggest that they are.

Disability

39. Table 6 shows that as of the end of January 2016, 103 Council employees had declared a disability, which equates to 8.2% of the workforce, against a target of 10%. The Council cannot require staff to declare a disability and the actual figure is thought to be slightly higher as the data gaps include staff known to have a registered disability who are being supported at work.

40. The proportion of employees declaring a disability is lower than the 12% of people who said they suffered from a limiting long-term illness or disability in the 2011 Oxford census⁴. Disability is strongly related to age so this population figure will include disabled people who are retired, as well as 3,100 people aged 16-74 who are economically inactive due to being permanently sick or disabled.

41. Relatively few employees have declined to specify whether they have a disability but it may be that amongst the *Not known* group includes people who do not wish to provide this information to their employer or do not see the value in doing so.

⁴ [Disability, Oxford City Council, 2016](#)

Table 6: Disability data for the Council workforce

Disability Type: People	Employee Count
Declined to specify	9
Disabled	103
Not disabled	1072
Not known	73

42. Amongst the new starter cohort the proportion of staff declaring a disability is lower at only 5%. The new starter figures shown in Table 7 include temporary electoral staff but even excluding these staff the proportion of new starters declaring a disability is not high enough to positively impact performance against target. Indeed, the proportion of employees declaring a disability fell from 8.45% in December 2015 to 8.2% in January 2016. Performance against this measure will be affected by small numbers of disabled staff leaving the organisation, or by a lower rate of new starters declaring a disability. It should therefore be expected that this figure may go up or down slightly in the short term but the Review Group would expect that over a longer period the trend should be for a steady increase in the number of employees declaring a disability.

Table 7: Disability data for new starters

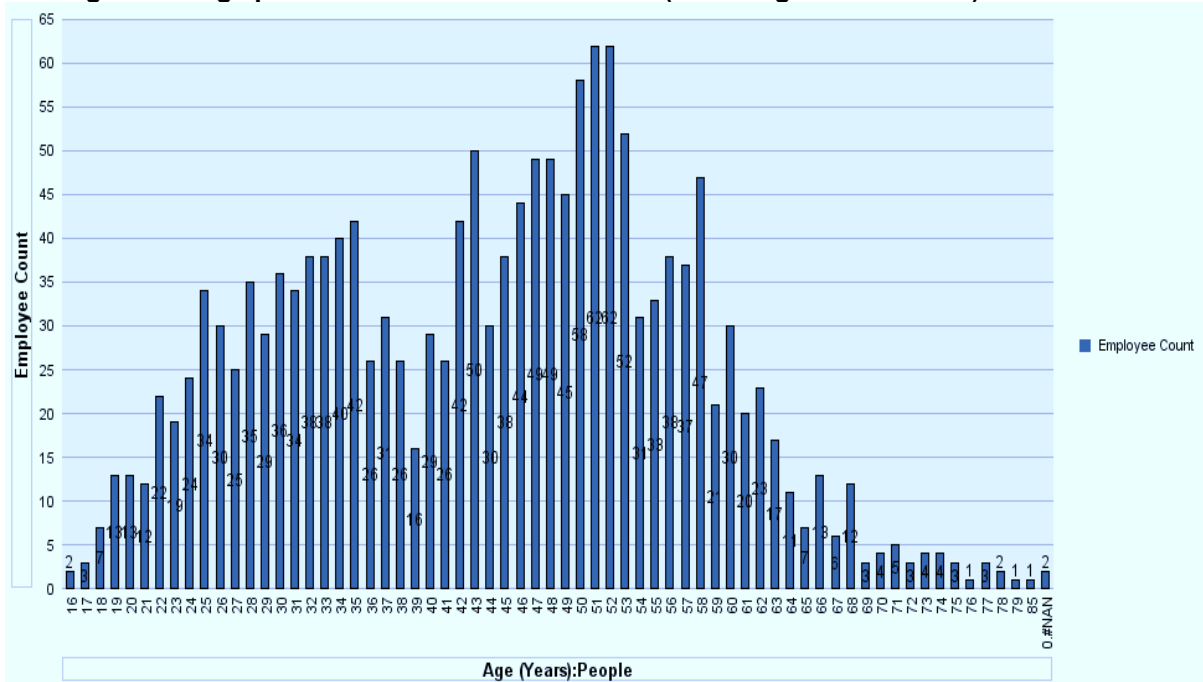
Consider Disabled?	Employee Count
No	75
Not Known	1
Yes	4

Age

43. Figure 10 shows the age profile of the Council workforce, which ranges from 16 to 85. The age profile peaks in the early 50s age group, with the most common ages of Council employees being 51 and 52. The 10 most common ages all range from 43 to 58, which includes the tail end of the baby boomer generation.
44. This data includes some 373 electoral staff, which may explain some of the 33 staff aged 70+. However, the default retirement age has been phased out, so most people can now remain in work for as long as they want to⁵.
45. There are reasonable numbers of employees in the mid-twenties to mid-thirties age groups but employment numbers then dip significantly, with relatively few employees aged 36-41. This may reflect the challenges around the unaffordability of housing in the city and the fact that many young professionals tend to house-share in their twenties and early thirties but are ultimately unable to buy a home and settle in the area long-term.
46. The Review Group heard that the aging workforce presents a number of challenges to the organisation. These include the need to recruit from younger age groups and potentially the need to support larger numbers of employees with disabilities as working lives, including manual working lives, are extended.

⁵ [Retirement age, Gov.uk, 5 February 2016](#)

Figure 10: Age profile of the Council workforce (including electoral staff)



Barriers to recruitment and career progression

- 47. The Review Group identified a number of barriers that are potentially faced by under-represented groups in recruitment and career progression at the Council. These include relatively low rates of staff turnover in parts of the organisation, recruitment processes, access to qualifications, skills and experience, and possibly the culture of the organisation and how the Council is perceived by different groups. Some under-represented groups will face other more-specific barriers. For example, women are more likely than men to take career breaks in order to raise children and disabled people are more likely to face barriers to do with accessibility.
- 48. The Council has a relatively high workforce turnover at 10% per year, which equates to some 20-30 new recruits joining the workforce in a typical quarter. This is not necessarily high enough to keep pace with demographic changes in a city with a 25% annual population turnover, particularly given that half of new recruits come from areas outside the city that are generally less diverse. Despite this, the Review Group heard that the proportion of job applications received from BME applicants is at its highest ever level at around 22%. The conversion rate drops off during the recruitment process and the proportion of new starters from BME groups is significantly lower only around 14%. The reasons for this are unknown but there are likely to be several factors. The Review Group heard that some BME applicants are not credible applicants, for example because they do not have a visa to work in the UK. Skill sets including language skills and interview performance may also be factors.
- 49. Some positions at all levels in the organisation will be held by long-serving employees and will become available very infrequently, such as when the post-

holder retires or dies. Many of these employees will have been recruited prior to recent demographic changes. This factor is known as 'dead man's shoes' and it is a barrier to the recruitment and career progression of people who are looking to be appointed to these roles. High turnover rates among younger employees would indicate that they are willing to leave the organisation to pursue their careers elsewhere if opportunities do not become available, particularly given the very high cost of living in the city.

50. Opportunities for under-represented groups to reach the highest levels of the organisation are particularly limited due to the very small number of these posts and the fact that they become available infrequently. When higher-paid roles do become vacant, successful applicants are likely to be recruited from within the local government sector, where BME groups are generally under-represented. The profile of the Council's senior management team would therefore not be expected to change significantly in the short to medium term. Ethnic groups that are newer to the population will take time to gain the equivalent skills and experience necessary to be successfully recruited to these types of roles. Indeed, the Review Group heard that over one third of applicants for the lowest paid range 3 positions are qualified to degree level or higher, so a lack of qualifications is likely to be a barrier at various levels of the organisation.
51. Some roles that the Council recruits such as Lawyers and Chartered Surveyors require professional qualifications that are not always inclusive and accessible to under-represented groups. The Council has little or no control over access to qualifications yet the pool of professionals it recruits from will in many cases be less diverse than the population it serves.
52. Similarly, the Council has little influence on young people's career choices, which are much more likely to be influenced by information provided by parents and social media. Many lower-paid roles on the Council workforce such as manual roles in Direct Services may be seen as traditionally jobs for white working class men. These roles, which make up a significant proportion of the Council workforce, may not be desirable to under-represented groups such as women and ethnic minorities. Questions around what routes into employment people in different communities want and whether the Council is seen as an attractive employer need to be better understood. While the Council has had some success at recruiting female HGV drivers, there is little scope to significantly alter the gender balance of the Direct Services workforce in the medium term.

Reducing barriers

53. The Council has already sought to ensure that the profile of its workforce better represents the local community. The Council pays an Oxford Living Wage, offers flexible working and has employment policies and practices in place that are aimed at achieving equality of opportunity for all. The Council is legally able to use positive action in certain circumstances to help people with protected characteristics to overcome their disadvantage⁶ and has done so in a variety of ways. It also has specific targets in place for the employment of BME and people with disabilities. The Review Group support this positive action.

⁶ [Discrimination at work - positive action, Citizens Advice, 2016](#)

54. The Council has taken a number of steps to make its recruitment processes more flexible and accessible to different under-represented groups. Improvements include reviews of job descriptions and the placement of job adverts, the provision of online advice and guidance to applicants and basing recruitment decisions on more than just an interview. Feedback is now offered to all applicants who are unsuccessful at the interview stage. The Council has also trialled anonymised shortlisting for a period of time but this was found to make no difference to recruitment outcomes.
55. The Council's workplace premises, which are currently in the process of being rationalised, need to be safely accessible to people with disabilities and compliant with disability equality laws. The Review Group understand that advice has been sought on all design standards for workplace refurbishments and new build projects and that fire risk and evacuation plans are in place. The Review Group suggest that the Council undertakes or organises accessibility audits on an ongoing basis to continue to ensure compliance and identify reasonable adjustments. Accessibility is about more than getting into buildings, it's also about employees easily accessing reasonable adjustments in the workplace and online resources. These audits should also cover issues of public accessibility. Consideration should be given to how frequently accessibility audits should take place at each workplace premises and the Council could look at setting maximum intervals between accessibility audits.

Recommendation 1 – That the Council undertakes accessibility audits of its employment premises, public-facing information (for instance, on the website) and externally available application forms, at appropriate intervals. Consideration should be given to how frequently these audits should take place at each workplace premises and to the setting of maximum intervals between audits.

56. The Review Group noted in discussion that millennial workers (those born after 1979) look for different things from a job and from an employer than older demographics and questioned whether more traditional adverts for local government vacancies would appeal to these groups. The Review Group heard that there is a need to understand what younger people want but that officers need time to be proactive rather than reactive in these sorts of areas. The Review Group support the review of recruitment which is already underway and suggest that the Council should continue to explore ways of making its recruitment processes more appealing and accessible to young people and other under-represented groups. This should include looking at the way job adverts are presented and branded as well as where they are placed, with a view to making them more inclusive.

Recommendation 2 – That the Council reviews recruitment branding to better target vacancies at under-represented groups and young people, including utilising settings or channels that are less traditional to local government but more inclusive.

