Agenda

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OXFORD CITY COUNCIL

Scrutiny Committee

Date:	**Tuesday 6 March 2018**
Time:	**6.00 pm**
Place:	**St Aldate's Room, Town Hall**

For any further information please contact:

John Mitchell, Committee Services Officer

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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
Vice Chair	Councillor Nigel Chapman
	Councillor Mohammed Altaf-Khan
	Councillor Jamila Begum Azad
	Councillor Steven Curran
	Councillor James Fry
	Councillor David Henwood
	Councillor Mark Ladbrooke
	Councillor Ben Lloyd-Shogbesan
	Councillor Michele Paule
	Councillor Mark Lygo
	Councillor David Thomas

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

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 MINUTES 9 - 16

Recommendation: That the minutes of the meeting held on 06 February be APPROVED as a true and accurate record.

4 REPORT BACK ON RECOMMENDATIONS 17 - 20

Contact Officer: Andrew Brown, Scrutiny Officer,
Tel 01865 252230, abrown2@oxford.gov.uk

Background Information
Scrutiny is empowered to make recommendations to the City Executive Board, which is obliged to respond in writing.
Why is it on the agenda?
For the Committee to note and comment on recent executive responses to Scrutiny recommendations. Since the last meeting the Board has responded to recommendations on the following items: • Review of Community Protection Notices • Update of the Corporate Plan • Budget 2018/19 • Air Quality Standard Report 2016
Who has been invited to comment?
• Andrew Brown, Scrutiny Officer

5 WORK PLAN AND FORWARD PLAN 21 - 32

Background Information
The Scrutiny Committee operates within a work plan which is agreed at the start of the Council year. The work 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 2017/18 council year. The Committee is also asked to select Forward Plan items for pre-

decision scrutiny based on the following criteria (max. 3 per meeting): • 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?
• Andrew Brown, Scrutiny Officer

6 DEVOLUTION PLANS FOR OXFORDSHIRE

33 - 42

Background Information
The Scrutiny Committee requested an update from the Assistant Chief Executive on the latest position in relation to devolution proposals for Oxfordshire 12 months on from the report of the Committee's Devolution Review Group, which was chaired by Cllr Tidball.
Why is it on the agenda?
The Committee considered the devolution proposals as they then stood in 2016/17.. This is an opportunity for the Committee to be brought up to date with the current position. The Committee may also wish to agree recommendations to put to the City Executive Board on 17 April,
Who has been invited to comment?
• Cllr Tidball, Board Member for Young People, Schools and Public Health • Caroline Green, Assistant Chief Executive.

7 ANNUAL WORKPLACE EQUALITIES REPORT

43 - 48

Background Information
The Scrutiny Committee asked to have an opportunity to consider the Annual Workplace Equalities Report and the Equalities Tracker provided to the National Association of BAME Councillors to support a further discussion about the Council's approach to equality and diversity in the workplace.
Why is it on the agenda?
The Committee is asked to note and comment on the report (and the accompanying Equality Tracker). The Committee may also wish to agree recommendations to put to the City Executive Board on 17 April,
Who has been invited to comment?
• Cllr Tidball, Young People, Schools and Public Health • Helen Bishop, Head of Business Improvement • Paul Adams, HR and Payroll Manager

8 ICT RESTRUCTURE

49 - 68

Background Information
The Scrutiny Committee has asked for an update on the restructuring of the Council's ICT provision.
Why is it on the agenda?
For the Scrutiny Committee to note progress with the restructure. The Committee may also wish to agree recommendations to put to the City Executive Board on 17 April,
Who has been invited to comment?
• Helen Bishop, Head of Business Improvement • Roco Labellarte, Chief Technology and Information Manager

9 REPORT OF THE OXFORD LIVING WAGE REVIEW GROUP

Why is it on the agenda?
For the Scrutiny Committee to comment on the report of the Oxford Living Wage Review Group and approve it for submission to the City Executive Board on 20 March 2018. *Please note that this report will follow as a supplement to the agenda*.

10 Q 3 MONITORING REPORT

69 - 80

Background Information
The Council produces quarterly performance reports. The Q3 data are available for the Scrutiny to consider.
Why is it on the agenda?
The Committee is asked to note the report.
Who has been invited to comment?
• Councillor Fry, Chair of Finance Panel • Grace Wigham, Business Support Services Officer

11 DATES OF FUTURE MEETINGS

Meetings for 2018 are scheduled as followed:

Scrutiny Committee

- 5 April
- 17 May
- 05 June
- 03 July

Standing Panels

Housing Standing Panel: 8 March; 09 April; 05 July.
Finance Standing Panel: 14 March; 07 June; 10 September.
Companies Panel: 14 March. *5pm start*

All meetings start at 6.00 pm unless otherwise stated.

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.

Minutes of a meeting of the SCRUTINY COMMITTEE on Tuesday 6 February 2018

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Committee members:

Councillor Gant (Chair)	Councillor Chapman (Vice-Chair)
Councillor Altaf-Khan	Councillor Curran
Councillor Henwood	Councillor Ladbrooke
Councillor Lloyd-Shogbesan	Councillor Lygo
Councillor Thomas	Councillor Upton (for Councillor Fry)
Councillor Cook (for Councillor Azad)	Councillor Humberstone (for Councillor Paule)

Officers:

Tim Sadler, Executive Director Sustainable City

Anita Bradley, Monitoring Officer

Ian Brooke, Head of Community Services

Richard Adams, Community Safety Service Manager

Julia Tomkins, Grants & External Funding Officer

Mish Tullar, Corporate Policy, Partnership and Communications Manager

Andrew Brown, Committee Services Manager

Catherine Phythian, Committee Services Officer

Also present:

Councillor Susan Brown, Leader of the Council, Leader of the Labour Group, Board Member for Customer and Corporate Services

Councillor Tom Hayes, Board Member for Community Safety

Councillor Bob Price, Board Member for Corporate Strategy and Economic Development

Councillor Marie Tidball, Board Member for Young People, Schools and Public Health

Councillor Elizabeth Wade, Liberal Democrat Deputy Group Leader

Apologies:

Councillor(s) Azad, Fry and Paule sent apologies.

Councillor Sinclair (Board Member for Culture and Communities) sent apologies for item 78

71. Declarations of interest

The following declarations were noted in relation to Agenda item 8: Grant Allocations to Community and Voluntary Organisations 2018/19

- Councillor Gant – as a trustee of the Ark T Centre
- Councillor Cook – as a member of the Oxford International Link
- Councillor Curran – as the Council's representative on Pegasus Theatre Trust and as a member of Fusion Arts and the Donnington Doorstep Family Centre
- Councillor Ladbrooke – as the Council's representative on the Barton Community Association

72. Minutes

The Committee resolved to **approve** the minutes of the meeting held on 15 January 2018 as a true and accurate record subject to the following minor corrections:

Minute 68: Air Quality Annual Status Report for 2016

6th paragraph

The particularly poor outcomes for St Clements were a matter of concern and a strategic group (with County Council representation) would meet ***~~presently~~ soon*** *to address those concerns. The County Council had conducted a traffic survey of the area and one possibility being explored was the re-phasing of traffic lights (to keep traffic flowing). Interestingly two monitoring sites in the area, just 10 – 15 metres apart produced markedly different results.*

10th paragraph

The Council had not ***~~benefitted from~~ bid for funding from*** *the recently announced government funding pot of £4.5m to be put towards electric car charging points.*

Final paragraph
The Scrutiny Officer noted the following key points ***~~has~~ as****…*

73. Report back on recommendations

The Scrutiny Officer presented the report on recommendations made to the City Executive Board.

The Scrutiny Committee had considered a report by the Head of Community Services on preventing elderly isolation at its meeting on 5 December 2017 and the recommendations had been submitted to the City Executive Board on 23 January 2018. The City Executive Board response had now been circulated (appended to these minutes); four of the five recommendations had been agreed and one would be accepted in part.

The Committee noted that all of its recommendations to the Trading Companies Shareholder meeting in relation to the Trading Companies Business Plan had been accepted.

74. Work Plan and Forward Plan

The Scrutiny Officer alerted the Committee to revised report scheduling in the Forward Plan and suggested some changes to the Committee's work plan.

The Committee agreed the following amendments to the work plan:

6 March agenda to include:

- ICT restructure – this was a referral from the Finance Panel in view of the significant investment proposal set out in the 2018/19 Budget
- Equality and Diversity tracking – this item could draw on the data collected to support Cllr Azad's involvement with the National Association of Black, Asian and Ethnic Minority Councillors (UK) and on the latest Annual Workplace Equalities report. Effective and professional analysis of the data was essential to an informed discussion and the Scrutiny Officer was tasked with inviting a suitable candidate. The Committee requested that a senior officer (e.g. Chief Executive / Assistant Chief Executive) should be present for the discussion.

2018/19 Work Plan

- The Finance Panel had identified issues around business rates for Air BnB properties as a potential topic for review in 2018/19.
- The Local Plan 2016 – 2036 would be submitted to Council in July 2018. This would be the last chance for the Committee to influence the process. The Chair and the Scrutiny Officer would discuss the options for a timely and effective scrutiny contribution and bring proposals to the next meeting.

75. Reports for approval

The Scrutiny Committee had considered the Air Quality Annual Status Report 2016 at its meeting on 15 January 2018 and agreed that recommendations should be made to the City Executive Board as a result. The Scrutiny Officer introduced the report which proposed those recommendations. The Committee agreed that the report should be put to the City Executive Board at its meeting on 13 February.

The Scrutiny Officer explained that the Finance Panel report setting out recommendations on the Budget 2018/19 was still in draft; the final version of the report would be circulated to the Committee in advance of the City Executive Board meeting.

76. Children & Young Person Strategy 2018-2023

The Chair took this item first.

Councillor Tidball, Board Member for Young People, Schools and Public Health presented the pre-consultation draft of the Children & Young Persons Strategy (2018 – 2023). She highlighted the following key points:

- That the draft strategy was underpinned by three principles
  a. Preventative-led provision (early intervention)
  b. Equality, inclusion and engagement of young people
  c. Facilitating effective partnership working
- That the Council would use the " Ready by 21 Framework" to share and review data about young people to look at the root causes of the societal problems facing young people
- The trial use of a zoning methodology to focus on specific localities across the city in order to support those communities who need it most and to deliver solutions which respond to specific needs
- That the City Council was working closely with the County Council to identify areas where the City Council's services could complement and add value to the County Council's regulatory role

The Committee explored these points in more detail during an extensive discussion. The Committee also reflected on the challenges facing the Council and its partners in seeking to create "cultural enrichment in primary school education" against the backdrop of a restricting curriculum. The Council was actively seeking to identify ways in which it could work with schools and partners to access the cultural benefits that the city of Oxford could offer.

The Committee noted and welcomed the report.

77. Update of the Corporate Plan 2018

The Scrutiny Committee considered the Annual Update Report on the Corporate Plan 2016-20. The Board Member for Corporate Strategy and Economic Development, the Executive Director for Sustainable City, and the Corporate Policy, Partnership and Communications Manager presented the report and answered questions.

The Committee noted the two new proposed success measures for 2018-19 around measuring 'channel shift' (i.e. increases in the proportion of self-service customer interactions), and the change of focus from targeting overall increases in leisure centre usage to increasing usage amongst target groups while stabilising usage amongst non-target groups. The Committee asked for further context around current leisure usage and heard that leisure centre attendances were projected to total 1.2m in the current year against a target of 1.45m. The Committee explored the reasons for this and identified key factors as being lower growth in demand for local authority provision, increased competition from budget providers, and the availability and popularity of alternative ways of keeping fit (e.g. 'green gyms', pitch sports, dance, martial arts, etc.).

The Committee concluded that the Council should adopt a new measure to reflect this changing picture and recognise the Council's wider role in enabling people to lead fit and healthy lives in the city. Consideration should be given to any suitable national measures that could be adopted, such as Sport England's new Active Lives Survey, which replaces the Active People Survey. It was also noted that sports facilities and community centres in the city could be asked to provide data to support a local measure, if required.

The Committee commented that the addition of a corporate performance measure linked to the promotion of the Oxford Living Wage would be very welcome in light of the Council's longstanding policy commitment and the recent scrutiny review (which is due to conclude in March 2018).

The Board Member for Corporate Strategy and Economic Development said that this was a useful suggestion and that £5k had been allocated to the Economic Development Team for the promotion of the Oxford Living Wage. The Committee agreed to bring forward the recommendation of the Oxford Living Wage Review Group on setting living wage targets.

The Committee identified the following key points as having emerged from the discussion that could be presented to the City Executive Board as recommendations:

1. That the Council sets an additional corporate target for wider engagement in sport, exercise and leisure activities in the city.
2. That the Council sets additional targets for the promotion of the 'living wage', with at least one such target monitored at the corporate level:
    a. The number of accredited living wage employers based in the city (e.g. doubling the current number of 69 within 2 years).
    b. The number of local employers paying the Oxford Living Wage.