57. The Review Group heard that BME employees had been encouraged to contribute to focus group discussions about what the Council was seen as standing for and what prevented these groups from applying for vacancies at the Council. There have also been a number of outreach activities to encourage under-represented groups to apply for jobs at the Council, including at job fairs and other events in community settings. The Council is also able to reach out to young people in schools through the Business in the Community partnership. The Review Group heard that attendance at community events had been poor amongst target groups and while the Council's Communities Team is working to build relationships with different communities in the City, progress is slow. The Review Group encourage and support continued efforts to reach out and build relationships with under-represented communities in a variety of ways.

Recommendation 3 – That the Council continues to promote itself as an inclusive employer through outreach activities including continuing to hold open recruitment sessions in community settings, reaching out in schools through the Business in the Community partnership, and attending job fairs and community meetings.

58. The Review Group considered whether the Council could extend its reach further into communities by placing job advertisements in community settings. This would need to be done at low cost and is likely to be most effective when the Council recruiting in bulk to multiple vacancies. The Review Group support moves to utilise community centres and potentially community newspapers and social media platforms.

Recommendation 4 – That the Council investigates opportunities to advertise multiple vacancies in community settings at low cost, which could include making use of community newspaper social media platforms, as well as community newspapers and, as long as those running them are willing, community centres.

59. Similarly, the Review Group also suggest that the Council could make use of its own assets, such as Streetscene vehicles, in promoting itself as an inclusive employer around the city.

Recommendation 5 – That the Council makes use of its assets to promote itself as an inclusive employer, including Streetscene vehicles.

60. The Review Group questioned what arrangements the Council has in place to manage and promote talent within the organisation and whether any support is specifically targeted at under-represented groups. The Review Group heard that talent management within the organisation is not specific to succession planning or to helping to further the careers of employees from under-represented groups. The Review Group suggest that officers explore whether there would be an appetite amongst employees from under-represented groups for a more targeted talent management system and seek ideas for what types of support such a programme would include.

Recommendation 6 – That the Council reviews its Talent Management Framework and researches whether the inclusion of a more targeted talent management programme would appeal to under-represented groups, as well as what such a programme would include.

61. The Review Group noted that language can be a barrier to some under-represented groups in accessing Council services and heard that customer-facing employees who could speak a second language did utilise these skills in assisting customers. The Review Group suggest that when the Council is recruiting to certain customer-facing roles it could include the ability to speak a second language as a desirable criterion in the role profile. This should be limited to languages spoken by communities based in the city and to roles that are likely to come into contact with members of these communities. Recognising the ability to speak a second language as a useful skill may help to encourage applicants from under-represented communities to apply successfully for roles on the Council workforce.

Recommendation 7 – That the Council emphasises the value it attaches to the ability to speak a second language by including this skill in the desirable criteria for selected customer-facing job vacancies, such as Tenancy Management Officers and Customer Service Officers.

62. The Review Group questioned whether the Council could make more use of language skills of employees across the organisation in assisting customers. It is suggested that the Council should identify priority skills that may not currently be utilised (such as the ability to speak a second language) and undertakes a skills audit with the aim of finding and utilising these skills within its workforce.

Recommendation 8 – That the Council undertakes a workforce skills audit with the purpose of identifying priority competencies and hidden talents that aren't currently being utilised but would benefit to the organisation, including the ability to speak a second language.

63. The Review Group also suggest that there may be an opportunity to actively utilise employees with the ability to speak a second language by asking to have them 'on call' to speak with customers. If this would address a business need then consideration should be given to rewarding these staff with a small pay supplement, similar to than give to fire wardens for example.

Recommendation 9 – That the Council considers the feasibility of having staff who are known to speak a second language 'on call' to communicate with customers who speak little or no English, and whether these staff could be rewarded with a small pay supplement.

Preventing and addressing discrimination

64. The Review Group considered how the Council deals with discrimination and found that instances of conscious or subconscious discrimination are not showing through in the Council's reporting. There are perhaps 3-4 grievance cases each year and these tend to relate to issues of care of property. Occasional cases of

discrimination or bullying have been dealt with effectively and a small number of employees have been dismissed in recent years as a result. The Review Group considered whether there may be a macho culture in parts of the organisation that is exclusive of under-represented groups, and whether this type of culture may be present in a more subconscious sense in office based environments.

65. The Review Group questioned what types of information the Council gathers in employee surveys and exit interviews and what the results indicate in terms of employees' experiences and perceptions of the culture of the organisation. Previous staff surveys have included questions around discrimination but not since 2013, so no recent and useful staff survey data is available. Exit interviews are offered to all leavers but many leavers appear to lack the motivation to take these up and are thought to move on for a range of internal and external factors. The Review Group heard that exit interviews tend to produce low quality data and this may be because many leavers wish to keep their options open for the future, or possibly to draw a line under any negative experiences they may have had.
66. As would be expected from a public sector organisation, the Review Group found that Council has robust anti-discrimination policies and reporting procedures in place. The Council also benefits from strong trade unions and the work of HR Business Partners. The Review Group suggest that the Council's policies around anti-discrimination should have a high profile within the organisation, including on the Council Intranet, as part of efforts to maintain an inclusive culture.

Recommendation 10 – That all Council employees are reminded of the Council's Fair Employment Statement and employment policies at least annually. These documents should also be prominent and easily accessible on the Council's Intranet.

67. The Review Group note the importance of regularly getting the right messages across to staff in order to help them to recognise and prevent instances of discrimination. The Review Group expect that senior employees lead by example in challenging discriminatory language and behaviours and suggest that all staff should be made aware and reminded of their responsibilities to do so as a matter of course.

Recommendation 11 – That all Council employees are at least annually made aware of their responsibility to challenge discriminatory language and behaviour in the workplace, wherever that may be, as matter of course.

68. The Review Group questioned whether employees are provided with training to help them to tackle discrimination. The Review Group suggest that training on recognising unconscious biases should be prioritised and focused on the Council's HR Business Partners and the managers across the organisation most regularly involved in recruiting cohorts of new starters. This training could either be delivered in house or sourced at a relatively modest cost. The Review Group also suggest that once this training has been delivered it should be followed up with refresher courses, perhaps annually.

Recommendation 12 – That unconscious bias training is provided to the Council's most frequent recruiting managers and HR Business Partners. Ideally this would be followed up with annual refresher courses in order to maintain awareness and compliance with good practice.

69. Leadership from the highest levels of the Council could be useful for signalling to the workforce just how much value senior leaders place on building an inclusive, diverse workplace. Employees will take diversity more seriously if Council leaders show they want the most inclusive workplace and cascade that message down the organisation. The Review Group suggest that the Council identifies senior leaders who could visibly act as Diversity Champions. These Diversity Champions would not need to report one or more of the equality characteristics, although significant advantage could be gained if they did. Linked to this role, the Review Group suggest the plotting of a year-long calendar of activities where Diversity Champions could visibly lead employees to place a strong emphasis on diversity. Leading celebrations such as Black History Month, Pride, International Day of Persons with Disabilities, International Transgender Day of Visibility, and International Women's Day, would help to embed equality in the workplace, especially when celebrations involve people at all levels of the Council.

Recommendation 13 – That the Council identifies one or more Diversity Champions at senior levels who would help to embed equality in the workplace. These Diversity Champions could lead on communicating the importance of diversity and monitoring within the organisation and co-ordinate a calendar of activities in support of celebrations such as Black History Month, Pride, etc.

70. The Review Group suggest that the Council also appoints a single elected councillor to visibly oversee and externally represent the Council's equality and diversity work. This would also help in reinforcing messages about diversity, inclusion, and monitoring to the Council workforce.

Recommendation 14 – That the Council identifies an elected member to oversee and externally represent the Council's equality and diversity work.

Being inclusive of LGBT employees

71. Specific consideration was given to whether the Council is inclusive of LGBT people generally and transgender people in particular. The Review Group has recommended that further consideration should be given to why the LGBT workforce is small and less willing to disclose.
72. The Council pays a sum each year to show that it is an LGBT inclusive employer and acquire advice on being more inclusive by being a Stonewall Diversity Champion. The Review Group questioned the value for money of retaining this status given that the only benefit to the Council, as reported by officers, is use of the Stonewall's Diversity Champion logo. The Council must be mindful of the financial investments it makes and if there is no tangible evidence to suggest that being a Stonewall Diversity Champion has made or is making a positive difference in attracting and retaining LGBT staff, consideration should be given to

obtaining better value from Stonewall and, failing that, dedicating the funding to other means of tackling discrimination, such as training recruiting managers.

73. Bearing in mind that the LGBT workforce is small and less willing to disclose, consideration should be given to the tension between the message that might be sent out by declining to continue as a Stonewall Diversity Champion and the quite strong practical benefits that could accrue to recruitment and better rates of disclosure from better spending that sum of money.

Recommendation 15 – That the Council seeks to obtain better value from its status as a Stonewall Diversity Champion and, failing that, considers whether the small membership fee would be better invested in other means of tackling discrimination.

74. As discussed in paragraphs 34-36, there are significant gaps in the sexual orientation data held by the Council, as well as to a lesser extent the disability and ethnicity data. This indicates under-reporting by Council employees and in particular among the LGBT workforce, which is very small. Evidence shows that sexual orientation is considered to be more private than other equalities data that is routinely monitored⁷, which may help to explain low LGBT disclosure rates. The Review Group suggest that the Council prioritises building confidence in monitoring by making extra efforts to explain to the workforce why key pieces of personal information are monitored. Offering monitoring opportunities at regular intervals is centrally important, to emphasise the Council's prioritisation of monitoring and because people's level of impairment, sexuality, and gender identity are not fixed.

Recommendation 16 – That the Council continues to ask employees to review and complete their personal details, including sensitive information such as their sexual orientation, on at least an annual basis, as well as continuing to target identified data gaps. Explanation should be provided as to why sensitive personal information is held by the organisation and the wider benefits of doing so.

75. Some recommendations in this report would benefit from Council employees significantly increasing disclosure over a short-term horizon. The Review Group suggest that the setting of targets for increasing disclosure rates, for example across an eighteen-month window, would further emphasise the Council's prioritisation of monitoring and help to mobilise extra resources.

Recommendation 17 – That the Council sets targets for increasing disclosure rates to reduce data gaps for sexual orientation, disability and ethnicity over a fixed period of time (e.g. eighteen months).

76. Consideration was given to the inclusion of the *Prefer not to say* option for sexual orientation on the Council's monitoring form. The inclusion of this option may send a signal that this data is something that should be considered private. It also produces data that can be difficult to use and analyse and some employers

⁷ [Improving sexual orientation monitoring, Equality and Human Rights Commission, 2010, p. 5](#)

such as IBM and Brighton and Hove Council do not provide this option⁸. At the same time the *Prefer not to say* option provides individuals with the choice not to disclose their personal data and recognises that this information is shared on a voluntary basis. The Unison guidance on LGBT workforce monitoring advises employers that 'questions on sexual orientation and gender identity should always include a 'prefer not to select' option'⁹. The Equality and Human Rights Council report *Improving Sexual Orientation Monitoring* includes case study examples of good practice. These examples include how an employer significantly increased sexual orientation disclosure rates and how another employer has effectively communicated why personal data is monitored. The Review Group suggest that the Council should continue to keep national good practice and its own monitoring arrangements under review.

Recommendation 18 – That the Council maintains a watching brief on good practice in workforce equalities monitoring and continues to keep its own monitoring arrangements under review, including how questions are asked and the language used as well as the continued inclusion of a 'prefer not to say' option.