78. Grant Allocations to Community and Voluntary Organisations 2018/19

The Committee noted that the Board Member for Culture and Communities had sent apologies as she had a prior engagement.

The Board Member for Customer and Corporate Services reminded the Committee on the key points that emerged from the review of the community grants programme in 2017. She said that the underlying principles were to provide a degree of consistency and stability necessary for forward planning by those organisations in the grant programme; to maintain a close alignment with Council priorities; and to make the grant application process open to new organisations. She highlighted the new 2018 Development Fund, which allowed advice services to make partnership bids, as an example of the Council's continued commitment to investment in a sector which had experienced significant cuts in funding from other organisations.

The Head of Community Services explained the reasoning behind the proposed officer delegation to approve applications to the Annual Open Bidding programme. He said that the main objective was to minimise the delay in issuing grants to organisations.

The Grants & External Funding Officer reported back on the work done to address the scrutiny recommendations on the Review of Community Grants Programme decision in November 2017, which included a focus on promoting BAME engagement with the grants programme. She said that four workshops had been held to explain the grants process and these had been promoted within the BAME community. In total 8 out of

the 17 workshop attendees and 10 out of the 22 small grants programme applications were from the BAME community.

The Committee noted that the Council required all organisations in the grants programme to be fully inclusive although it was recognised that some organisations were dedicated to a particular BAME issue.

The Committee noted the report and acknowledged the valuable contribution made by volunteers.

79. Review of use of Community Protection Notices (CPN Review)

Councillor Wade addressed the Committee and asked for the report to be re-drafted before being presented to the City Executive Board. She said that the findings and recommendations of the cross-party panel meeting described in the report did not reflect the views expressed by herself and Councillors Gant and Thomas at the meeting they attended on 29 January 2018.

Councillors Gant and Thomas re-iterated the points made by Councillor Wade.

In conclusion Councillor Wade asked the Committee and the Board Member for Community Safety to consider the following points which she, Councillor Gant and Councillor Thomas believed should be in place before CPN proceedings were started:

a. There should be documented evidence of attempts to engage the individual and an assessment of his/her vulnerability to legal process.
b. There should be a formal Protocol agreed by Legal setting out the process to be followed in each case under the Anti-social Behaviour Crime and Policing Act 2014.
c. There should always be a written legal advice on file.
d. The process should be authorised in each case by the Head of Service and the Head of Law and Governance – and there should be no time limit on this requirement.

In response the Board Member for Community Safety said that he could agree point a) as it reflected current practice; that point b) was agreeable in relation to complex cases; but that he had reservations about accepting points c) and d) due to practical and operational considerations.

The Board Member for Community Safety and the Executive Director for Sustainable City said that the content of the report was based on the conclusions of an earlier cross-party meeting attended by members from the controlling political group and the independent member. The minutes of that meeting could be made available. They acknowledged that the report did not take account of the views expressed by Councillors Wade, Gant and Thomas at the meeting held on 29 January 2018.

The Board Member for Community Safety, the Executive Director for Sustainable City and the Community Safety & Resilience Manager then presented the report and answered questions from members of the Committee.

The Community Safety & Resilience Manager explained that legal advice was sought for all complex cases but that the volume of enforcement activity meant that it would not be practical or necessary to provide written legal advice for all cases.

In discussion the Committee considered the nature of the needs and problems in the city that CPNs could be used to address and the extent of checks and balances in the process for issuing CPNs.

The Committee also noted that a legal opinion had been obtained by Councillor Thomas which, while it could not have been based on the full facts of any specific case the Council had dealt with, would be considered as part of the subsequent review of the Anti-social Behaviour Policy and the Anti-social Behaviours Procedures.

Members of the Committee suggested that any future informal meetings involving members from beyond any one political group should be fully documented.

On being put to the vote the Committee endorsed the City Executive Board report.

On being put to the vote a majority of the Committee supported a proposal that the following points should be presented to the City Executive Board as scrutiny recommendations:

1. That a written procedure is produced which requires that legal advice is sought and documented in all complex cases that could result in the issuing of a Community Protection Notice or other legal sanction.

2. That in future any informal cross-party meetings, such as those convened for this subject, should be fully documented (i.e. agenda and minutes) with appropriate provision made for members to consider confidential or exempt material at such meetings.

The one member who voted against including point 1) above as a scrutiny recommendation did so because they believed that the current procedure already covered this requirement.

80. Dates of future meetings

The Committee noted the dates of the meetings to be held in March 2018.

The meeting started at 6.00 pm and ended at 8.30 pm

Chair …….. **Date: Tuesday 6 March 2018**

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Scrutiny recommendation tracker 2017/18 – March 2018

Total recommendations (year to date):	71	
Agreed	59	83%
Agreed in part	8	11%
Not agreed	4	6%

13 FEBRUARY 2018 CITY EXECUTIVE BOARD

Review of Community Protection Notices – Executive Board Member for Community Safety

Recommendation	*Agreed ?*	*Comment*
1. That a written procedure is produced which required that legal advice is sought and documented in all complex cases that could result in the issuing of a Community Protection Notice or other legal sanction.	Yes	This is current practice. Advice is sought on legal options prior to drafting a legal sanction, and on the sanction once drafted.
2. That in future any informal cross-party meetings, such as those convened for this subject, should be fully documented (i.e. agendas and minutes) with appropriate provision made for members to consider confidential or exempt material at such meetings.	Yes	

Update of the Corporate Plan 2018 – Leader of the Council

Recommendation	*Agree?*	*Comment*
1. That the Council sets an additional corporate target for wider engagement in sport, exercise and leisure activities in the city.	Partially	The principle of having three targets per corporate priority is one that we want to maintain. It is important to retain a measure of the success of Fusion Leisure in maintaining and developing the use of the City Council's facilities. We are considering modifying the existing success measure by using either a target based on the Sport England Active Lives survey data or our internal contractual target with Fusion. Additionally, we propose to break down the overall usage target by measuring the number of users from each of the 'hard to reach' target groups. Additionally, we propose to work up the ideas that were discussed at Scrutiny about the use of different venues owned by the Council where

		sport and exercise take place (playing fields, community centre etc) with a view to creating a new series of data for the longer term tracking of how active our community is. It is worth adding that Active Lives data covers a wider range of activities than sport and are published annually. The most recent reporting showed Oxford to be among the most active places in the country.
2. That the Council sets additional targets for the promotion of the 'living wage', with at least one such target monitored at the corporate level: a) The number of accredited living wage employers based in the city (e.g. doubling the current number of 69 within 2 years). b) The number of local employers paying the Oxford Living Wage.	Not at this time	The principle of having three targets per corporate priority is one that we want to maintain. At this time, rather than create a new target of the type proposed by Scrutiny, we propose to undertake research in 2018/19 to better understand the position on Living Wage accreditation among Oxford's employers and to use the budget allocation of £5k to support a broader campaign to increase employer adoption of the Oxford Living Wage. The Oxford Strategic Partnership has identified this as an important strand of activity for 2018/19 and may link up with research being undertaken by Oxford Brookes University Business School. All these activities will be underpinned by communications campaigns to promote the Oxford Living Wage/Living Wage. This commitment will be added to the list of Corporate Plan Priorities for 2018/19

Budget 2018/19 – Executive Board Member for Finance and Asset Management

Recommendation	***Agree?***	***Comment***
1. That Council Tax is increased by 2.99% in 2018/19 and 2019/20.	Y	Recommended to Council
2 - That the Council continues to charge the maximum premium on Council Tax charges for second homes and empty homes and aims to utilise new powers, when available, to increase Council Tax charges further on empty properties.	Y	Recommended to Council
3. That the Council continues to make the case to HM Government through the Local Government Association that the issue of delays to valuations undertaken by the Valuation Office Agency should be urgently addressed.	Y	Council officers have had several meetings with the VOA in relation to the delays in adding rating assessments for properties at the Westgate. Some progress has been made and 11 of the larger assessments out of 91 occupied properties are now on the list. The performance of the VOA is a nationwide problem and the Council will continue to raise this issue where and when it can.

4. That provision is made for additional resources for City Centre Management, including help in preparing for a bid for a Business Improvement District (BID), in view of the pressures upon city centre retail businesses located away from the Westgate Shopping Centre.	In part	The Westgate has initially had a very positive effect on the city centre. We have seen a sustained increase in footfall so far. A number of extra resources have already been made available (for instance, significant capital expenditure on the Covered Market and extra street cleaning). Officers are working to develop a City Centre Partnership, which we hope will prove a catalyst to a BID. At present this work is funded by existing resources..
5. That annual garden waste collection fees are increased from the current level of £45 to the target price of £52 per year in 2018/19.	N	At this stage we feel the current level of charge is appropriate.
6. That future budget reports clearly set out the total value returned to the Council by its Direct Services companies, as well as the dividend.	Y	Agreed
7. That consideration is given to the option of borrowing to invest (e.g. in commercial properties within the city), drawing on external advice.	Y	Work is currently underway to examine the feasibility of doing this, taking account of any risks of doing so
8. That a review is undertaken to identify whether the Council has the necessary skills, processes and constitutional rules in place to be an active and agile operator in the local property market, while maintaining a watching brief on any emerging government plans to limit such activities.	Y	The work identified above will review the arrangements in terms of governance, capacity and skills to be able to undertake property acquisitions as well as taking account of emerging government policy in this area.
9. That the Council plans to transfer the maximum number of five properties per year to its housing companies (recognising that decisions to purchase the properties are a matter for the companies).	Y	Agreed
10. That the Council maintains the Homelessness reserve at its current level by funding all additional spending on homelessness services from revenue.	In part	Following our budget consultation, we are proposing to top up the homelessness reserve. We will however make some calls on this money to fund our partnership activity in this area, and may need to draw on it further in the future.
11. That the Council continues to engage with partner organisations on the issue of plugging the emerging shortfall in funding for the homelessness pathway from 2019/20.	Y	Agreed. This is a major priority, in particular in our discussions with the County Council.
12. That the Council continues to engage with Oxfordshire County Council to resolve quickly the situation whereby recycling credits paid to the city by the county do not cover higher disposal costs.	Y	This approach has been made and an official response received. The request has been declined on the basis that market prices go up and down, we happen to be in a low demand part of cycle, city council has to manage these ups and downs, and the County has no money.

13. That waste disposal costs are remodelled to take account of the expected impacts on market prices of China's decision to ban plastic waste imports.	N	None of our plastic waste currently leaves the UK and we have a contract around services and price. Longer term this may become an issue for us. We are seeking to introduce a local recycling transfer station to improve our position in the market this would mitigate the impacts of this issue which at present are unknown. It is therefore premature to budget on a revised basis but attention has been flagged as a risk going forward and will be reflected in view on contingencies.
14. That pension provisions are kept under review given that an actuarial triennial review will take place within the MTFP period, and may have a budgetary impact in year 4.	Y	Agreed
15. That greater effort is made to encourage and identify 'invest to save' projects.	Y	The Council has a good track record of invest to save projects although they are not always transparent through the budget process. Examples include, Oxpens temporary car park, the Admin Review, Removal of desk top phones for mobile phones, Fee earning from enhanced Investigations Team, Waste recycling station reduced transportation charges, Additional parking spaces Seacourt Park and Ride, reduced temporary accommodation charges from £20 million investment in homes for the homeless

Air Quality Status Report 2016 – Executive Board Member for Climate Change and Cleaner Greener Oxford

Recommendation	***Agree?***	***Comment***
1. That the Council looks again at whether there is an opportunity to bid for some of the £4.5m of government funding available for electric vehicle charging infrastructure.	Yes	We consider opportunities for all grant funding in detail and have already been successful in funding of charging points across the city.
2. That the Council keeps a watching brief on the emerging science on the benefits of different types of vegetation as absorbers of pollutants.	Yes	
3. That the Council engages with Hackney Can drivers about the issue of idling and continues with the enforcement of anti-idling and the promotion of electric vehicles.	Yes	

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OXFORD CITY COUNCIL

SCRUTINY WORK PLAN
March 2018 - May 2018

Published on: 22/02/18

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its people. 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 2017-18 council year and will be reviewed at each meeting of the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior 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 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 Altaf-Khan, Azad, Chapman, Curran, Fry, Gant (chair), Henwood, Ladbrooke, Lloyd-Shogbesan, Lygo, Paule & Thomas.
Finance Panel	Finance and budgetary issues and decisions	Cllrs Fry, (chair) Landell Mills, Simmons & Taylor.
Housing Panel	Strategic housing and landlord issues and decisions	Cllrs Goff, Henwood (chair), Paule, Sanders, Thomas & Wade.
Scrutiny Shareholder Panel	To scrutinise shareholder decisions relating to wholly Council-owned companies.	Cllrs Chapman, Fry (chair), Gant, Henwood & Simmons.

Current and planned review groups and one-off panels

Topic	Scope	Nominated councillors
Budget review 2018/19	To review the Council's draft budget for 2018/19 and medium term financial strategy.	Finance Panel members.
Oxford Living Wage	To consider how the Council can promote the implementation of the Oxford Living Wage across Oxford.	Cllrs Goff, Ladbrooke (chair), Illey-Williamson, Lloyd-Shogbesan & Thomas

Indicative timings of 2016/17 review panels

Scrutiny Review	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Oxford Living Wage										
Budget review 2018/19										

	Scoping
	Evidence gathering
	Reporting

SCRUTINY COMMITTEE

6 MARCH 2018 - PROVISONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Report of the Oxford Living Wage Review Group	No	To consider how the Council is promoting the Oxford Living Wage to local employers and what more can be done.	Corporate Strategy and Economic Development	Andrew Brown, Committee and Member Services Manager
Devolution plans for Oxfordshire	No	To consider a progress update following the recommendations of the Devolution Review Group in January 2017.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Annual Workplace Equalities Report	No	To consider the annual workplace equalities report	Corporate Strategy and Economic Development	Paul Adams, HR & Payroll Manager
ICT restructure	No	To consider the ICT restructure.	Culture and Communities	Helen Bishop, Head of Business Improvement

5 APRIL 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Impacts of the Westgate Shopping Centre	No	To consider plans for the reopening of the Westgate Shopping Centre including public transport, parking and city centre management.	Corporate Strategy and Economic Development	Laurie-Jane Taylor, City Centre Manager
Health inequalities	No	To consider a progress update following the recommendations of the Health Inequalities Panel.	Finance, Asset Management	Dani Granito, Policy and Partnerships Manager
Restorative justice	No	To consider the use of restorative justice to resolve low level cases of antisocial behaviour and the option of training and coordinating volunteers.	Community Safety	Richard Adams, Community Safety Service Manager
Graffiti prevention and removal	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	Liz Jones, Interim ASBIT Team Leader
Sustainability Strategy 2017	Yes	The report will provide the revised Oxford Sustainability Strategy, which will set out the vision for Oxford's sustainable future and steps we are required to take to deliver it.	Climate Change and Cleaner Greener Oxford	Mai Jarvis, Environmental Quality Team Manager

17 MAY 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Addressing anti-social behaviour on Oxford's waterways	No	To consider a progress report on plans to address instances of ASB at four identified hot spots on the Oxford waterways.	Community Safety	Richard Adams, Community Safety Service Manager
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 Adams, Community Safety Service Manager
Oxford Town Hall	No	To consider how to improve the profile and accessibility of the Town Hall.	Finance, Asset Management	Ian Brooke, Head of Community Services
East Oxford Community Centre - Improvement Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Culture and Communities	Vicky Trietline, Development Project Management Surveyor
Fusion Lifestyle's 2018/19 Annual Service Plan	Yes	To endorse Fusion Lifestyle's 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager

SCRUTINY COMMITTEE - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Streetscene services	No	To consider the performance of Streetscene services, including the issue of dog fouling.	A Clean and Green Oxford	Doug Loveridge, Streetscene Services Manager
Inclusive cities	No	To consider what the Council has learnt from best practice in other cities about welcoming refugees and promoting inclusivity.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Guest houses	No	To reprioritise the recommendations of the Guest Houses Review Group and consider a progress update.	Community Safety	Richard Adams, Community Safety Service Manager

FINANCE PANEL

14 MARCH 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 3	No	To monitor spend against budgets and projected outturn on a quarterly basis.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Fundamental service reviews	No	To consider the outcomes of comprehensive reviews of a number of service area budgets undertaken as part of this year's budget setting process.	Finance, Asset Management	Jane Heath, Business Development & Support Manager
Monitoring social value	No	To consider the case and opportunities for monitoring social value through integrated financial, social and environmental accounting.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Impacts of changes to IR35 (intermediaries legislation)	No	To consider the possible impacts of changes to intermediaries legislation on the Council's wage bill.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services

HOUSING PANEL

8 MARCH 2018 - 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 Services
Empty garages and former garage sites	No	To receive an update on how the Council is dealing with empty garages and former garage sites.	Housing	Martin Shaw, Property Services Manager
Allocation of Homelessness Prevention Funds 2018/19	Yes	Annual report listing the spend in 2017-2018 and proposals for 2018-2019 for approval.	Housing	Rachel Lawrence, Rough Sleeping and Single Homelessness Manager
Oxford City Council's Tenancy Strategy & Policy Statement 2018	Yes	To request CEB approval to go out to public consultation on the draft Tenancy Strategy	Housing	Frances Evans, Strategy & Service Development Manager

HOUSING PANEL - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
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	Martin Shaw, Property Services Manager
Tenant satisfaction	No	To monitor tenant satisfaction survey results.	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 Services
Building the housing for the future	No	To consider the need to build homes fit for the future and the need to provide accommodation for the increasing older population with compound needs including dementia.	Housing	Frances Evans, Strategy & Service Development Manager
Impacts of absent owners on housing availability	No	To consider the impacts of foreign investors and other absent owners on housing availability in the city.	Housing	Stephen Clarke, Head of Housing Services
Flexible tenancies	Yes	To pre-scrutinise any decisions on the local implementation of government plans to prevent local authorities in England from offering secure tenancies for life to new council tenants in most circumstances.	Housing	Bill Graves, Landlord Services Manager

COMPANIES PANEL

14 MARCH 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Oxford Housing Company Business Plan	Yes	To consider an update and sensitivity analysis of Oxford City Housing Limited's business plan.	Housing	Nigel Kennedy, Head of Financial Services
Companies review	No	To consider an internal audit report on whether the objectives set out in establishing new companies have been achieved.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services

FORWARD PLAN
March 2018- January 2019

REPORTS TO CEB AND COUNCIL

CEB: 20 MARCH 2018

ITEM 13: **ID: I017125**	**ALLOCATION OF HOMELESSNESS PREVENTION FUNDS IN 2018/19** **Report Status**: **Confirmed**
To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy. Funding is recommended to services/projects working to prevent and/or tackle homelessness and rough sleeping. Annual report listing the spend in 2017-2018 and proposals for 2018-2019 for approval.	

ITEM 14: **ID: I016584**	**OXFORD CITY COUNCIL'S TENANCY STRATEGY & POLICY STATEMENT 2018** **Report Status**: **Provisional: Awaiting further information, advice or input.**
To request CEB approval to go out to public consultation on the draft Tenancy Strategy	

ITEM 15: **ID: I018350**	**SUMMERTOWN AND ST MARGARET'S NEIGHBOURHOOD PLAN** **Report Status**: **Provisional: Decision reliant on another action or process**
To endorse the consultation required by Regulations for the Summertown and St Margaret's Neighbourhood Plan.	

ITEM 16: **ID: I018291**	**WARD BOUNDARY REVIEW 2017/18** **Report Status**: **Confirmed for this meeting**
CEB to decide on a scheme of ward boundaries to be submitted to the Local Government Boundary Commission.	

ITEM 17: **ID: I018135**	**HIGHWAY MAINTENANCE AGREEMENT (S42+)** **Report Status**: **Provisional: Decision reliant on another action or process**
To enter into an agreement with Oxfordshire County Council for highway maintenance on the classified road network in the City.	

ITEM 18: **ID: I015283**	**QUARTERLY INTEGRATED PERFORMANCE 2017/18** **Report Status**:
These reports detail the Council's finances, risk and performance as at the end of each financial quarter for 2017/18 and may include recommendations on consequential changes to the budget: · Q1, 30 June 2016 – report in September 2017 · Q2, 30 September 2016 - report in December 2017 · Q3, 31 December 2016 - report in March 2018 · Q4, 31 March 2017- report in June 2018	

CEB: 17 APRIL 2018

ITEM 20: **ID: I016330**	**MUSEUM OF OXFORD HIDDEN HISTORIES PROJECT** **Report Status**: **Provisional: Awaiting further information, advice or input**
To seek project approval for the Museum of Oxford Hidden Histories Project	

ITEM 21: **ID: I016994**	**LOCAL LAND CHARGES - INCREASE IN FEES** **Report Status**: **Confirmed**
To amend the Council's Local Land Charges fees in the schedule of fees and charges so they match the increased Oxfordshire County Council's fees.	

ITEM 22: **ID: I015077**	**SUSTAINABILITY STRATEGY 2017** **Report Status**: **CEB: Provisional: Decision needs further consideration or information** **Council: Provisional: Decision needs further consideration or information**
The report will provide the revised Oxford Sustainability Strategy, which will set out the vision for Oxford's sustainable future and steps we are required to take to deliver it. The report will recommend approval of the draft strategy for public consultation.	

ITEM 23: **ID: I018509**	**EXTENSION OF COMMUNITY GRANTS PROGRAMME** **Report Status**: **Provisional: Decision reliant on another action or process**
A report to request the extension of the Oxfordshire Local Enterprise Partnership's grants programme, which is administered by the Council's Welfare Reform team	

ITEM 24: **ID: I018256**	**DISPOSAL OF KICKABOUT, CRESCENT ROAD** **Report Status**: **Provisional: Awaiting further information, advice or input.**
Sale of the "kickabout" site on Crescent Road, Oxford.	

ITEM 25:	**OXFORDSHIRE SPORT AND PHYSICAL ACTIVITY (OXSPA)**

ID: I018647	MOVEMENT TO A CHARITIABLE INCORPORATED ORGANISATION (CIO) **Report Status**: **Provisional: Decision reliant on another action or process**
OxSpa are an external organisation who are hosted by Oxford City Council and whose staff are on Oxford City Council contracts. OxSpa's board has recently approved plans for it to formally move away from the City Council and to form a CIO.	

COUNCIL : 23 APRIL 2018

to include any reports from CEB

ANNUAL COUNCIL: 15 MAY 2018

ITEM 26: ID: I016990	APPOINTMENT TO COUNCIL COMMITTEES 2018/19 **Report Status**: **Confirmed**
To appoint to Council Committees for the 2018/19 Council year.	

CEB: 22 MAY 2018

ITEM 27: ID: I016991	FUSION LIFESTYLE'S 2018/19 ANNUAL SERVICE PLAN **Report Status**: **Confirmed**
To endorse Fusion Lifestyle's 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford	

ITEM 28: ID: I018508	REVIEW OF DISCRETIONARY HOUSING PAYMENT POLICY **Report Status**: **Provisional: Decision reliant on another action or process**
Review of Discretionary Housing Payment policy	

ITEM 29: ID: I015275	EAST OXFORD COMMUNITY CENTRE - IMPROVEMENT SCHEME **Report Status**: **Provisional : Decision needs further consideration or information**
To present an improvement scheme for the East Oxford Community Centre following public consultation.	

CEB: 13 JUNE 2018

ITEM 30: ID: I017365	APPOINTMENT TO OUTSIDE BODIES 2018/19 **Report Status**: **Provisional: Decision reliant on another action or process**
To review and appoint council representatives to Outside bodies for 2018/19	

CEB: 11 JULY 2018

ITEM 31: **ID: I014947**	**DRAFT LOCAL PLAN** **Report Status**: **Provisional: Awaiting further information, advice or input.**
To present the draft Local Plan following public consultation on the preferred option.	