77. The personal information the Council holds on employees is not currently inclusive of transgender people because being transgender is not a form of sexual orientation, it is a matter of gender identity or gender history. The Review Group suggest that consideration should be given to monitoring the gender identity of employees in addition to sexual orientation. This would need to be done in accordance with good practice, which would include consulting with staff, and with the purpose of identifying discrimination and building equality. If done with care and confidentiality, the monitoring of gender identity would over time help to demonstrate that the Council is committed to building an LGBT friendly workplace. The Unison factsheet on LGBT workforce monitoring provides useful guidance including dos and don'ts that the Council should follow.

Recommendation 19 – That consideration is given to whether the sensitive personal data of applicants and employees requested and held by the Council should be more inclusive of transgender people. For example, the Council should consider consulting with appropriate individuals and Trade Unions on adding an appropriately worded gender identity field to its monitoring forms, with the clear purpose of building equality and identifying discrimination.

78. The Review Group also considered the use by the Council of gendered titles such as Mr and Mrs, which are not inclusive of transgender people, to address employees and customers. The Review Group note that the use of the gender-neutral title Mx is inclusive of transgender people and is gradually becoming more widely used and accepted in the UK, including on government forms¹⁰. Consideration should be given to including Mx alongside the more established titles on Council forms and databases.

⁸ [Improving sexual orientation monitoring, Equality and Human Rights Commission, 2010, p. 20](#)

⁹ [LGBT workforce monitoring, Unison, p. 4](#)

¹⁰ [Gender neutral honorific Mx 'to be included' in the Oxford English Dictionary alongside Mr, Ms and Mrs and Miss, The Independent, 3 May 2015](#)

Recommendation 20 – That the Council adopts gender-neutral terms on forms as part of its ongoing work to be as inclusive as possible, for instance, giving consideration to adding the title Mx in addition to the more established gendered titles such as Mr, Mrs, Miss and Ms.

79. Consideration was given to the extent to which the continued inclusion and use of titles on Council forms and correspondence will be necessary in future. The Review Group suggest that, with Trade Union support, these could ultimately be phased out on some or all Council forms over the coming years.

Recommendation 21 - That consideration is given to whether there is merit in phasing out the use of titles on Council forms and databases over the medium term if this would be supported by the Trade Unions.

Conclusion

80. The Review Group conclude that the Council has good policies and measures in place aimed at helping to overcome barriers faced by under-represented groups and to tackle discrimination. As a result, steady progress has been made over recent years in ensuring that the Council workforce is gradually becoming more representative of the diverse communities it serves. The Review Group welcome the progress made and encourage further improvements, particularly in relation to ensuring that the Council's employment practices are more inclusive of transgender people.

Name and contact details of author:-

Andrew Brown on behalf of the Scrutiny Committee
Scrutiny Officer
Law and Governance
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

List of background papers: None

Project Scope – Equality & Diversity Review Group

Review Topic	‘Equality and Diversity’
Lead Member	Councillor Tom Hayes
Other Review Group Members	Councillor Altaf-Khan Councillor Sian Taylor Councillor David Thomas
Officer Support and allocate hours	Scrutiny Officer support – approx. 2-4 days per month for up to 4 months (mid-October to early-December and mid-February to mid-April). Additional support from Organisational Development, Learning and Human Resources.
Background	<p>Oxford City Council is an employer committed to increasing the diversity of its workforce and providing an inclusive work environment with equality of opportunity for all employees. However, some groups with protected characteristics (under the Equality Act 2010) are under-represented.</p> <p>The Council produces an annual workplace equalities report and monitors performance against the following targets (results as of June 2015):</p> <ul style="list-style-type: none"> - The percentage of employees with a disability - 8.52% (target 10%); - The percentage of black and minority ethnic employees - 7.2% (target 9%). This figure rises to >12% when staff from white European and other ethnicities are included. <p>The Scrutiny Committee has previously focused on the employment of staff from BME groups. Applications from BME groups have increased in recent years but appointment rates remain proportionally lower.</p> <p>One third of the workforce is female but many services have an even gender profile (the exceptions being direct labour services). In 2014/15, 38% of new recruits were female.</p> <p>Under 1% of employees have self-declared as LGBT and this number has been stable for many years.</p> <p>The Council will need to manage changes to the age profile of its workforce as working lives, including manual working lives, are extended and rates of employees with a disability may increase.</p>
Rationale	<p>Scrutiny members want to understand whether there is more that could reasonably be done to promote equality and diversity within the Council’s workforce.</p> <p>The Scrutiny Committee prioritised a review focusing on ‘equality</p>

	and diversity' when agreeing its work programme for 2015-16.
Purpose of Review	To identify how the City Council promotes equality and diversity within its workforce and what further steps is feasible. Key lines of enquiry are: <ul style="list-style-type: none"> - What barriers are faced by under-represented groups in recruitment and career progression at the City Council; - How does the Council prevent and address discrimination, including specifically discrimination against LGBT employees.
Indicators of Success	<ul style="list-style-type: none"> - The production of an evidence-based report with recommendations to the City Executive Board aimed at improving outcomes; - Identifying and assessing Council policies and practices that impact on equality and diversity, including any gaps or opportunities; - Good quality engagement with under-represented groups or their representatives; - Detailed consideration of two specific issues or strands relating to the topic of equality and diversity; - The majority of recommendations to the City Executive Board are agreed.
Out of scope	<ul style="list-style-type: none"> - Broader community engagement activities, consultation and the provision of Council services to diverse groups.
Methodology/ Approach	Evidence gathering could include: <ul style="list-style-type: none"> - Inviting written and verbal evidence from stakeholders and experts; - Reviewing employment, recruitment and application data to identify inequalities and under-represented groups, including in particular types of jobs and at different grade levels; - Employee focus groups; - Issuing a call for evidence to City Councillors, other interested parties and/or the public; - Desk research / literature review, including of relevant Council policies; - Considering what could be learnt from other organisations;
Specify Witnesses/ Experts	<ul style="list-style-type: none"> - Chris Harvey – OD, Learning & HR Support Manager; - Jarlath Brine – OD & Learning Advisor; - Justine Thorne – HR Manager; - Caroline Glendinning – Unison Branch Secretary; - Martin Naish – Unite the Union Equalities rep.; <p><i>Other witnesses TBC</i></p>
Specify Evidence Sources for Documents	<ul style="list-style-type: none"> - Corporate Equality Scheme 2012-15 – Oxford City Council; - Annual Workplace Equalities Report 2014-2015 – Oxford City Council; - Applicant and recruitment equalities data by service; - Employment equalities data by service and pay grade. <p><i>Other document evidence sources TBC</i></p>

Specify Site Visits	N/A		
Projected start date	26 October 2015	Report published to Scrutiny Committee	24 March 2016
Meeting Frequency	Monthly	Projected completion date	14 April 2016 CEB

Draft outline of meetings and indicative dates

Meeting one – 26 October 2015
Scoping meeting to agree the purpose of the review.
Meeting two – 19 November 2015
Meeting to engage with key witnesses / experts and plan further evidence gathering methods and sessions.
Meeting three – w/c 8 February (TBC)
Evidence session.
Meeting four – w/c 29 February (TBC)
Evidence session.
Meeting five – w/c 14 March (TBC)
Meeting to reflect on evidence gathered and consider a draft report and recommendations.

This page is intentionally left blank

Figure 1: The degree of representation of different ethnic groups on the Council workforce based on the Oxford population

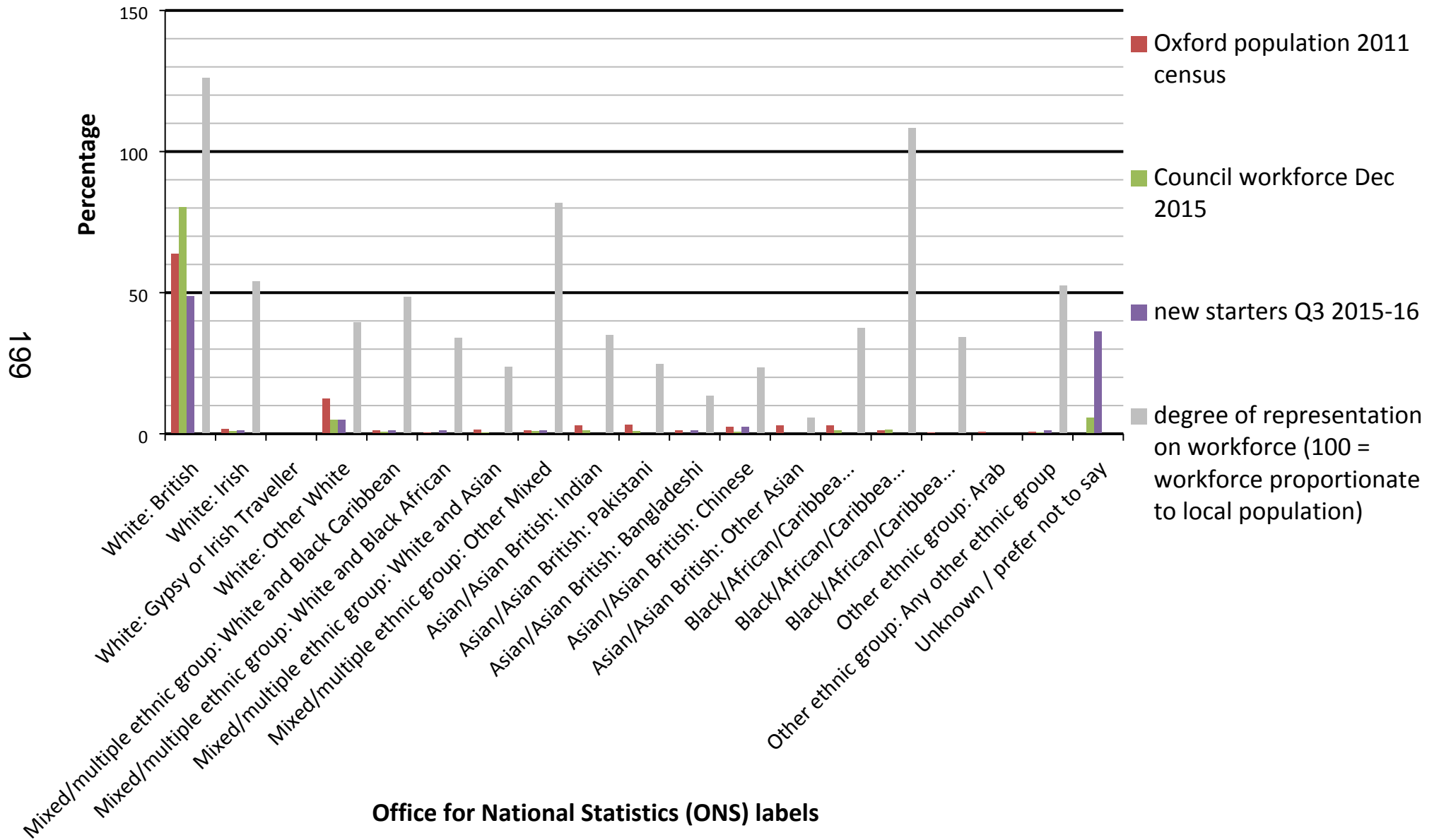


Figure 2: Minority ethnic groups on the Council workforce compared with the Oxford and Oxfordshire populations