ITEM 32: **ID: I017364**	**COUNCIL TAX REDUCTION SCHEME FOR 2019/20** **Report Status**:
To review the Council Tax Reduction Scheme	

COUNCIL : 23 JULY 2018

to include any reports from CEB

CEB: 14 AUGUST 2018

CEB: 18 SEPTEMBER 2018

ITEM 33: **ID: I015525**	**TREASURY MANAGEMENT PERFORMANCE: ANNUAL REPORT AND PERFORMANCE 2017/18** **Report Status**: **Confirmed**
The Treasury Management Performance Report 2017/18 is submitted twice a year: ·December 2017 – the position at the 30 September 2017 (Half Year) · September 2018 – the position at 31 March 2018 (Full Year)	

COUNCIL : 01 OCTOBER 2018

to include any reports from CEB

CEB: 16 OCTOBER 2018

ITEM 34: **ID: I014681**	**MONITORING GRANTS ALLOCATED TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2017/18** **Report Status**: **Provisional**
To monitor the reported achievements resulting from Community and Voluntary Grant allocations for 2017/18	

ITEM 35: **ID: I017048**	**OXFORD RENT GUARANTEE SCHEME PILOT REVIEW** **Report Status**: **Provisional: Awaiting further information, advice or input.**
Review of the two year pilot to know if this pilot is to continue	

Correct as at 21/02/2018

To: Scrutiny Committee

Date: 6 March 2018

Report of: Assistant Chief Executive

Titles: Scrutiny review of devolution plans for Oxfordshire – 12 month progress update

Scrutiny recommendation	***Agree?***	***City Executive Board response provided by the Leader of the Council (January 2017)***	***Progress update provided by the Assistant Chief Executive (February 2018)***
1. That the City Council, in partnership with the Oxfordshire County and District Councils and the Oxfordshire Local Enterprise Partnership, prioritises securing a devolution deal with government as soon as practicably possible within the current potential window of opportunity, based on an updated and refocused version of the proposal that was agreed by the leaders of all Oxfordshire councils in February 2016, with the addition of a directly elected mayor as a key line of accountability to a combined authority structure. *(paragraphs 16–26)*	Yes	Agreement to proceed on this basis was reached at the LEP Board meeting on 6 December, and each local authority is now taking the in principle proposal through their own democratic structures. Work is being undertaken by a number of officer groups on the key elements of the proposal – most importantly, the powers and functions of the Combined Authority and the Mayor.	In June 2017 The City Council, in partnership with West Oxfordshire and Cherwell District Councils submitted a proposal to the SoS in response to the Unitary submission submitted by other Oxfordshire Authorities. This proposed devolution to Oxfordshire with Growth Board / Combined Authority Governance. Following the General Election in May 2017 Government have not progressed with any further Devolution Deals. Though it has made it clear that it is not currently supporting further Elected Mayors at present. Government policy on future devolution is not yet clear, though it has committed to produce a "Devolution Framework" In the meantime, the City Council in partnership with all the authorities in

			Oxfordshire has successfully negotiated a Housing and Growth Deal with Government which, whilst not as extensive as a Devolution Deal does secure funding for infrastructure and housing and secures a number of the flexibilities we were seeking through a Devolution Deal. This will put us in a strong position to argue for further devolution when government's direction of travel becomes clear.
2. That a refreshed devolution proposal is refocused on making the strongest possible case for unlocking the Oxfordshire's economic growth potential through devolved powers and budgets for transport infrastructure, housing (including the delivery of significant new social and affordable housing), planning for sustainable development and skills. *(paragraphs 27-28)*	Yes	This is well described in the updated SEP which will be published in the next few weeks and will form the basis for the substantive elements of the devolution proposal.	This was clearly articulated in both the submission to the SoS in response to Unitary proposal and in the submission for a Housing and Growth Deal.
3. That a refreshed devolution proposal is aligned to and strongly supports the delivery of the Oxford-Milton Keynes-Cambridge 'growth corridor', including the proposed Oxford to Cambridge expressway, and reflects the high priority government attaches to local and regional sustainability, infrastructure and housing growth. *(paragraph 29)*	Yes	The Growth Corridor has a high priority in the NIC recommendations and in the work of the Treasury and the Dept of Industry on the government's Industrial Strategy. Discussions with the NIC are continuing.	The City Council engaged closely with the NIC work on the Corridor particularly on governance and to make the case for investment in first/last mile transport infrastructure in Oxfordshire. The recommendations of the NIC report and response from Government position reflected the need for investment in infrastructure and housing in Oxfordshire as is reflected in the Autumn statement announcement of the

			Oxfordshire housing and Growth Deal (the first in the country) as a “down-payment” .
4. That a refreshed devolution proposal supports the delivery of improved sustainable transport corridors and connectivity with neighbouring combined authority areas, such as the West Midlands, with an Oxfordshire Combined Authority providing a vehicle for joint working with other regional strategic bodies. *(paragraph 30)*	Yes	The potential role of the England’s Heartlands group in coordinating the transport infrastructure developments and the relationship with the combined authorities (actual) in Peterborough and Cambridgeshire and (potential) in Oxfordshire will be explored.	Importance of connectivity and engagement with neighbouring areas was a feature of our submission to the SoS and we have pursued this through discussions with other areas of the Ox-Cam corridor. The NIC report and Housing and Growth Deal both recognise the Oxfordshire Growth Board as a sound basis for this.
5. That consideration is given to how a refreshed devolution proposal could facilitate the development of local solutions to macro-economic government priorities, such as productivity and housing delivery. As a potentially highly productive part of the UK, Oxfordshire is in a unique position to be an exemplar for sharing the benefits of enhanced productivity, knowledge and innovation across the country. *(paragraphs 31-32)*	Yes		This is reflected in the Productivity strand of the Housing and Growth Deal, particularly the development of a Local Industrial Strategy in Oxfrodshire (one of only 3 in first wave in the country).
6. That devolution to an Oxfordshire Combined Authority is treated as an opportunity to forge a new relationship with government (as well as other national and international actors) that ensures Oxfordshire is at the forefront of government thinking in terms of trade and inward investment post-Brexit. *(paragraph 33)*	Yes		The Housing and Growth Deal has established a new relationship with government and includes a commitment that they will continue to work with us to secure investment and tackle basiiers to Growth.

7. That given the challenges to the sustainability of health and social care services, the ambition to create a more integrated approach to health and social care should not be lost and the City Council should seek to play a full and active role in the consideration of what a new model for health and social care in Oxfordshire should look like, once the fundamental implications of the Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan (STP) become clearer. *(paragraphs 34-38)*	Yes	The crisis in health and social care has been well documented and is a core issue for the LGA in its dealings with central government. The £2 billion deficit in social care funding by 2020 and the growing deficits in most Health Trusts can only be dealt with by new funding arrangements and (potentially) new organisational structures. The City Council will play its full part in whatever arrangements emerge from the current debate around the STPs, and would want to be involved in the debate as an active participant to represent the specific interests of Oxford's citizens.	The national direction of travel and taking forward STPs remains unclear. The City Council remains keen to be an active participant in discussions as this develops.
8. That the role and powers of an elected mayor for Oxfordshire, together with associated checks and balances, should be carefully considered by the City Council, other Oxfordshire councils and the LEP, with reference to existing models such as the Cambridgeshire and Peterborough Combined Authority. An elected mayor would Chair the Combined Authority and as a minimum should: a) Assign clear cabinet portfolio responsibilities to members of the combined authority; *(paragraph 42)* b) Propose annual spending plans for devolved funding, economic strategies, transport plans and non-statutory spatial plans; *(paragraph 44)* c) Be a member of Oxfordshire Local Enterprise Partnership. *(paragraph 45)*	Yes	The precise powers of the elected mayor will be a key part of the negotiations around a devolution agreement with central government.	Following the General Election in May 2017 it is clear that Government is not supporting new Mayoral Combined Authorities

9. That the constitution of a combined authority, including provisions for ensuring transparency and effective accountability, should be agreed prior to the election of a mayor following careful consideration by the City Council, other Oxfordshire councils and the LEP, with reference to existing models such as the Cambridgeshire and Peterborough combined authority. We suggest that the constitution of a combined authority would include: a) Tight controls around how the constitution could be amended once adopted, for example requiring unanimous agreement amongst the constituent authorities; *(paragraph 47)* b) Powers to reject proposals put forward by the mayor on some form of majority basis (e.g. a 2/3 majority); *(paragraph 48)* c) Equal votes for all members, including the representative of Oxfordshire Local Enterprise Partnership and the elected mayor; *(paragraph 49)* d) A principle of subsidiarity so that powers and responsibilities devolved from government are discharged at the lowest appropriate level, bringing governance closer to the people; *(paragraph 50)* e) An overview and scrutiny committee that includes at least one (preferably two) non-executive members from each constituent council, taking proportionality across the county into account; *(paragraphs 51-52)* f) A rule that if the Mayor is independent,	Yes		Following the General Election in May 2017 it is clear that Government is not supporting new Mayoral Combined Authorities

the Chair of Scrutiny can't be from the majority party on the combined authority; *(paragraph 53)* g) Provisions for promoting openness and transparency including scrutiny of decisions in public before they are taken; *(paragraph 54)* h) Provisions for non-constituent members, including specifying any circumstances in which constituent members could give voting rights to non-constituent members; *(paragraph 55)* i) Mechanisms for reporting back to constituent authorities. *(paragraph 56)*			
10. That consideration is given by the City Council, other Oxfordshire councils and the LEP as to how the administrative running costs associated with a mayoral combined authority (which would come with significant new investments and additional responsibilities for local government) could be met without increasing the overall running costs of local government in Oxfordshire. *(paragraphs 57-58)*	Yes		
11. That elected members and the public should be engaged with about what a mayoral combined authority model for Oxfordshire would look like, as well as the various benefits that securing a devolution deal would bring, before a proposal is submitted to government. *(paragraph 59)*	Yes	The scope for very extensive public engagement prior to the initial submission may be limited since the aim is to move ahead as quickly as possible, but there will be adequate time before any devolution agreement is reached for a well structured public engagement exercise	
12. That the City Council continues to work with the other Oxfordshire councils to	Yes		

unlock efficiencies through joint working between infrastructure and planning functions, making better use of council assets and exploring how district functions such as housing could help to reduce pressure on adult social care services. *(paragraph 60-61)*		This work is under way	
13. That ideally collaborative working between councils aimed at releasing efficiency savings should result in a jointly developed and agreed plan for efficiencies and service transformation that can be delivered without local government reorganisation. *(paragraphs 62-63)*	Yes	This is the philosophy informing the joint working referred to in recommendation 12	
14. That collaborative working on devolution and identifying efficiencies are treated as opportunities to build a consensus among the Oxfordshire councils and strategic partners around what the shared strategic priorities and outcomes for Oxfordshire should be. *(paragraph 64)*	Yes		
15. That any future governance model for local government in Oxfordshire should be designed to facilitate the achievement of shared priorities and outcomes, not simply to deliver cash savings or to engineer political outcomes. *(paragraph 66)*	Yes	The purpose of devolution and the governance arrangements associated with a devolution agreement is precisely this ie to more effectively deliver jointly agreed outcomes in transport, housing, economic prosperity and skill development.	
16. That the work the Review Group has undertaken in identifying the strengths and weaknesses of different governance models (see Appendix 2) should be used as part of an evidence base to inform any future consideration of local government	Yes		

reorganisation in Oxfordshire. *(paragraph 67)*			
17. That the evidence base that informs any future decisions about local government reorganisation in Oxfordshire includes an economic assessment of different governance models. *(paragraph 68)*	Yes		
18. That the net savings estimates from any future reorganisation of local government in Oxfordshire, together with projections for the long term sustainability of unitary authorities, would need to be re-considered in light of changes to local government finance settlements (i.e. Business Rates retention), any changes to local government responsibilities and any new models for delivering social care and health services. Any future decisions on local government reorganisation should also take into account the revenue generation potential of the different unitary authorities and the potential for achieving efficiencies to deliver service transformation. *(paragraph 69-73)*	Yes	The devolution of business rates, partially replacing the revenue support grant mechanism for local authorities, is a major unknown in planning for the future in local government. Once the new system is finalised, it will be important to integrate the potential financial flows into the structures at county and district levels.	
19. That any future governance model for local government in Oxfordshire that impacts the city and the wider city-region should have strategic and operational layers and facilitate the following things over the longer term: a) Strong, democratically accountable decision making at strategic and local levels that minimises logjams in decision	Yes		

making; *(paragraph 75)* b) The sustainable economic growth of the city and wider city-region that capitalises on the unique assets of the city; *(paragraph 76)* c) Accountable representation that reflects the urban geography and demographics of the city; *(paragraph 77)* d) The continuation and enhancement of historical preferences and decision-making legacies in the city and other parts of the county, such as different approaches to social housing, trading, outsourcing, etc. *(paragraph 78)* e) The protection and growth of local government revenues from non-government sources (e.g. traded services, commercial property rents, etc.) *(paragraphs 72 & 78)* f) Closer working that overcomes silos and unlocks efficiencies in areas where synergies exist, such as housing and social care, trading standards and environmental health, customer services, etc. *(paragraph 79)* g) Effective engagement and strong relationships between local government, strategic partners and key stakeholders, including government and business, together with powerful, coherent advocacy for Oxfordshire on the international stage to attract inward investment; *(paragraph 80)* h) Aligned strategic planning for economic			

growth, transport, infrastructure, housing, skills and jobs at county-level that joins up local plan making over district-area footprints; *(paragraph 81)* i) Aligned strategic planning for a better integrated approach to health and social care services that is sensitive to the particular needs of place, especially areas with high levels of health inequality and deprivation; *(paragraphs 34-38 & 82)* j) The safe and resilient delivery of children's services over a county-footprint that reflects the socio-economic benefits of preventative-led delivery and is sensitive to localities with concentrated demographic need; *(paragraphs 83-84)* k) The delivery of quality council services at the most appropriate scales; *(paragraph 85)* l) Savings from reductions in duplication of back office functions, management costs, democratic costs, contracting at scale, etc. *(paragraph 86)*			

Annual Workplace Equalities Report 01/04/2015 – 31/03/2016

Breakdown of workforce at 31/03/16.

Gender	Percentage	Count
Female	34.53%	433
Male	65.47%	821
Grand Total	**100.00%**	**1254**

Ethnicity	Percentage	Count
White	85.81	1076
BME	8.69	109
Unspecified	5.50	69
Grand Total	**100.00%**	**1254**

Age Bands	Percentage	Count
21-30	15.39	193
31-40	21.45	269
41-50	28.31	355
51-60	27.59	346
61-65	4.31	54
Over 65	1.36	17
Under 21	1.59	20
Grand Total	**100.00%**	**1254**

Disability	Percentage	Count
No	85.81	1076
Not Known	1.04	13
Yes	8.45	106
Not specified	4.70	59
Grand Total	**100%**	**1254**

Sexual Orientation	Percentage	Count
Bisexual	0.16	2
Gay man	0.48	6
Gay woman/lesbian	0.40	5
Heterosexual/straight	59.01	740
Prefer not to say	5.90	74
Not specified	34.05	427
Grand Total	**100%**	**1254**

Religion	Percentage	Count
Atheist/Humanist/no beliefs	20.73	260
Buddhist	0.32	4
Catholic	5.58	70
Christian	26.56	333
Hindu	0.40	5
Jewish	0.08	1
Muslim	1.04	13

Other	2.63	33
Prefer not to say	6.30	79
Sikh	0.16	2
Not specified	36.20	454
Grand Total	**100.00%**	**1254**

Central Oxford	Percentage	Count
Central	45.30%	568
Not	54.70%	686
Grand Total	**100.00%**	**1254**

JOB APPLICANTS

Gender	Percentage	Count
Female	46.51%	5138
Male	51.00%	5634
Unspecified	2.49%	275
Grand Total	**100.00%**	**11047**

Ethnicity	Percentage	Count
BME	24.30%	2684
White	75.70%	8363
Grand Total	**100.00%**	**11047**

Disabled	Percentage	Count
No	87.06	9618
Not Known	2.82	311
Yes	4.77	527
Not Specified	5.35	591
Grand Total	**100.00%**	**11047**

NEW STARTERS

Gender	Percentage	Count
Female	46.63	90
Male	53.37	103
Grand Total	**100.00%**	**193**

Ethnicity	Percentage	Count
BME	12.44	24
White	66.84	129
Not Specified	20.73	40
Grand Total	**100.00%**	**193**

Disability	Percentage	Count
No	75.13	145
Yes	2.59	5
Not Specified	22.28	43
Grand Total	**100.00%**	**193**

LEAVERS

Breakdown of starters and leavers during period 01/04/15 – 31/03/16.

Gender	Percentage	Count
Female	41.71%	83
Male	58.29%	116
Grand Total	**100.00%**	**199**

Ethnicity	Percentage	Count
BME	9.05	18
White	77.39	154
Not Specified	13.57	27
Grand Total	**100.00%**	**199**

Disability	Percentage	Count
No	76.88	153
Yes	9.05	18
Not Specified	14.07	28
Grand Total	**100.00%**	**199**

Reasons for leaving the organisation during period 01/04/15 – 31/03/16

Row Labels	Percentage	Count
Died in Service	2.01%	4
End of Fixed Term Contract	14.07%	28
Failed Probation	1.51%	3
Mutually Agreed Termination	2.01%	4
Redundancy (with Severance Payment)	1.51%	3
Resignation	69.34%	138
Retirement	8.04%	16
Retirement - Ill Health - tier 1	1.51%	3
Grand Total	**100.00%**	**199**

GRIEVANCES

During this period 4 grievances were submitted, of which one went to appeal. Grievance reasons were victimisation and poor management.

DISCPLINARIES

Disciplinaries	1st written warning	Final written warning	Informal warning	Grand Total
Breach of Data Protection policy			1	1
Breach of H&S policy	1	2		3
Damage to Council Property	6	2	14	22
Damage to Council reputation	1	2	1	4
Drug or alcohol misuse		2	1	3
Non-adherence to values and behaviours framework	2	1	5	8
Non-adherence/breach to Organisational policy or work processes	4	4	10	18
Grand Total	**14**	**13**	**32**	**59**

Gender pay gap as at 31/03/16

Measure		
Full time gender pay gap		-3.12
Part time gender pay gap		5.27
Pay Multiple		5.20
Median Salary	£29,799.77 per annum	£15.45 per hour
Full Time Highest paid salary	£114,591.00 per annum	
Part Time Highest paid salary	£120,821.60 per annum	

Pay multiple - the ratio between the highest paid employee and the median earnings calculated across the whole Council.

Full time gender pay gap - Median full time female hourly rate pay over Full time male hourly rate x 100

Part time gender pay gap – Median part time female hourly rate compared with median full time male hourly rate x 100.

National Association of Black, Asian and Ethnic Minority Councillors
Equalities Tracker

Name of Local Authority	Plans / strategies in place	Outcomes achieved, impact made
Oxford City Council	**Attracting under-represented groups**	New OD strategy 2017-20 launched which has specific actions within it to review the talent management framework and make it more relevant to workforce and succession planning. This review will include how to best engage with under-represented groups and include consultation with Unions Advertising posts using a range of media to attract a wide pool of candidates. Recruitment roadshow event organised in local Community Centre that was promoted thorough a range of media, including Community Magazines, Libraries and through council Localities Team and Welfare Reform Team. 70 people attended the event, resulting in 3 applicants successfully recruited from the event Planned review of employer branding and maximising use of our website and social media to widen our appeal to a range of job applicants. Previous focus groups in the local community that helped identify how we could become more attractive as an employer to under-represented groups will help inform this. Paper being developed for CEO addressing these issues Consideration given to including the requirement to speak a second language as a desirable criteria (where appropriate) for customer-facing roles, emphasising the value attached to this by the organisation. Apprenticeship programme focused on attracting applicants from regeneration areas and OX1 to OX4 postcodes (taking apprentices from these areas as our first, preferred option).

National Association of Black, Asian and Ethnic Minority Councillors
Equalities Tracker

Name of Local Authority	Plans / strategies in place	Outcomes achieved, impact made
Oxford City Council	**Valuing diversity internally and raising levels of awareness**	Each year all employees undertake a self-assessment on how they position themselves against the Council's values and behaviours, one of which is about valuing diversity. This self-assessment forms the basis of a discussion with the manager and 3 development areas are agreed for the year based on the Council's values. This gives an opportunity to discuss discriminatory language and behaviours and remains a regular focus of discussion during appraisal meetings held during the review cycle. Going forward there is a plan to have an annual focus on each of the values which will include promoting diversity and standing up to inappropriate behaviour. The OD Team runs workshops around unconscious bias, which also forms part of the recruitment and selection training provided to managers. To minimise the amount of under-reporting of personal sensitive data the Council continues to ask employees to review and complete their personal details, including sensitive information such as their sexual orientation, ethnicity etc.
	Monitoring and HR Policy Review	Data reports are produced to monitor the success rate of BAME applicants through the stages of the recruitment cycle. A Workforce Equalities Report is produced that provides key statistics and profile data on the composition of the council's workforce An Equalities Impact Assessment is conducted as part of the policy review and approvals process by Members.

BUSINESS IMPROVEMENT RESTRUCTURE/ORGANISATIONAL CHANGE

Business Development & Support and ICT

CONSULTATION PAPER

DRAFT

Helen Bishop

Head of Business Improvement

October 2017

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ANNEX C – ALLOCATING JOBS IN THE NEW STRUCTURE

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ANNEX E – EQUALITY IMPACT ASSESSMENT

ANNEX F - NEW JOB DESCRIPTIONS

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PURPOSE

The purpose of this paper is to outline the proposed new structure of the Business Development & Support and ICT functions within Business Improvement, and to commence formal consultation with affected employees and Trade Unions. This consultation is proposed to commence on 30/10/17 and end on 04/12/17.

Throughout the formal consultation, questions and responses will be made available using email, and hard copies will also be made available to employees.

Even when the formal period of consultation has been completed, the Council will continue to listen to the views, concerns and issues that are raised. If you wish to make a representation please send all your correspondence to Helen Bishop marked 'BDS ICT Restructure Consultation'.

BUSINESS CASE FOR CHANGE

Owner: Helen Bishop **Service Area:** Business Improvement – BDS/ICT Function **Union Steward:** Lorraine Francis and Steve Davis	**HR Business Partner:** Steph Nichols **Finance Business Partner:** James Marriott

Background to the Restructure

The current Business Improvement Service was created in 2015 following a wholesale re-organisation of the Council that reduced 11 service areas to 7.

Following the expiration of the contract with the County for the provision of ICT infrastructure services and service desk function from April 2016, the ICT Service was set up to accommodate:

- The City Council's new datacentre hosting partner SCC that provides data centre hosting and internet connectivity;
- Vodafone delivering Wide Area Networking services;
- BT Global Services delivering telephony services; and
- The City Council now providing support for end-users, network, applications, telephony and infrastructure.

As part of the 2015 reorganisation a new Digital Development Team was also created.
The restructure further transferred Executive Support and Scanning into the Corporate Support team, and created a team responsible for applications processing within Customer Services.

Progress Since 2015

To improve the ICT Service, a 38 point transformation plan has been in delivery since January 2017, covering a range of issues including ICT infrastructure, people development and processes. Successes to date include:

- Always on dashboards giving real time monitoring and alerting for network, datacentre and applications environments;
- Service Delivery Management (SDM) system upgrade (vFire);
- Rebuild and redeployment of end-user System Centre Configuration Manager (SCCM) system management platform, giving improved laptop builds and re-boot times;
- Permanently staffed help desk, with a reduction in the number of outstanding service desk calls and improved resolution times;
- Development plans agreed for staff; and
- Improved relationships, value and accountability from our key managed service providers.

The Digital team has developed a Digital Strategy, and made great strides in delivering the digital agenda for the organisation. During this time the teams for ICT Applications Development, Business Development and Digital Development have been working closely in the delivery of the corporate ICT work programme improving the Council's systems and digital interface. The 2016/17 ICT Work plan has delivered 39 projects achieving cashable efficiencies in excess of £260k to date, with key successes including BT One Phone implementation and the replacement of all printers and scanners with all in one multi-functional devices. This has demonstrated the shared priorities, common and complementary skill sets of these teams.

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The Applications Processing and Scanning Teams have also been working well and made significant improvements in the past 2 years, such as process redesign to improve the planning application process that has reduced the time taken to handle applications and improved service quality.

Requirements from the Restructure

- A stronger Senior Management team that can develop the strategic roadmap of services.
- Better opportunities for ICT staff to develop their technical skills with more rewarding roles.
- Reduced requirement for temporary staff to deliver 'business as usual' support.
- A robust Service Delivery function, providing great service from the help-desk through to client-side troubleshooting and delivery. Reducing the time taken to resolve critical issues and improving the service delivery and case closure rates.
- A technology led Infrastructure and Operations support and development function, managing key infrastructure and leveraging the managed services vendors for best performance and value. Improving the performance and reliability of ICT systems and the desktop environment for all council officers.
- An expanded and re-focussed Applications Development and Support team, looking not just at supporting the current application set, but forward looking towards new systems coming on line, and developing a different support strategy that allows the rapid integration on new systems and technologies, and a more complete and efficient support strategy.
- Improved implementation of ICT projects and the ICT Work Plan through enhanced skills and greater technical understanding by Project Managers and closer working with technical teams. Giving more opportunities to identify how better use of technology can streamline processes and systems, and introduce cost efficiencies.
- A better integrated Programme Office and relationship management team, working with both internal clients and external suppliers.
- Better opportunities to leverage the provisions of managed service contracts.
- Smoother and more streamlined end-to-end processes for scanning and applications processing, improving service performance.
- Out of hours ICT service provision to support the digital interface.
- Sufficient resources to address emerging threats and risks associated with cyber security and data protection in an increasingly digital environment, and ensuring appropriate focus is applied corporately to the rights of our customers and staff in relation to information governance

Proposed Changes

Business Development & Support

- Transfer the Support Services team to Customer Services to work alongside the Applications Team– roles and responsibilities to remain as current but with expected improvements in process flow and increased resilience
- The Digital Development team and the Business Development team to be incorporated into the new ICT structure as detailed below

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- The Business Support Services Manager and Business Support Services Officer to be incorporated into the new ICT structure as detailed below

ICT Leadership Team

- Establishment of four direct leadership roles for Service Delivery; Infrastructure & Operations; Applications Development & Support; Programme and Partnership Management
- Re-positioning of ICT Contracts Management and Information Governance roles

Service Delivery Team

- Creation of a new senior management position Service Delivery Manager (SDM), managing a team of 8 staff. Responsible for continual development of team, capacity planning and maintaining effective communications with the rest of the council and members
- Staff comprise of
    - Service Desk Team Leader (G6)
    - End User Support Team Leader (G7)
    - End User Support Analyst x2 (G5)
    - End User Support Engineer x1 (G4)
    - Help Desk Analyst x3 (G5)
- Establish a Service Desk supervisor position to manage help desk, roster teams & monitor shifts, maintain Service Catalogue, monitor performance and availability of services as per Service Level Agreement, including real-time monitors and dashboards, produce reports of performance against performance targets and KPIs for ICT functions
- Service Delivery team team, reporting into Service Delivery Manager, whose duties include:
    - Responding to 2nd tier triage calls and desk-side visits to officers for support cases.
    - Escalating to, and liaising with 3rd tier triage by infrastructure engineers and applications specialists
    - Managing and co-ordinating out-of-hours support framework to address ‘always-on’ web-services availability
    - Delivery of Change Management process and Major incident co-ordination and response, Disaster Recovery and Business Continuity Planning (DR & BCP)

Infrastructure & Operations Team

- Infrastructure and Operations Manager - Manages a team of 6 staff, with a project manager assigned to the team. This is a modification to an existing position and carries responsibility for the effective delivery of the following services to the council.