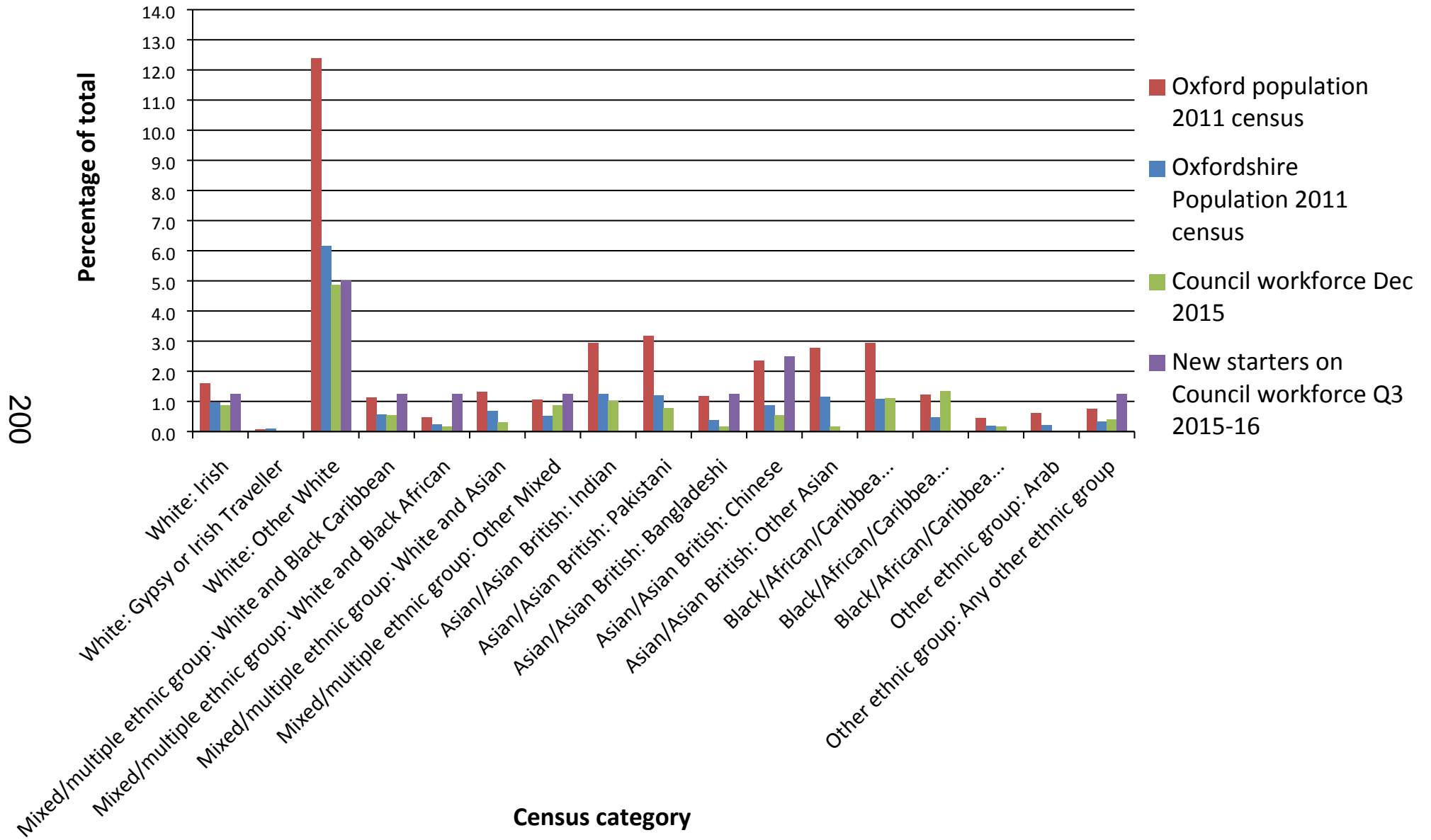


Figure 3: Ethnic groupings on the Council workforce by pay grade

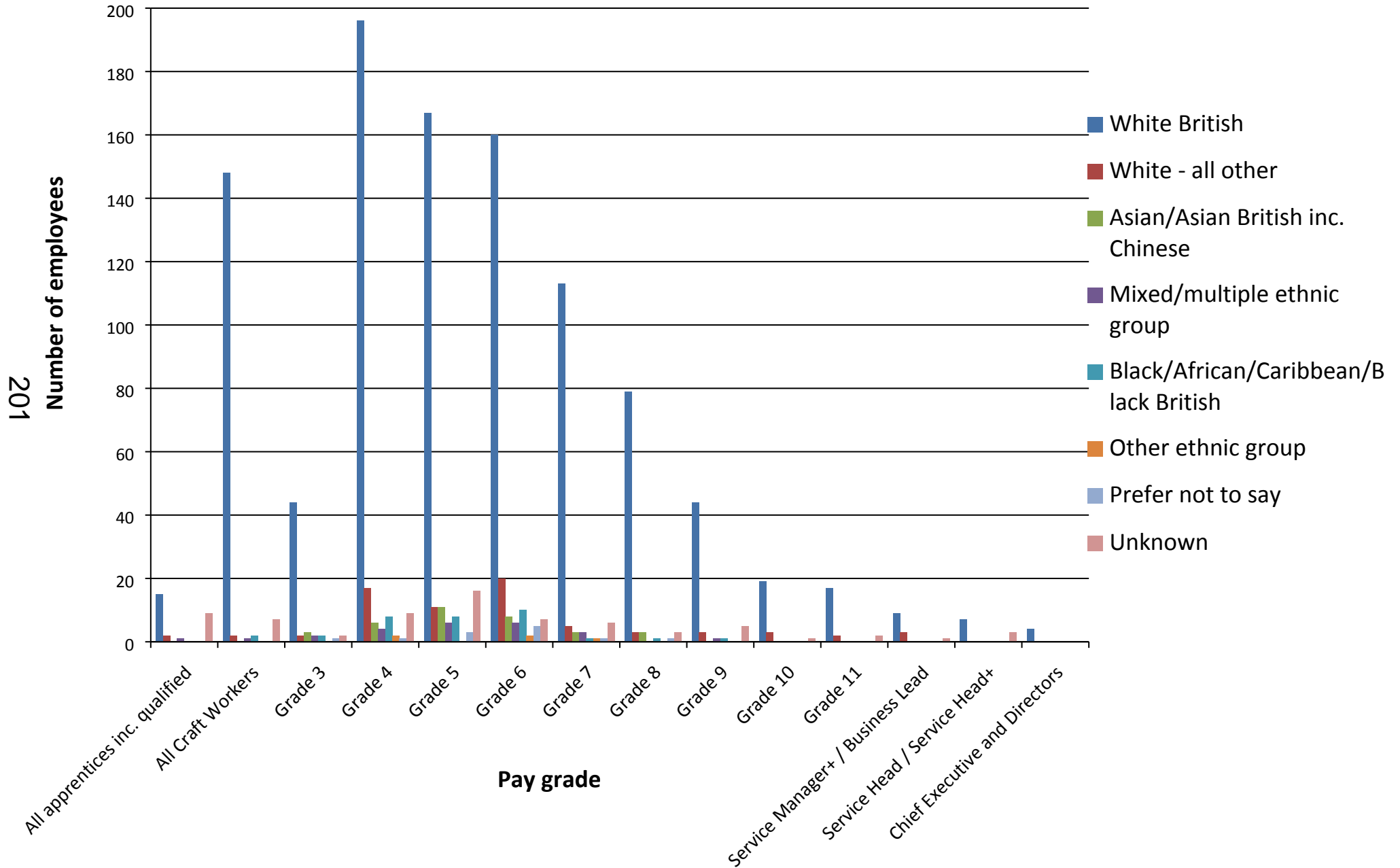


Figure 4: The proportion of BME and White Other employees in each Council service area

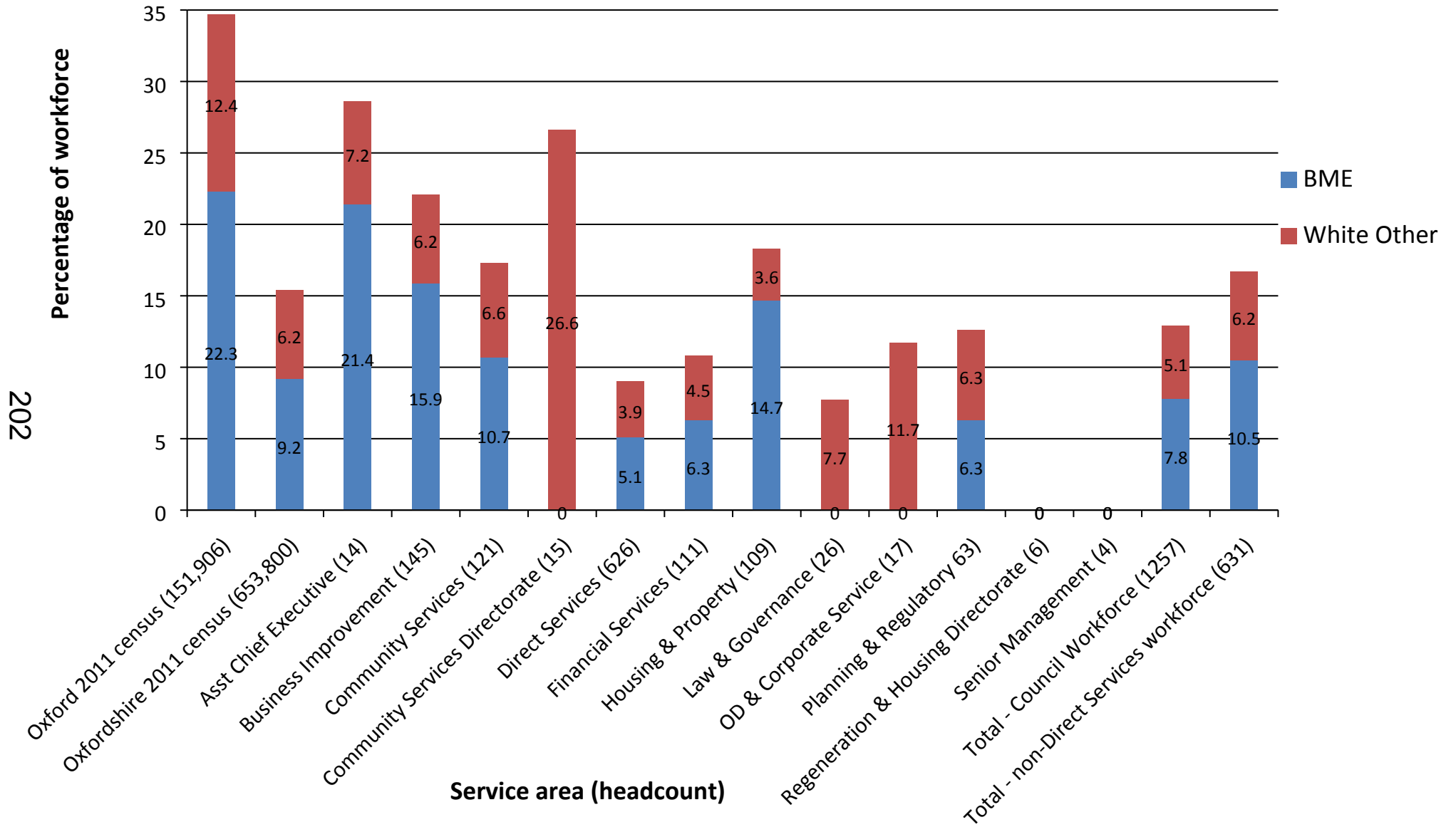
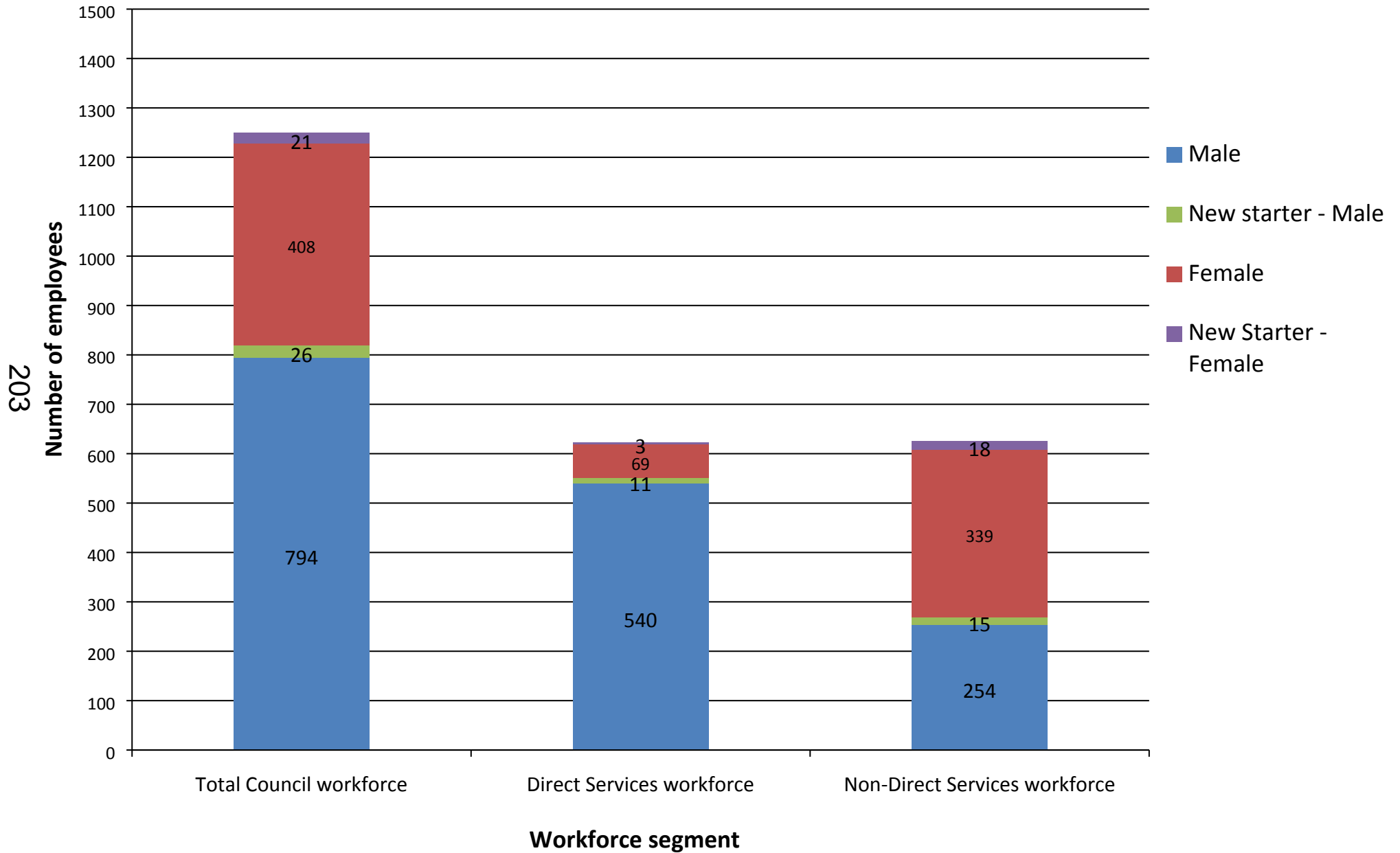