- Infrastructure Services; planning, provisioning, delivery, support, capacity planning for
    - Datacentre Hosting and Application Delivery
    - Core Infrastructure Services; AD, DNS, eMail, AV, MS Network Services etc.
    - Provision and support of Network Services, including,
        - Local Area Networks
        - Wide Area Networks
        - Corporate WiFi networks
        - Telephony Services
        - Public WiFi and support for Community Centres
        - Internet Connectivity
        - Firewalls and secure services
        - Data Security and Cyber Defence
        - Remote Access and Secure VPN services
    - End-User Technologies and supporting infrastructures
- Interfacing with external Managed Services Suppliers for Infrastructure Services
    - Datacentre
    - WAN services

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    - Telephony
    - Consultancy
- Horizon Scanning and Future Proofing council infrastructure services
- Staff comprised of
    - Datacentre Specialist x2 (G7)
    - Network Specialist (G7)
    - End-User Technology Specialist (G7)
    - Network Analyst (G6)
    - End-User Technology Analyst (G6)

Applications Development and Support Team

Applications systems are currently generally supported by a single individual, who is responsible for all aspects of that application. With a few exceptions there is no real backup for when the individual is not available, and the very large number of applications compared to the size of the team, mean that single individuals are often the sole source of expertise for multiple systems.

The proposed support model is based around the simple fact that most applications share a common architecture; a database, an applications engine, a presentation layer, a number of interfaces, a set of web services, and configuration and reporting services. Merging the Digital Services team with the Applications Support and Development team to create the backbone of this new team, will improve cohesion between externally published public services and connectivity and dependency on internal back-office systems and database. This in turn will enable identification of channel shift opportunities through better real-time and self-serve opportunities.

The proposed model will restructure the support team into small teams focussed on supporting the above aspects of applications, but take on the responsibility of that aspect across the whole applications suite. Each functional aspect will have both a lead analyst and a backup, to provide additional coverage and continuity for the lead analyst. This delivers a number of advantages; a small number of teams mean that support coverage and succession planning can be factored in, a consistent approach can be taken for every application, deployment of new applications or major upgrades should be smoother and timelier. In addition, this represents new and better career progression opportunities for staff, as well as identifying skills that will make future hiring much easier, as the technology rather than the specific application becomes the determining qualification

The challenge will be moving from the current support model to the new one, and this will need to be done carefully and in phases. To begin, the current support model will need to remain in place for continuity, but over the coming 1-3 years, as the opportunity presents to adopt the new support plan, the new model will be implemented.

In view of this, some additional fixed term posts have been created to ‘seed’ the new model, and these additional posts will likely be a mixture of current staff members, and possibly some additional external candidates with the relevant skills as required.

Enterprise Applications Manager will manage a team of 13 staff, with one senior and one junior project manager working within the team, which is arranged into a number of small teams, with two intermediate management positions representing Operational Applications Support and Digital Transformation.

The post holder will be responsible for.

- Delivering support services for all enterprise and business applications used at OCC, including maintenance, patching, upgrading etc.
- Implementation of all new and replacement applications used throughout the council
- Participation in new initiatives with stakeholders, selection boards, procurements etc.
- Developing and implementing a robust 24/7 approach to support for externally facing web

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applications and systems
- Leading on the development and implementation of the application aspects of the ICT strategy and development of a comprehensive suite of solutions using a “best of breed” approach where possible
- Maintaining interfaces with all external software suppliers
- Leading on application technology training and developing an effective plan for ensuring that all ICT applications staff are well trained and capable to support business applications.
- Delivering and maintaining an ongoing development plan for Applications and Integration that takes into account new developments and requirements, emerging technology, renewal of legacy applications and underpins the council’s objectives.

The Applications Development and Support Team comprises:
- Digital Transformation Manager (G9)
- Operational Applications Manager (G9)
- Interface Specialist (G8)
- Interface Developer (G7)
- Database Specialist (G8)
- Configuration Specialist (G8)
- Configuration Developer (G7)
- Reporting Developer (G7)
- Web Services Specialist (G8)
- Web Services Developer (G7)
- UI Developer (G7)
- Digital Development Specialist (G8)
- Web Development Specialist (G8)

Programme and Partnerships Team

This team is responsible for the effective delivery of the ICT Work Programme and ICT Transformation Plan; building and maintaining effective internal and external relationships with third-parties, suppliers, and Services within the council, including Members; information governance and security for the organisation; and corporate governance and performance reporting.

The Programme and Partnerships Manager will be responsible for a team of 10 staff comprising;
- ICT Commercial Contracts Manager (G8)
- Corporate Governance Manager (G9)
- Data Protection Administrator (G6)
- ICT Programme Support Officer (G6)
- Programme and Partnerships Administrator (G5)
- Senior Project Manager – External Clients (G9)
- Infrastructure Project Manager (G8)
- Applications Project Manager (G8)
- Junior Applications Project Manager (G7)

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List of revised ICT Staff Positions:	Impact on Establishment structure
Chief Technology and Information Officer (SH)	Existing ICT Post
Service Delivery Manager (G9)	**New Post**
Infrastructure & Operations Manager (G10)	Changed Post
Enterprise Applications Manager (G10)	**New Post**
Programme & Partnerships Manager (G11)	Changed Post
Data Centre Specialist (G7)	**New Post**
Data Centre Specialist (G7)	Changed Post
Networking Specialist (G7)	**New Post**
End-user Technology Specialist (G7)	Changed Post
Networking Analyst (G6)	Existing Post
End-user Technology Analyst (G6)	Existing Post
Service Desk Team Leader (G6)	**New Post**
End-user Support Team Leader (G7)	Existing Post
Help-Desk Analyst (G5)	Existing Post
Help-Desk Analyst (G5)	Existing Post
Help-Desk Analyst (G5)	Existing Post
End-User Support Analyst (G5)	Existing Post
End-User Support Analyst (G5)	Existing Post
End-User Support Engineer (G4)	Existing Post
Operational Applications Manager (G9)	Changed Post
Interface Specialist (G8)	Changed Post
Interface Developer (G7)	Changed Post
Configuration Specialist (G8)	Changed Post
Configuration Developer (G7)	Changed Post
Web Services Specialist (G8)	Changed Post
Web Services Developer (G7)	Changed Post
UI Developer (G7)	Changed Post
Reporting Developer (G7)	Changed Post
Database Specialist (G8)	Changed Post
Digital Transformation Manager (G9)	Existing Post
Digital Development Specialist (G8)	Existing Post
Web Development Specialist (G8)	Existing Post
Senior Project Manager – External Clients (G9)	Changed Post
Infrastructure Project Manager (G8)	Changed Post
Applications Project Manager (G8)	Changed Post
Junior Applications Project Manager (G7)	**New Post**
Commercial Contracts Manager (G8)	Existing Post
Corporate Governance Manager (G9)	Existing Post
Data Protection Administrator (G6)	**New Post**
ICT Programme Support Officer [G6]	Changed Post
Programme & Partnerships Administrator (G5)	Changed Post

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Expected outcomes:

- More focussed senior management team
- Effective help desk and better end-user support
- More robust and efficient infrastructure and services
- Improvements to resilience and continuity of services
- Better performing applications
- Improved support for enterprise applications
- Reduced reliance on temporary staff
- Improved career and development opportunities for staff
- Better control over development and implementation across the department
- Improved reporting and communications
- Better control of Managed Services Providers, and greater leverage of services

Impact of not undertaking change:

- Inability to provide required levels of operational service
- Applications Development and Support has single points of failure
- Missed opportunity for improved and more consistent support services
- Lack of resilience
- Missed opportunity to introduce fresh skills to the department
- Unable to deliver key infrastructure improvement programme and enhanced cyber security protection

Key dates:

Shown in Annex D

Initial estimates of cost and time (if appropriate):

- New structure intended to go live in December 2017.
- This restructure adds significant improvement to capacity and capability, and inevitably will require top-up up funding to establish the structure. Over time, as the department matures, there will be opportunities to shift burden from staff to technology and reduce staff numbers accordingly

Change start date:	**Proposed change completion date:**
30/10/17 – closed consultation commences	New structure intended to go live in December 2017

Enclosed documents:

Annex A – Current Business Improvement Structure
Annex B – Proposed ICT Structure
Annex C – Allocating Jobs in the New Structure
Annex D – Restructure Timetable
Annex E – Equality Impact Assessment
Annex F – Job Descriptions

Other documents

Employee support pack available on the intranet:
http://occweb/intranet/sites/default/files/documents/Organisational%20Change%20Employee%20Support%20Pack_4016_V1.0.pdf

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WHO IS AFFECTED BY THE RESTRUCTURE/CHANGE?

Most post holders in ICT and Business Development & Support teams will be affected by the restructure to some degree.

Many positions have been retained in a same or similar capacity, although often moved to a different place in the new structure. Some new positions have been created, and will represent interesting opportunities for staff to consider.

There is a net ADD of a number of positions, but a small number of positions will be lost. These are largely the result of the expiration of fixed term contracts and temporary secondments.

Where jobs have been deleted there will be a process to follow regarding the allocation of those employees who may have been displaced. Although this will cause some uncertainty for individuals, it is essential for employees to remain focused on their current roles whilst the procedures are followed. During this time support will be available from HR and your union representatives where applicable.

ALLOCATING JOBS IN THE NEW STRUCTURE

Jobs will be allocated in accordance with the Organisational Change Policy & Procedure, with current job profiles assessed against new job profiles: -

1. Where the pay is equivalent, there is little or no change between the job descriptions and person specifications for the old and new roles and the number of posts remains the same, 2.4 of the Organisational Change Procedure will apply.

2. Where there has been a reduction in posts, 2.6 of the Organisational Change Procedure will apply.

3. Where the posts in the new structure are too different from the original posts to be considered suitable alternative positions, 2.13 of the Organisational Change Procedure will apply.

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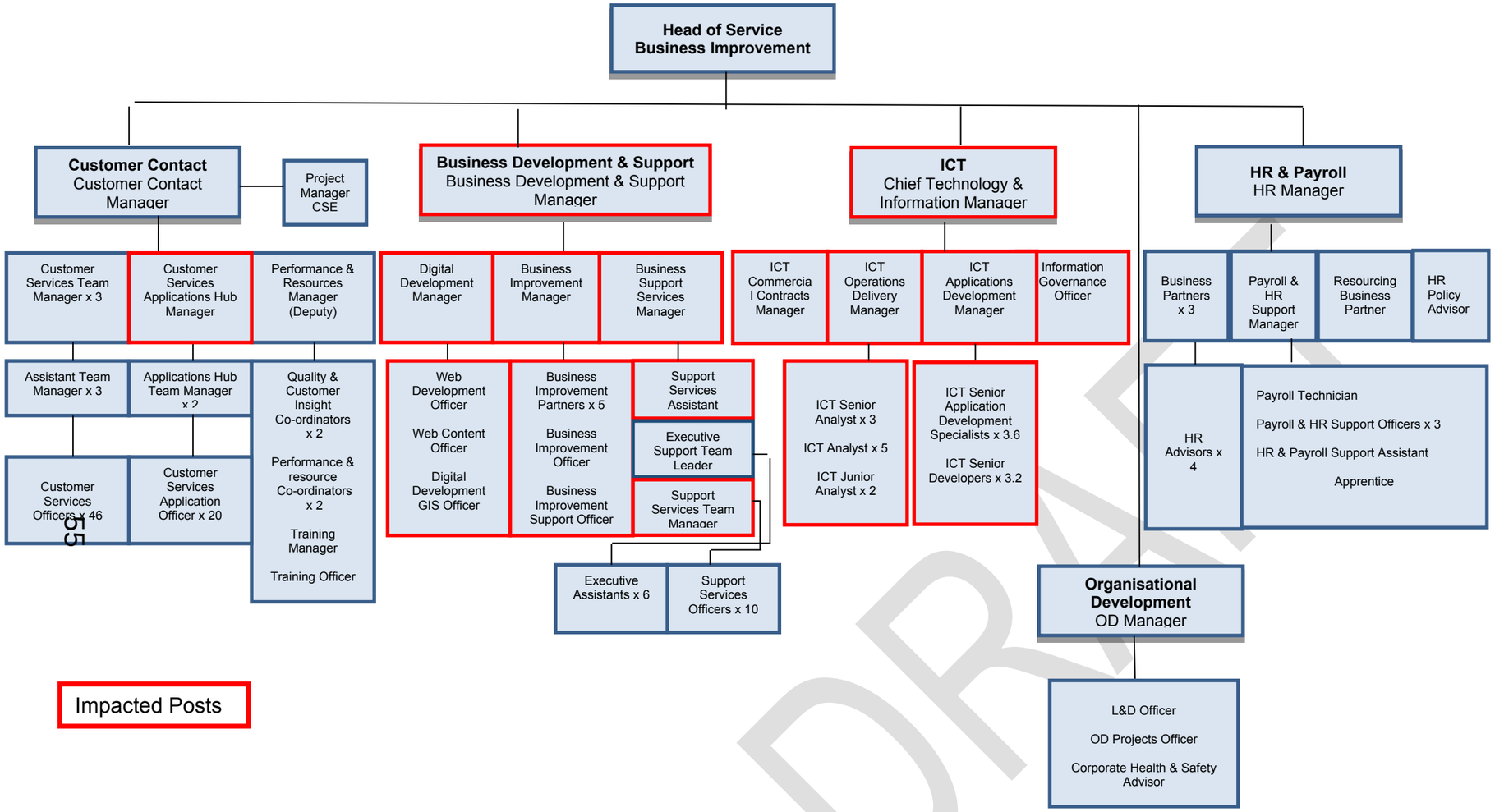
SUPPORTING DOCUMENTS
ANNEX A – Current Business Improvement Structure