Figure 5: Gender composition of the Council workforce



**Figure 6: Gender balance of Council service areas
(excluding Direct Services)**

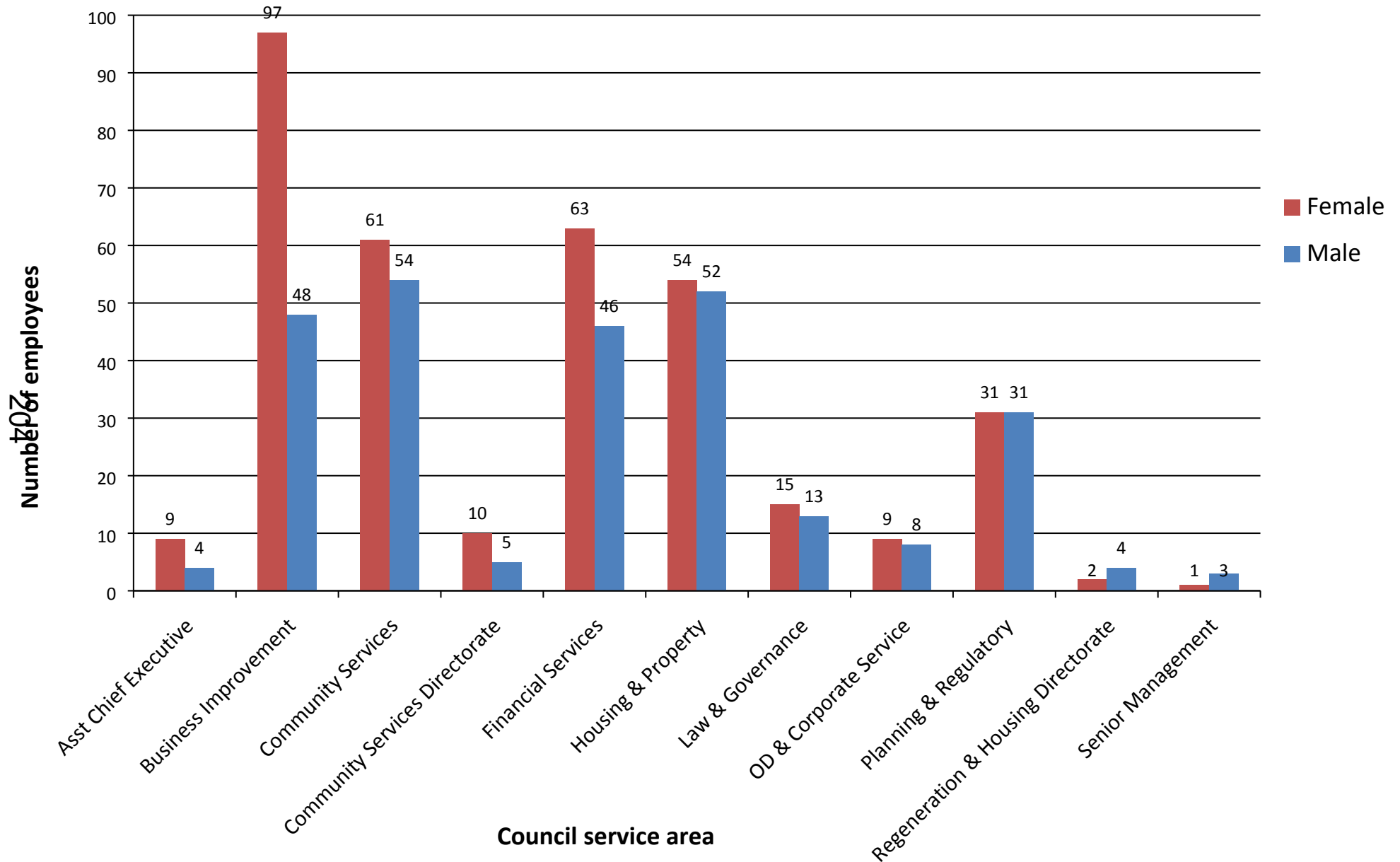


Figure 7: Gender balance of the Council workforce by pay grade

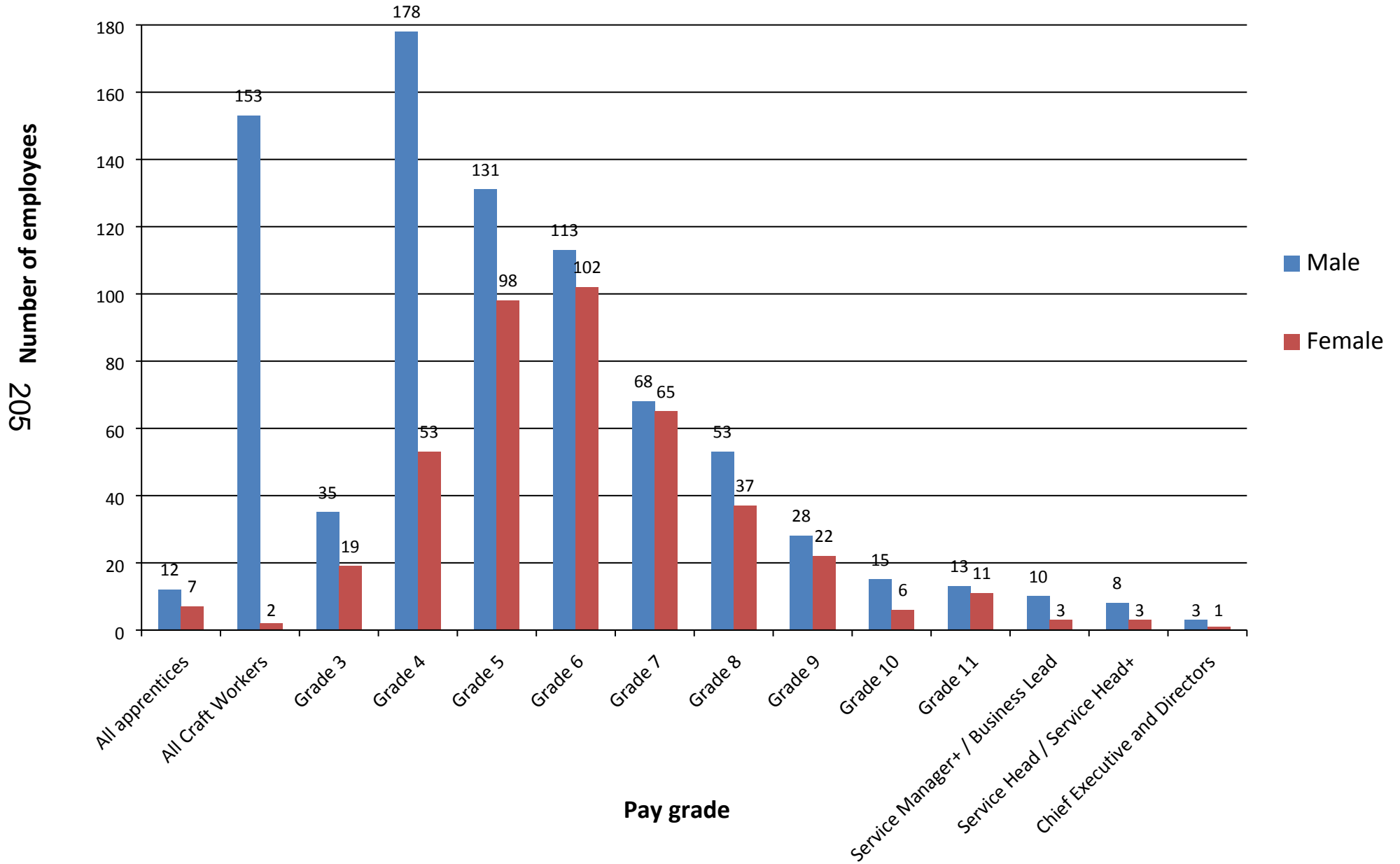


Figure 8: Average hourly pay by gender and service area

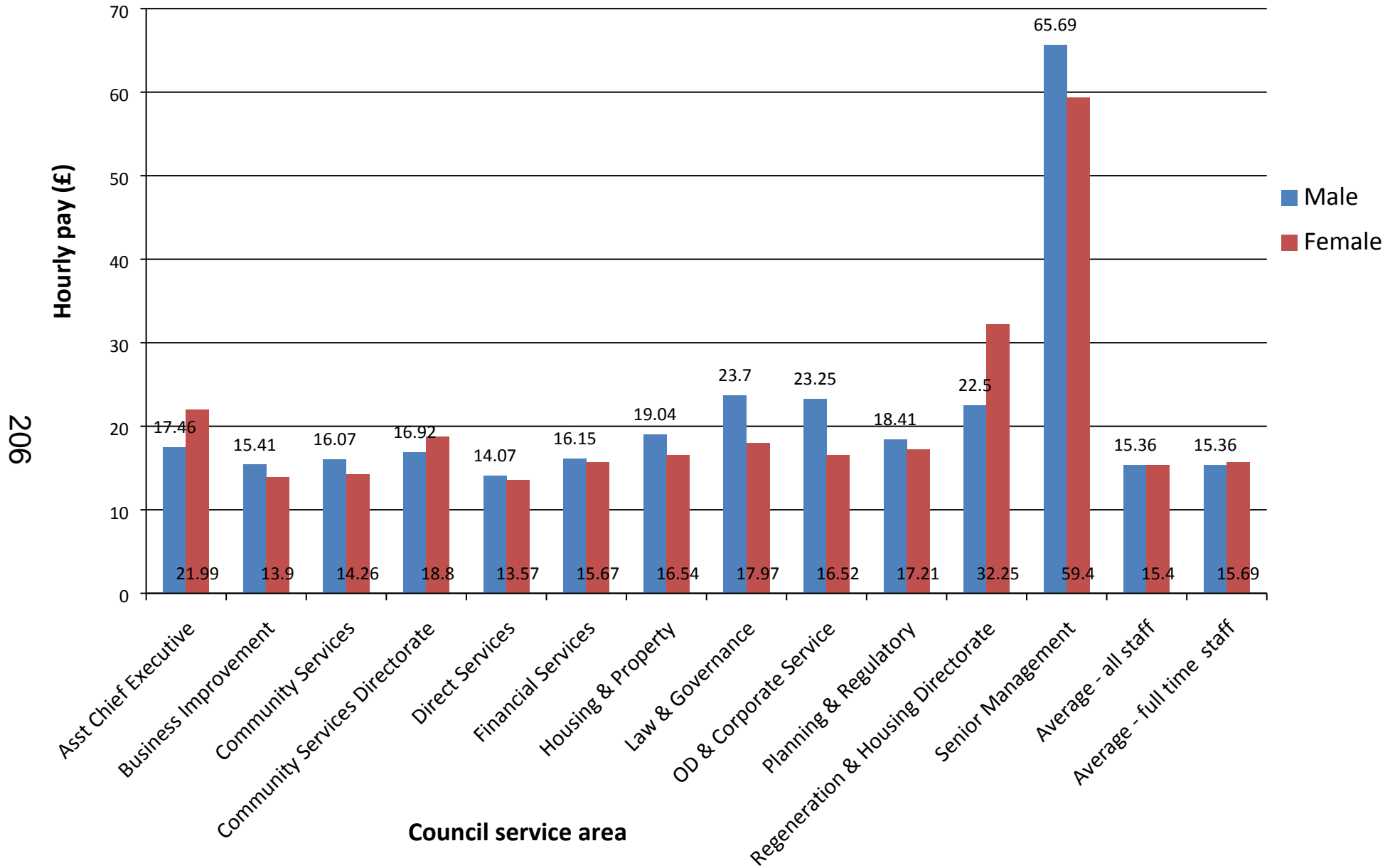
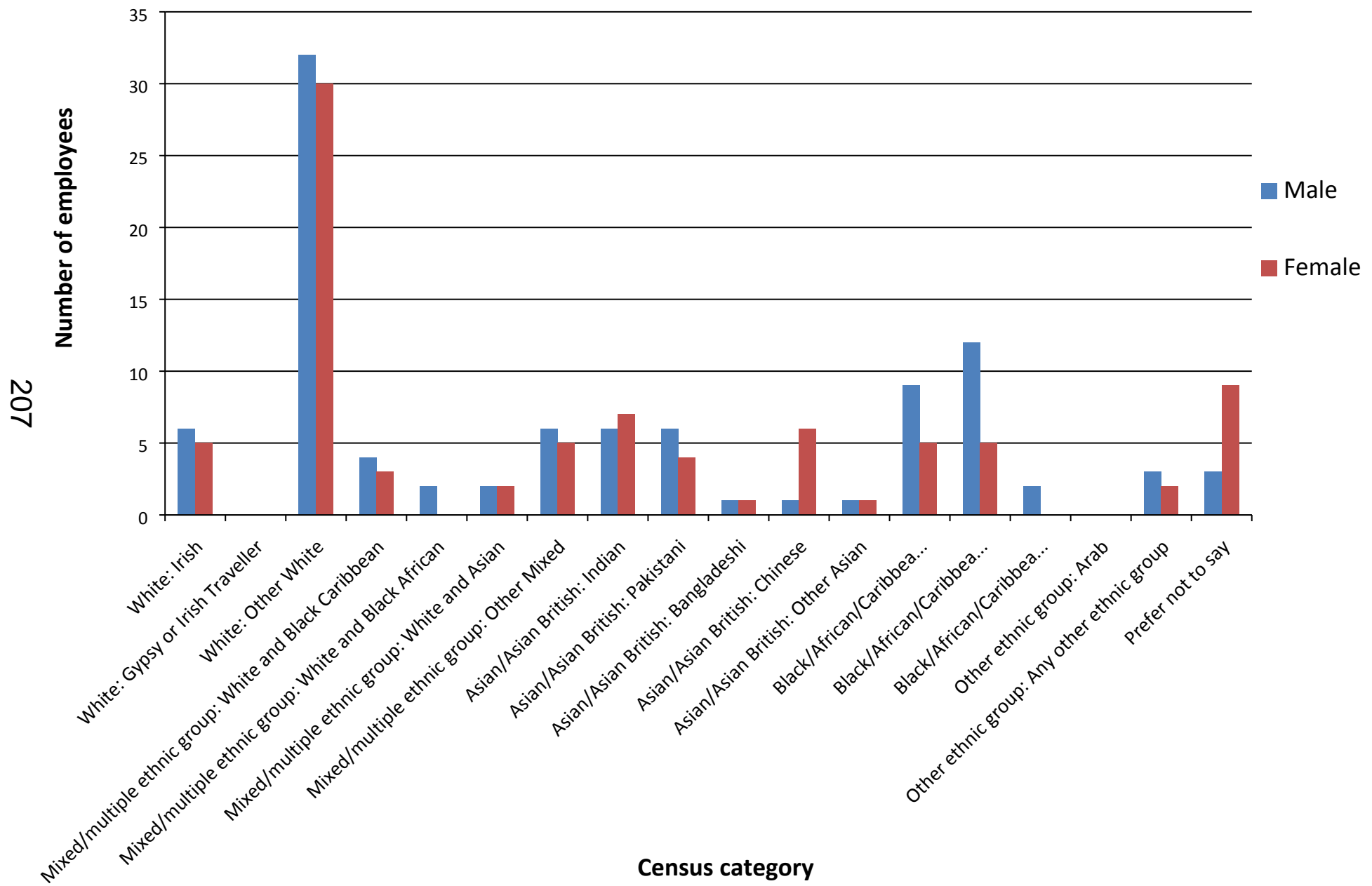


Figure 9: Gender balance of minority ethnic groups on the Council workforce



This page is intentionally left blank

To: City Executive Board

Date: 16 June 2016

Report of: Scrutiny Committee

Title of Report: Apprentices

Summary and Recommendations

Purpose of report: To present a recommendation of the Scrutiny Committee on apprentices

Scrutiny Lead Member: Councillor Andrew Gant

Executive lead member: Councillor Pat Kennedy, Board Member for Young People, Schools and Skills

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the nine recommendations set out in the body of this report.

Introduction

1. The Scrutiny Committee requested a report on apprentices employed by the Council and considered this item at its meeting on 7 June 2016. The Committee would like to thank Councillor Pat Kennedy and Jarlath Brine for providing the report and answering questions. The Committee would also like to thank Cllr Jean Fooks for speaking on this item.
2. The Committee agreed several recommendations to submit to the City Executive Board (CEB). Recommendation 1 was submitted to the CEB meeting on 16 June 2016 due to the timing of a recruitment exercise, which would be impacted if the recommendation was agreed, and the need for a quick decision. CEB was advised that a full report would follow.

Summary and recommendations

3. The Committee heard that the Council was in the process of recruiting 21 apprentices as part of a campaign that focused on OX1 to OX4 postcode areas and would close on 30 June 2016. The Committee was advised that some fifty-nine applications had been received (as of 7 June 2016), with approximately half of these applicants resident in the City. The Committee considered whether the policy of recruiting applicants who were resident in the City reflected the realities of the local labour market, given the very high cost of living in Oxford and the high numbers of workers who commute in to the City. The Committee suggest that consideration should be given to extending the eligibility criteria beyond the OX1 to OX4 catchment areas but with a preference for recruiting applicants who are resident within these areas where possible.

Recommendation 1 - That consideration is given to extending the eligibility criteria for apprenticeships beyond the OX1 to OX4 postcode areas but with a preference for appointing applicants with these postcodes.

4. The Committee noted that the majority of Council apprentices were aged 19 or under when recruited. The Committee heard that the eligibility criteria stipulated that applicants were aged 16 to 20. It was suggested that this created a gap in the opportunities available to young people aged 21-24 who are not in education, employment or training (NEET). This group could include, for example, women entering the labour market having started families at a young age. The Committee suggest that there is a case for widening the eligibility criteria to offer apprenticeship opportunities to those aged 20-24.

Recommendation 2 - That consideration is given to making apprenticeship opportunities available to applicants aged 20-24.

5. In response to a question, the Committee heard that a recent event at Rose Hill had resulted in thirty or so meaningful conversations with prospective apprentices. The Council had had to take on something of a careers advisory role as good quality careers advice either seemed to be lacking in schools, or the advice given was counter-productive in terms of promoting vocational opportunities. The Committee heard that the Council had offered week-long placements leading to a qualification but there had been no take up from schools. Similarly, while a majority of parents thought that apprenticeships were a good thing, only 20% of parents thought an apprenticeship was okay for their son or daughter. The Committee suggest that a more co-ordinated approach should be taken in schools to raise awareness of these kinds of opportunities, promote them to pupils and parents and challenge misconceptions.

Recommendation 3 - That a more co-ordinated approach is taken in schools to raise awareness of apprenticeship and work experience opportunities and promote them to pupils and their parents.

6. The Committee noted concern that black and minority ethnic (BME) groups were under-represented among apprentices. The numbers of BME apprentices had decreased year on year to a position where only approximately 6% of apprentices came from BME communities, compared with 22.3% of the Oxford population in the 2011 census. The Committee questioned whether a particular focus was

placed on encouraging BME applicants and heard that three workshops targeting BME groups had had mixed success but a key change had been the Council's work with schools as part of the Business in the Community initiative, whereby BME pupils had been encouraged to attend recruitment evenings and make applications. The Committee suggest that there is a need for more joined up working and engagement with these groups. The Committee also note that elected members could do more to promote Council vacancies and encourage communities to engage with the Council as a potential employer.

Recommendation 4 – That a particular focus is put on encouraging Black and Minority Ethnic pupils to take up work experience placements and apprenticeships.

7. The Committee questioned how the Council engaged with hard to reach groups, such as young people who are disconnected from schools, when promoting apprenticeship opportunities. The Committee suggest that the Council should engage with higher education colleges and social housing providers in order to reach some of these groups. The Committee also suggest that lessons on engaging with hard to reach groups could be learnt from the Change 100 internship programme, which was focused on talented disabled students and utilised social media and targeted advertising campaigns to engage effectively with these groups.

Recommendation 5 – That the Council links in with social housing providers and higher education colleges in order to engage with hard to reach groups.

Recommendation 6 – That the Council considers what can be learnt from the Change 100 internship programme, including their advertising and social media campaigns.

8. The Committee questioned what the Council's distinctive brand and offer was and whether there was a need to simplify access given that the market was crowded and somewhat confused. The Committee heard that no other employer in the City was able to offer the same range of apprenticeship opportunities as the Council. These opportunities included trade and office based apprenticeships and masters-level qualifications. Quality and incentives were built in to apprenticeships at every stage and 70% of Council apprentices had been successfully succession-planned into permanent jobs. The Committee also considered pay levels and whether the Council could pay the Oxford Living Wage to all apprentices. The Committee heard that this would not be appropriate at entry-point but that apprentices could progress quickly in terms of their remuneration if they were successful in their role. The Committee suggest that further thought should be given to how the Council defines and markets itself as an employer and its offer to potential apprentices.

Recommendation 7 – That further consideration is given to defining and promoting the Council's brand and offer to prospective apprentices, including in terms of pay rates and career progression opportunities.

9. The Committee noted that there had been significant cuts to post-16 non-tertiary training at a national level in recent years and that further cuts were expected. Oxford was the lowest ranked city in the UK for apprenticeship starts per 1,000 working population, and although this was explainable and not something the City Council was culpable for, actions were not meeting needs in the City. The Committee suggest that the Council should take these issues up with Oxfordshire Skills Board and ask them to do more to promote apprenticeship opportunities.

Recommendation 8 – That the Council seeks to influence Oxfordshire Skills Board to do more to promote apprenticeship opportunities.

10. The Committee noted that the Government's Enterprise Bill would introduce apprenticeship starts targets for all public sector organisations which, if set at 2.3% of headcount, would equate to approximately 28 Council apprenticeship starts each year. The Apprenticeship Levy would be introduced at 0.5% of total payroll and would have to be spent on recognised apprenticeships lasting at least one year, although it was unclear how tightly these would be defined. The Council was proposing to Government as part of a devolution bid that all Apprenticeship Levy funding collected in Oxfordshire should be spent on skills within the County. The Committee suggest that the Council should continue to keep the details of this legislation under review and make appropriate plans to mitigate its impacts, including both the levy and the starts targets.

Recommendation 9 – That the Council keeps the details of the Enterprise Bill under review and makes appropriate plans to mitigate its impacts, including the Apprenticeship Levy and the apprenticeship start targets.

Further consideration

11. The Committee requested another update report in 12 months' time.

Name and contact details of author:-

Andrew Brown on behalf of the Scrutiny Committee
Scrutiny Officer
Law and Governance
Tel: 01865 252230 e-mail: abrown2@oxford.gov.uk

List of background papers: None
Version number: 1

MINUTES OF THE SCRUTINY COMMITTEE

Tuesday 7 June 2016



COUNCILLORS PRESENT: Councillors Gant, Azad, Chapman, Coulter, Henwood, Pegg, Simmons, Taylor, Tidball, Wilkinson, Cook and Pressel.

BOARD MEMBERS PRESENT: Councillor Alex Hollingsworth (Planning & Regulatory Services), Councillor Pat Kennedy (Young People, Schools and Skills) and Councillor Dee Sinclair (Community Safety)

INVITEES AND OTHER MEMBERS PRESENT: Councillor Jean Fooks

OFFICERS PRESENT: David Edwards (Executive Director City Regeneration and Housing), Jarlath Brine (OD & Learning Advisor), Patsy Dell (Head of Planning & Regulatory Services), Caroline Green (Assistant Chief Executive), Jennifer Kotilaine, Ian Wright (Service Manager Environmental Health), Andrew Brown (Scrutiny Officer) and Catherine Phythian (Committee Services Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Fry (substitute Councillor Pressel) and Councillor Hayes (substitute Councillor Cook).

Councillor Azad joined the meeting during minute item 6.

Councillor Cook left at the end of minute item 11.

2. ELECTION OF CHAIR FOR THE COUNCIL YEAR 2016/17

The Committee **resolved to elect** Cllr Andrew Gant as Chair for the Council year 2016/17.

The Chair welcomed the new Committee members and thanked Cllr Simmons for his service as Chair in previous years.

3. ELECTION OF VICE-CHAIR FOR THE COUNCIL YEAR 2016/17

The Committee **resolved to elect** Cllr Tom Hayes as Vice-Chair for the Council year 2016/17.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. SCRUTINY COMMITTEE OPERATING PRINCIPLES 2016/17

The Scrutiny Officer presented this report. He said that as the Council's scrutiny function was well established with clearly defined operating principles there was no need for any significant revision to the current arrangements. The paper proposed some minor changes that would formalise existing practices.

The Committee **agreed** the Operating Principles for 2016/17 as set out in the report.

6. WORK PROGRAMME AND FORWARD PLAN

The Chair presented the report.

Work Programme

The Committee **agreed** that the following items would be deleted from the work programme 2016/17:

- Complaints received by the City Council
- Heritage listing process
- Member involvement in HR policy, appeals, hearings
- Public Communications
- Maintenance of roads and pavements

The Committee **agreed** that the following items would be retained on the work programme 2016/17

- Review of Oxford City Council's Tree Management Policy
- Youth Ambition Strategy
- Grant Allocations to Community & Voluntary Orgs
- Planning Annual Monitoring Report
- Waterways PSPO
- Transfer Station for Recycled Material

The Committee **agreed** the long list of suggestions for the 2016/17 scrutiny work programme with the following amendments:

- Remove Cycling and ICT update
- Remove Oxfordshire Growth Board but the Scrutiny Officer should continue to circulate copies of the minutes to Committee members
- Increase the ranking and priority for Workplace Parking Levies

- HMO item to be taken at Housing Panel

The Committee **agreed** the items for the Finance and Housing Standing Panels with the following amendments:

- A Housing Company for Oxford to be considered jointly by both standing panels
- Affordable Housing funding mechanism to be added to the Finance Standing Panel list
- Ethical Policy on Divestment to be added to the Finance Standing Panel list

Review Groups

The Scrutiny Officer explained that the Committee had capacity to undertake 3 review groups during the year and one of these was traditionally allocated to the Council's Budget. In discussion the Committee concluded that Devolution should be the second review topic and that this should be undertaken over the summer.

The Chair, Vice-Chair and Scrutiny Officer undertook to present a scoping document for this review at the next meeting.

Standing Panels

The Committee **agreed** that the following councillors should serve as members of the Finance and Housing Standing Panels in 2016/17:

- **Finance Standing Panel:** Cllrs Fooks, Fry, Simmons and Taylor.
- **Housing Standing Panel:** Cllrs Goff, Henwood, Pegg, Sanders, Thomas and Wade.

The Committee **noted** that the Standing Panel Chairs would be elected at the first meeting of those panels.

Forward Plan

The Committee **agreed** that the Review of the Lord Mayors Deposit Guarantee should be scrutinised by the Housing Standing Panel.

7. PLANNING AND REGULATORY SERVICE PLAN

The Board Member for Planning & Regulatory Services and Head of Planning and Regulatory Services presented the report.

In discussion the Committee considered the following topics:

- how to address current recruitment and retention issues within some key roles and enhance the specialist skills and experience supporting the planning functions
- how to improve resilience and capacity in the enforcement functions and integrate them with other services that had staff working across the city
- how to improve the current resilience and sustainability of the Building Control function

- the need to further improve communications with Council tenants and other community groups including Neighbourhood Forums, especially with regard to HMO enforcement and planning applications

The Committee **noted** the contents of the report and commended the Head of Planning and Regulatory Services on her progress to date in improving the service.

8. PLANNING ENFORCEMENT

Deborah Tricker, representing the Divinity Road Area Resident's Association (DRARA) addressed the Committee. A copy of her address is attached to these minutes. The Environmental Health Service Manager undertook to meet with representatives from DRARA outside the meeting to discuss their concerns in more detail. He agreed to circulate the outcome of that meeting to the Scrutiny Committee.

The Board Member for Planning and Regulatory Services introduced the report and suggested that this subject should be a priority topic for the Housing Standing Panel and also a topic for a future Member Briefing.

The Environmental Health Service Manager explained that planning enforcement was a discretionary activity and that a breach of planning was not automatically an offence.

The Committee noted that a comparison of the level of enforcement in Oxford with all the other district councils in England up to December 2015 showed that Oxford City Council ranked 7th out of 201 district councils for overall levels of planning enforcement; and when compared with every local planning authority in England, including London Boroughs and Unitary Councils, Oxford was ranked 37th.

The Environmental Health Service Manager provided detailed responses to questions from the Committee which covered the following issues:

- the different licensing regimes that apply to privately rented HMOs and institutional student accommodation
- the merits of a "triage" system for officers to assess referrals before enforcement action is taken
- resource constraints within the service
- how best to measure the effectiveness of the service in dealing with complaints as case closure timescales were not a particularly subtle or sophisticated measure

The Committee **noted** the content of this report and that a Planning Enforcement Policy would be submitted to the City Executive Board by December 2016. They asked for a further report to come to the Committee in 12 months time.

9. WESTHILL FARM

The Executive Director, Housing and Regeneration submitted a report which briefed the Scrutiny Committee on the proposed demolition of a derelict building at Westhill Farm on the grounds of public safety.

Nick Lunch and Clare Ridley, members of the Westhill Farm Steering Committee addressed the meeting. They explained their involvement with the Westhill Farm project and made the following key points:

- The Westhill Farm project wanted more time to work with OCC to develop an acceptable business plan
- The Westhill Farm project would support demolition of the derelict building but only when outline planning permission had been secured, which they hoped to achieve in partnership with the City Council
- Demolition would limit the opportunities for any proposals for future use of the site not just those of the Westhill Farm project

The Executive Director, Housing and Regeneration presented the report and highlighted the following points for consideration by the Committee:

- The City Council has not given its support to the proposals in the business plan, which include residential use;
- The City Council management policy for its property assets, including parks, is to exclude residential or service tenancies, outside its Council housing;
- Oxford Preservation Trust has advised that it will enforce all the covenants on land use;
- South Oxfordshire District Council (as the local planning authority) has made it clear it would oppose any additional use (for example café, teaching, retailing, corporate events); and
- The County Council Highways Department has advised that access is unsatisfactory for any intensification of use.