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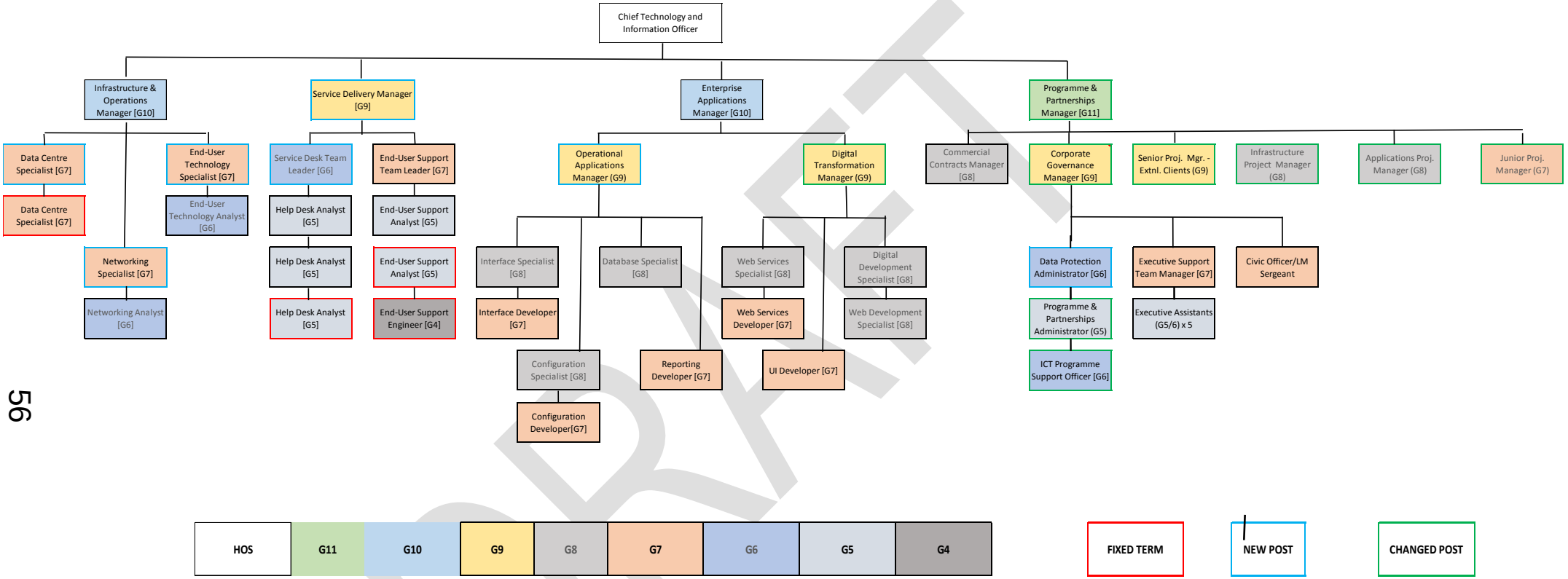
SUPPORTING DOCUMENTS

ANNEX B – Proposed Structure



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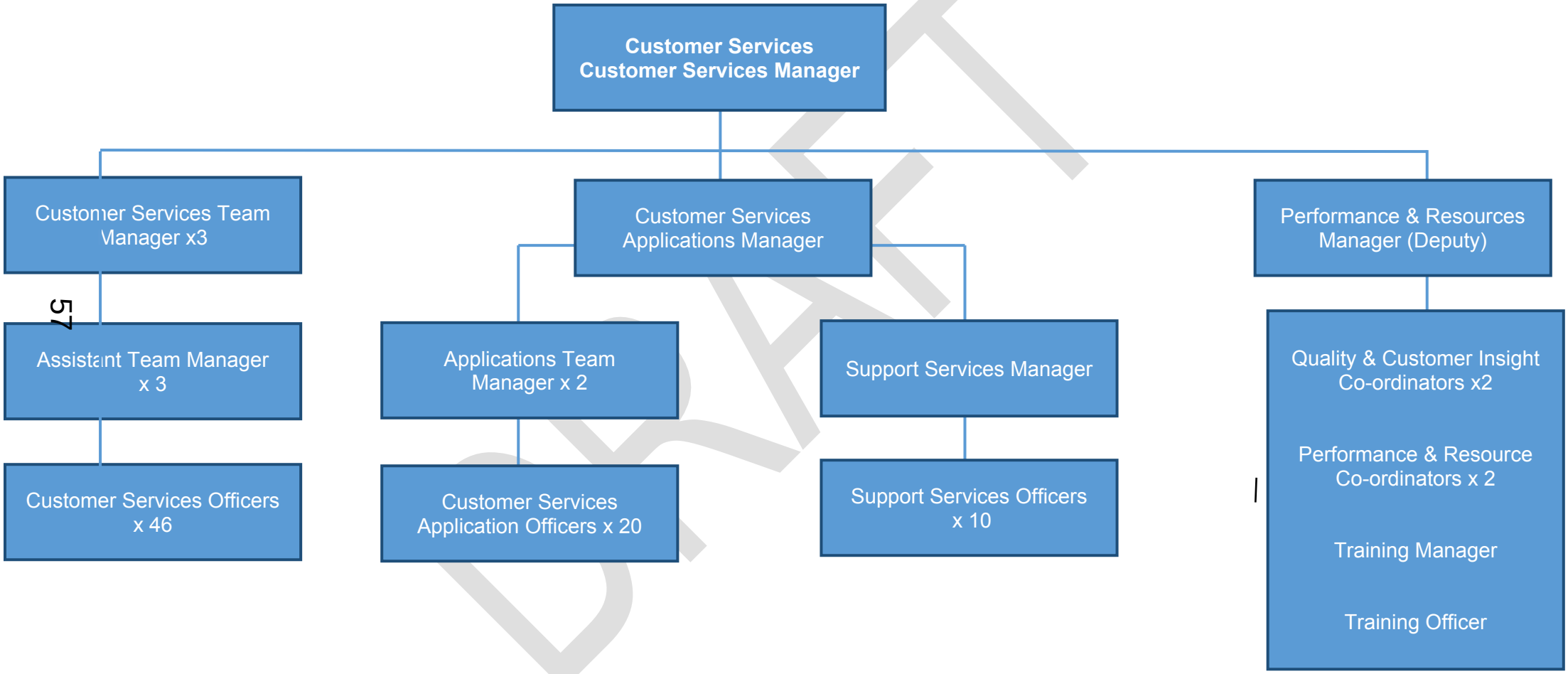
SUPPORTING DOCUMENTS

ANNEX B – Proposed Structure



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ANNEX C - ALLOCATING JOBS IN THE NEW STRUCTURE

This annex will give you more detail about the stages in the procedure. The job description and person specification (the job profile) of the current and new jobs form the basis of this process.
Your manager and HR will be able to support you through this process.
You may be 'at risk' of redundancy if:
a) you are not matched to a job;
b) you are not successful in a selection pool;
c) you are unsuccessful in finding a redeployment to a suitable alternative job; or
d) there is no reasonable alternative employment available prior to the expiry of your employment notice period.

Stage 1 Job Matching
Job matching can only occur where all of the following conditions are met:
- there is no change in the grade of the post; and
- there is little or no change between the current and new job profiles; and
- the number of posts remains the same from the old to the new structure.

then you can be "matched" against the new job profile and moved into the new post.
It is hoped that the majority of roles will be filled by this process.

Stage 2 Selection pool (ring fencing)
You will be ring fenced, and given prior consideration, for jobs in the new structure, where there is either:
- a reduction in the number of posts in the new structure and the new posts are identical to posts in the old structure; or
- a reduction in the number of posts in the new structure and the new posts are fundamentally the same as posts in the old structure; or
- no reduction in the number of posts in the new structure and the jobs are not fundamentally the same, but sufficiently similar in nature to the current jobs to be considered a 'suitable alternative' for you.

The selection process is designed to ensure that the restructuring results in the right people with the right skills being selected for the right job.
There will be two selection stages; stage one will be aimed at examining your aptitude and stage two will look at your competence. The process will determine which post is 11 considered a 'suitable alternative' role for you. You may be asked to take part in this assessment process, but it may be possible for this to be done by a managerial assessment including a review of past performance; including sickness absence, attendance, performance, conduct and current disciplinary record. Decisions will be based on objective records and facts. If you turn down a 'suitable alternative employment' you will not be entitled to a redundancy payment.
Whether you are successful or not you will be given feedback for your future development.

Stage 3 Restrictive Competition Selection (RCS)
There may be posts created in the new structure that are too different from the current posts to be considered 'suitable alternative employments'. This may be due to a variety of reasons, including:

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• the type of responsibilities and skills required for the job;
• the location;
• the working hours; or
• the grade of the post.

As you are at risk of redundancy, you will be given the opportunity to apply for the job(s) prior to the posts being advertised more widely. These jobs will only be available if they are not a 'suitable alternative' for anyone. If you are assessed as having the ability to carry out a job (with reasonable training) it should be offered to you. You will be entitled to a trial period of four weeks.

Stage 4 Displaced Employees

If you are unassigned to a post after the stages given above have been completed you will be invited to attend a meeting to discuss the situation. The meeting will be a final opportunity to discuss the reasons for your displacement and any other issues about the redundancy. Following the meeting you will be given formal notice that your employment will terminate on the grounds of redundancy and details of any redundancy payment.

During the formal notice period the Council will continue to search for other redeployment opportunities for you.

You have the right to appeal on the basis of your selection for redundancy. You will be given more information on how to appeal. The process is also set out in the Organisational Change Procedure.