The Board Member for Leisure, Parks & Sports said that she had visited the site and met with members of the Westhill Farm Project and she urged the Committee members to do the same.

In discussion the Committee considered whether there were any circumstances in which the Council might be persuaded to consider a residential tenancy and if there was any prospect of the covenants being removed. The Committee considered, but rejected, a proposal that the Council should act to retain residential use at the site prior to demolition.

On balance they concluded that the only course of action was to proceed with the demolition of the derelict building at Westhill Farm.

The Committee **noted** the contents of the report.

10. APPRENTICES

Councillor Fooks addressed the Committee. She welcomed the report, commented on the importance of the scheme and asked whether there was any scope to extend the geographical area of the scheme.

The Board Member, Young People, Schools and Skills and the Organisational Development & Learning Advisor introduced the report.

The Committee heard that the Council was in the process of recruiting 21 apprentices as part of a campaign that focuses on OX1 to OX4 postcode areas and closes on 30 June 2016. The Committee was advised that fifty-nine applications had been received (as of 7 June 2016), with approximately half of these applicants resident in the City. The Committee considered whether the policy of recruiting applicants who were resident in the City reflected the realities of the local labour market, given the very high cost of living in Oxford and the high numbers of workers who commute in to the City.

The Committee had a wide-ranging discussion which considered the following points:

- broadening the age mix, pay rates and career progression opportunities of Council apprenticeships
- encouraging a more co-ordinated approach with schools to raise awareness of apprenticeships
- particular focus is put on promoting apprenticeships for Black and Minority Ethnic pupils
- the lessons to be learnt from the Change 100 internship programme
- promoting links in with social housing providers and higher education colleges
- the role of the Skills Board in promoting apprenticeships

The Committee **agreed** that a report setting out the following recommendations should be submitted to the City Executive Board:

1. That consideration is given to extending the eligibility criteria for apprenticeships beyond the OX1 to OX4 postcode areas but with a preference for appointing applicants within these postcodes.
2. That consideration is given to broadening the age mix of Council apprenticeships by making more opportunities available to applicants over the age of 21.
3. That a more co-ordinated approach is taken in schools to raise awareness of apprenticeship opportunities.
4. That a particular focus is put on encouraging Black and Minority Ethnic pupils to take up work experience placements and apprenticeships.
5. That the Council considers what can be learnt from the Change 100 internship programme (which is focused on talented disabled students), including their advertising and social media campaigns.
6. That the Council links in with social housing providers and higher education colleges to engage with hard to reach groups.

7. That further consideration is given to defining and promoting the Council's brand and offer to prospective apprentices, including in terms of pay rates and career progression opportunities.
8. That the Council seeks to influence the Skills Board to do more to promote apprenticeship opportunities.

The Committee thanked the Board Member, Young People, Schools and Skills and the Organisational Development & Learning Advisor for an informative report which had generated a robust discussion of the issues. They requested a further report in 12 months time.

11. OXFORD CITY COUNCIL SAFEGUARDING REPORT 2015-2016

The Board Member for Community Safety introduced the report. She said that the Council complied with its statutory responsibilities and was going beyond these in a number of areas. However the context of budget cuts and increased demand meant that the Council could not be complacent and it was important to be pro-active in promoting partnership working.

The creation of a permanent part-time Safeguarding Co-ordinator post, which had previously been recommended by Scrutiny, was a very welcome development and more outward looking community work would be a priority for the year ahead. The Committee welcomed the report including the extension of the annual safeguarding review to include vulnerable adults as well as children, and commended officers on their excellent work in this area.

The Committee commented that neglect was a common form of abuse and that members needed to be sensitive to signs of neglect. The Committee suggested that anonymised case study examples of safeguarding instances would be a valuable element of the safeguarding training that was being offered to members.

The Committee raised concerns about high levels of absence at academy schools and questioned where the responsibility for this lay. The Committee heard that the role of the City Council was limited here but what the Council could do was to signpost effectively and work proactively in partnerships with other agencies to highlight these kinds of issues.

The Committee noted that increased awareness and more effective signposting were leading to more referrals and increased pressure on services. The Committee heard that Officers would appreciate more feedback regarding the outcome of referrals.

The Committee considered issues around language schools in the City and noted that the Council and the Police were beginning to engage with language schools around their safeguarding responsibilities through a new forum. The Committee heard that it was unclear where in the City many language school students were living and in what conditions. The absence of rigorous checking was a concern because these students were potentially vulnerable. The

Committee noted that this lack of rigor contrasted with, for example, the checks around fostering and adoption arrangements, and was a national issue that should be referred up to government. It was suggested that these safeguarding issues should be thought through and discussed with language schools and partner agencies, and that lessons could be learnt from the recent scrutiny review of guest houses.

The Committee also noted that the Council's Houses in Multiple Occupations (HMO) and Private Sector Enforcement teams could have a role to play. It was suggested that these officers should be trained to recognise safeguarding issues relating to language school students and to report any concerns they come across.

The Committee **agreed** the following actions:

1. An item on language schools would be added to the scrutiny work plan for a possible future review;
2. Details of non-compulsory Safeguarding training would be circulated to Committee members;
3. A question about how planning applications for a new category of student housing built by private developers would be dealt with would be referred to Planning Officers.

The Committee **agreed** that a report setting out the following recommendations should be submitted to the City Executive Board:

1. That anonymised case study examples of safeguarding referrals made by the Council are made available to elected members.
2. That the Council continues to work positively and proactively through partnerships to raise awareness of potential safeguarding issues in the City and push for action to investigate and address these issues, including, for example, high levels of absence at particular schools.
3. That the Council continues to request feedback from partner agencies following safeguarding referrals.
4. That the Council looks to make representations to government through appropriate channels about the need for more rigorous safeguarding arrangements for language school students living in private sector accommodation.
5. That potential safeguarding issues around language school students living in the City should be thought through and discussed with language schools, the police and other relevant partner agencies.
6. That Safeguarding training provided to the Council's HMO and Private Sector Enforcement Teams should cover how to recognise and report potential safeguarding issues around language school students living in the private sector.

12. REPORT OF THE EQUALITY AND DIVERSITY REVIEW GROUP

The Committee **agreed** to defer this item until the next meeting.

13. PERFORMANCE MONITORING - 2015/16 QUARTER 4

The Scrutiny Officer presented the report and referred the Committee to the nine performance indicators rated red (outside tolerance). He undertook to provide the Committee with further information in relation to the following performance indicators:

- PC027 – Increase the number of people engaging with the Council's social media accounts
- CS003 – Customers getting through first time on Council's main service lines

The Committee expressed concern about the comments relating to CS003 with regard to the loss of service and move to Business Continuity Procedures in March; and also noted that there had been resident complaints to ward members that night-time calls to the main switchboard were going unanswered. The Scrutiny Officer undertook to take this up with the Service Manager.

The Committee commented on the on-going ICT problems faced by members and the need for members to have a Service Level Agreement for ICT services.

The Committee **noted** the contents of the report.

14. REPORT BACK ON RECOMMENDATIONS

The Scrutiny Officer presented the report and advised that only one of the recent recommendations had been rejected by the City Executive Board. The Committee noted the reasons given for the rejection.

The Committee **noted** the contents of the report.

15. MINUTES

The Committee resolved to **approve** the minutes of the meeting held on 5 April 2016 as a true and accurate record.

16. DATES OF FUTURE MEETINGS

The Committee **noted** the dates of future meetings and **agreed** that the Scrutiny Committee meetings should start at 6.00pm.

The meeting started at 6.00 pm and ended at 9.00 pm

This page is intentionally left blank

Divinity Road Area Residents' concerns on HMO licensing and density issues

Divinity Road has the second greatest number of HMOs in Oxford and the highest density. DRARA residents continue to report the usual concerns related to life in an area with a high density of HMOs, particularly in relation to those occupied by students: poorly managed refuse and front gardens, anti-social behaviour, and the effect on social cohesion and community of a transient population which disappears in summer and changes every year.

In 2015 Oxford City Council renewed the Houses in Multiple Occupation (HMO) licensing scheme for another five years in recognition of the fact that 'a significant proportion of HMOs in the City are being managed ineffectively'. DRARA residents have several ongoing concerns about the licensing procedure. Through undertaking our own audit, DRARA have discovered several anomalies and are concerned that the Council's data does not reflect the reality of our area in terms of HMO density. We also have questions about the application of the licensing process itself.

Concerns

1. There seem to be several exclusions and exceptions from the current licensing rules which make it difficult to track actual numbers of HMOs. The Council website gives an incomplete picture. DRARA has undertaken its own audit of HMOs in the area and it seems clear that there are several houses in the area which have several unrelated occupants but which do not appear to have a licence.
2. The definition of an HMO does not include several kinds of residential arrangements which exist in significant numbers in the DRARA area and have the same effects on the neighbourhood. These include university-managed student accommodation and homes for people receiving care. These houses are not taken into account under the HP7 policy and do not prevent new licences being issued under the 100 metre/20% rule.
3. The literal application of the 100 metre rule by street length does not always reflect the actual density or effect of HMOs in an area; noise travels over gardens and roads, and anti-social behaviour quickly spills out beyond 100 metres. Noise at night of returning partygoers has no boundaries.
4. DRARA residents feel they are having to police the minority of unscrupulous landlords who will try to bend the rules, such as the recent case of a landlord attempting to claim a family house whose tenants had different surnames as an existing HMO. Only the vigilance and local knowledge of DRARA residents prevented the application being approved.

5. We are concerned that developers still continue to move into the area and seek to obtain HMO licences, as in 118 Southfield Road, or that existing landlords seek to convert their properties into even larger HMOs by obtaining planning permission for living /lounge rooms which later become extra bedrooms (eg currently 68 Divinity Road). These are all legal and permitted under the current licensing but are against their spirit of HP7 which is to protect the neighbourhood from further saturation by HMOs.
6. The online licensing system has been broken for weeks which means residents cannot view the details of any licensing applications or licences granted. This has made our audit even more complicated. Residents are also unable to submit comments on licensing applications using the online system.

Questions

There are a number of questions and ambiguities which we would like clarified as far as possible. This will both allay concerns and potentially help to tighten the process.

1. What are the rules of relinquishing HMO status – do they cease by default on rental properties only used by 1 household?
2. What is preventing anyone operating as an HMO and then using this to prove existing HMO rights?
3. How much grace is there between operating as an HMO and securing the licence and planning permission?
4. If a house has an HMO licence or is on the current council list as an HMO but is no longer used as one – would they be able to get a licence as an HMO under CEU?

Re: Council List from November 2015

1. What are the data sources for the licence information and when was it compiled?
2. How complete is this listing?
3. How and how frequently is the data updated?
4. Why are there anomalies/discrepancies across data sets?
5. How do you decide if an HMO licence has lapsed from one year to the next? Eg 17 Div Rd had one in 2015 but not on 14/1/16.
6. What is the duration of an HMO licence? Eg 21 Div Rd didn't have one in 2015 but has one now that expires on 31/1/16.

Universities

1. What role could/should the universities play in HMO debate? How committed are they to moving students into purpose built accommodation as is their stated aim. Eg anecdotally college seems to be maintaining HMO licence for years 'just in case' for homes now rented to families.