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ANNEX D

RESTRUCTURE TIMETABLE

Aspect	Date
Closed week	30th October 2017
Group consultation and requests for VR	Starts 6th November 2017
Close of consultation phase	4th December 2017
Job matching exercises	By 4th December 2017
One to One's with affected staff	W/C 4th December 2017
Interviews/selection processes with ring fenced staff	W/C 18th December 2017

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ANNEX E

EQUALITY IMPACT ASSESSMENT

Notes	EqIA Stage 1 –Screening
Restructure of:	
Business Improvement Service	ICT Department
Will the proposed policy involve or have consequences for local Communities or the people that the Council employs? Please explain why If the answer is yes or you are unsure proceed to a full assessment	The restructure will have no adverse consequences for local communities as service standards and continuity will be enhanced (militating against a reliance on temporary cover). Service delivery will be improved and enhanced, as the department moves to a more structured and forward looking support and service organisation, designed in accordance with the ITIL v3 Service Delivery & Management supported by improved processes and through building more resilience in terms of taking control of, and managing infrastructures and services, to deliver a more rounded service with increased levels of service and extended hours of coverage. The restructure itself will be conducted in accordance with the Organisational Change Policy 2013 which has already been the subject of an EqIA. In terms of staffing, career and development opportunities will be increased as new roles and areas of specialisation emerge.
Please include name and designation	
Notes	EIA Stage 2 – Full Assessment
What are the aims of the policy? What is it designed to achieve? Why is it needed? What outcomes are expected? Who are the main beneficiaries? How will outcomes be measured? What are the risks, and do any of them relate to the Council's objective to promote equality?	Requirements from the restructure: • A stronger Senior Management team that can develop the strategic roadmap of services. • Better opportunities for ICT staff to develop their technical skills with more rewarding roles. • Reduced requirement for temporary staff to deliver 'business as usual' support. • A robust Service Delivery function, providing great service from the help-desk through to client-side troubleshooting and delivery • Improved performance and reliability of ICT systems and the desktop environment for all council officers. • An expanded and re-focussed Applications Development and Support team. • Improved implementation of ICT projects and the ICT Work Plan through enhanced skills and greater technical understanding by Project Managers and

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	closer working with technical teams. Giving more opportunities to identify how better use of technology can streamline processes and systems, and introduce cost efficiencies. • A better integrated Programme Office and relationship management team, working with both internal clients and external suppliers. • Better opportunities to leverage the provisions of managed service contracts. • Smoother and more streamlined end-to-end processes for scanning and applications processing, improving service performance. • Out of hours ICT service provision to support the digital interface.
Could the proposed policy affect different groups in society differently? Does the policy or its implementation break the law or have the potential to break the law? Is there a public concern (in the media etc) that this function or policy is discriminatory? What do stakeholders think? What does available data, research, or consultation responses reveal about the likely impact of the policy? A negative or adverse impact is where the policy, project or proposal disadvantages one or some of the equality target groups.	There is the no evidence suggesting that specific equality target groups will be disadvantaged. There is no risk of discrimination.
Will it promote equality? Cite the evidence to support your conclusion	There is no evidence of a negative impact. The restructure will be conducted in accordance with the Organisational Change Policy, which will safeguard equality. The proposals improve career and development opportunities.
How was this EIA completed? How did you engage or involve stakeholders?	Equalities considerations have been assessed at every stage of the process. • All staff and Union representatives have been kept up to date with the process.
Adverse impact?	No adverse impacts have been anticipated. In fact with out of hours cover as part of the proposals, this will improve accessibility to services for citizens.
What measures do you intend to take to mitigate the impact?	• On-going full consultation • Opportunities created for development, and retention of staff with a better career structure

DRAFT

Indicate how you intend to evaluate the successful implementation of the proposal? How will this evaluation assess impact on equality?	The impact will be assessed through performance feedback and customer insight.
	EIA Summary
Summary - of stage 1 initial screening	The restructure will have no adverse consequences for local communities as service standards and continuity will be enhanced. Service delivery will be improved and enhanced, supported by improved processes and through building more resilience in terms of taking control of, and managing infrastructures and services, to deliver a more rounded service with increased levels of service and extended hours of coverage. The restructure itself will be conducted in accordance with the Organisational Change Policy 2013 which has already been the subject of an EqIA. In terms of staffing; career and development opportunities will be increased as new roles and areas of specialisation emerge.
Likely Impact Negative/Positive Neutral	Positive
Completed by Date	Helen Bishop 13.09.17

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ANNEX F

JOB DESCRIPTIONS

These will be available on the intranet.

DRAFT

Performance Summary
Scrutiny Committee

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

Dec-2017

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

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
BI002a	BI002a: The number of training places and jobs created as a result of Council investment and leadership	Nigel Kennedy	1,009 Number	825 Number	126 Number	1,100 Number	R		↘	↘	Based on capital spend increasing from 24m to 31.6m since last update
CS001a	CS001a: The % of customers satisfied at their first point of contact (telephone)	Helen Bishop	98%	98%	99.20%	98%	G	↗	↗	↘	Our telephony survey results were ranked 3rd in the gov-metric league which benchmarks survey results across 70 different councils
CS001b	CS001b: The % of customers satisfied at their first point of contact (face to face)	Helen Bishop	80%	80%	84.74%	80%	G	↗	↗	↘	Our face to face survey results were ranked 9th in the gov-metric league which benchmarks results across 70 different council's. This is the 1st time we have been ranked in the top 10!

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
CS055	CS055: Increased net customer satisfaction for web	Helen Bishop	65%	65%	62.11%	65%	A	↗	↘	↗	399 customers surveyed the Web. We received positive comments about Find your bin collection day, Westgate Car Park and booking a Bulky Waste Collection pages. Negative comments were received about Contact Us; Find your bin collection day and Westgate Car Park pages. The new Contact Us pages of the website and also our new Webchat service went live on 1st December 2017. It is currently not performing as well as hoped after page redesign. We are monitoring performance in January before deciding whether to take further action.
FN033	FN033: Delivery of the council's cost savings and income targets	Nigel Kennedy	£1,749,000	£1,168,873	£1,162,619	£1,558,498	A	↗	↘	↘	This measure is almost on target to be met by year end.
WR001	WR001: Number of people moved into work by the Welfare Reform Programme	Paul Wilding	70 Number	33 Number	54 Number	42 Number	G	↗	↘	↗	The team have successfully moved 54 people into work, with the majority of these people being affected by the Benefit Cap.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
BIT019i	BIT019i: % all contact carried out online	Helen Bishop	34.1%	3,564.0%	39.6%	36.0%	A	↘	↗	↗	Performance for online transactions has been significantly impacted by the removal of two online forms at the end of Q2; Oxpens Parking Permit (average of 950 transactions per month) and Food Waste Caddy Requests (average of 190 transactions per month). These were both very popular with customers but discontinued on request of the services involved due to operational changes. This has been offset to a degree by the drop in face-to-face transactions, which have been steadily reducing but increased with the closure of Templars Square Customer Service Centre. The overall impact has been to reduce performance from 41.6% in Q2 to 39.6% in Q3.
BIT021	BIT021: Number of authorised procurement practitioners in Service Areas	Amanda Durnan	31 Number	34 Number	26 Number	45 Number	R	→	↘	↘	A reduction in trained staff has been seen due to staff turnover. Regular training is in progress.
CE002	CE002: Commercial property income received against target for the year	Jane Winfield	£11,804,341	£9,709,700	£12,821,077	£13,121,200	G		↗	↗	Whilst rent demanded is above target, recent voids mean it is not certain the same differential will be maintained for February and March.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
CH001	CH001: Days lost to sickness	Paul Adams	7.59 days	4.50 days	6.53 days	6.00 days	G	↗	↘	↗	Based on year to date trends, the overall sickness rate for 2017/18 is expected to be above 8 days per FTE and above the year-end target. However, benchmark data from XpertHR and the CIPD indicates that the average sickness rate for the public sector is 9 days per FTE so, by comparison with this benchmark figure, the council's target rate is aspirational. Sickness casework is monitored, managed and appropriate action taken in accordance with Council policy by line managers, with support of HR BPs and Occupational Health. A new Occupational Health contract has recently been signed with a new provider [People Asset Management Limited]. PAM were selected for their commitment to work with the Council to further develop and implement practical solutions to reduce sickness absence, including structured guidance and support for line managers in managing sickness absence cases and referrals, clear reports on medical referrals within 24 hours of an appointment and on-line information via a secure portal on cases referred to PAM.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
CS003	CS003: Customers calls answered on the council's main telephone service lines without hanging up	Helen Bishop	93.77%	95.00%	93.96%	95.00%	A	↗	↗	↗	• Performance – 13,189 calls were offered into the Contact Centre. We answered 12,393 calls which equates to 93.96% of calls in the month, receiving 5409 calls less than November and 684 less than the same period last year. We saw call volumes reduce both in the week before and the week directly after the Christmas break. Lower call volumes were forecast between Christmas and New Year which gave us the opportunity to allow 70 days of annual leave across the Contact Centre. However despite lower call volumes we were also working with a deficit of 7 FTE posts during this time and those recruited were undergoing training in the lead up to Christmas.
CS025	CS025: Percentage of Business Rates Collected	Tanya Bandekar	97.87%	84.00%	83.52%	99.00%	A	↗	↘	↘	The collectable debit for 17/18 rose by 769k over Dec, due to bills being issues for four large assessments in the Westgate. Collection rate at 31/12 was 83.52% that is £451k below the profiled target. This will recover when the above rates are collected. As regards overall arrears these have dropped by 43.9% since 01/04.
CS054	CS054: Time taken to determine DHP applications	Paul Wilding	Not Recorded	10 Working Days	10 Working Days	10 Working Days	G	↗		↘	DHP assessment times have come back down to 10 days and within target after a concentration on this work over the last month, and the implementation of a new allocation system for work within the team.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
An Efficient and Effective Council											
LP187	LP187: Effective delivery of the capital programme: >80% of development milestones achieved	Ian Brooke	88%	81 %	86%	81 %	G	→	↘	↘	Quarry Pavilion Complete Florence Park tennis courts complete SOCC work on programme Horspath on programme Barton Fit Trail complete
WR002	WR002: Customers supported to remove barriers to employment	Paul Wilding	216 Number	174 Number	168 Number	234 Number	R	↗	↘	↗	The team have worked extremely hard to move more people into work, with the team focusing on Universal Credit rollout and supporting the new Universal Credit Springboard service, which can be seen in other measures. These had a knock on effect to this measure as fewer interventions were required; therefore whilst this measure is reporting below target the result is positive.
WR003	WR003: Customers supported to improve financial capability	Paul Wilding	85 Number	74 Number	114 Number	100 Number	G	↗	↗	↗	The team have significantly exceeded this target due to the roll out of Universal Credit and the council's new Springboard service, with the team supporting a number of customers with financial issues related around Universal Credit.
BV009	BV009: Percentage of Council Tax collected	Tanya Bandekar	97.87%	85.00%	84.94%	98.20%	A	↗	↘	↘	By 31/12 the current year collection rate had moved onto 84.94%, this is some £50k beneath the profiled target of 85%. We have continued to be successful in collecting arrears - the collection rate for 16/17 has moved on from 97.87% at year end to now 98.72%, and overall arrears have reduced by 28.3% since April 1st.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Cleaner Greener Oxford											
ED002	ED002: Implementation of measures to reduce the city council's carbon footprint by 5% each year	Paul Robinson	254 Tonnes	360 Tonnes	374 Tonnes	452 Tonnes	G	↗	↗	↗	80,000kWh gas estimate of reduction in estate wide gas consumption due to recharging on Cutteslowe park housing = 15tCO2 Assessment of renewable energy electricity purchase and CO2 reduction offset benefit- Est impact of 53tCO2 at current CO2 conversion for this financial year Closed queries from bill validation process financial year to date - 91 closed queries with avoided energy spend value of £16,257.05
NI191	NI 191: The amount of non-recyclable waste produced in the city per household decreases each year	Geoff Corps	382.86 kgs	316.60 kgs	276.77 kgs	421.00 kgs	G	↘	↗	↗	Lots of work is being carried out to reduce refuse waste and increase recycling across the city
NI192	NI192 Household waste recycled and composted (YTD)	Geoff Corps	49.89%	47.60%	51.31%	48.50%	G	↗	↗	↗	Lots of work is being carried out to reduce refuse waste and increase recycling across the city

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Cleaner Greener Oxford											
NI195a	NI195a Percentage of streets with litter levels that fall below Grade B (YTD)	Geoff Corps	0.00%	1.75%	0.00%	1.75%	G	→	→	→	Year to date 0 out of 720 streets inspected were below grade B. In Dec none of the 80 streets were below grade B
NI195b	NI195b Percentage of streets with detritus levels falling below Grade B (YTD)	Geoff Corps	0.00%	3.00%	0.00%	3.00%	G	→	→	→	Year to date 0 out of 720 streets inspected were below grade B. In Dec none of the 80 streets were below grade B
NI195c	NI195c Percentage of streets with Graffiti levels falling below Grade B (YTD)	Geoff Corps	0.00%	1.00%	0.00%	1.00%	G	→	→	→	Year to date 0 out of 720 streets inspected were below grade B. In Dec none of the 80 streets were below grade B

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Meeting Housing Need											
PR002	PR002: Proportion of appeals allowed % on major developments averaged over 2 years	Patsy Dell	Not Recorded	5 %	0%	5 %	G	→		↗	Appeals on major developments are an irregular occurrence, as we invest heavily in our processes to seek quality developments and seek to determine majors in an agreeable timetable. We have been successful in not losing appeals on majors recently and have achieved a notable dismissal on Manor House.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Meeting Housing Need											
NI157a	NI 157a Processing of planning applications as measured against targets for major application types	Patsy Dell	Not Recorded	70.0%	100.0%	70.0%	G	→		↗	Development Management continue to perform well against targets, especially against an increasing number of applications which are submitted or are in discussion.
NI157b	NI 157b Processing of planning applications as measured against targets for minor application types	Patsy Dell	Not Recorded	80.0%	93.0%	80.0%	G	↘		↗	The current performance for the last few months has been very high. There is a performance risk which may rise as we are now carrying two maternity posts for the next 9-12 months. Development Management are examining temporary contracts to support the performance.
NI157c	NI 157c Processing of planning applications as measured against targets for other application types	Patsy Dell	Not Recorded	80.0%	97.0%	80.0%	G	↘		↗	The current performance for the last few months has been very high. There is a performance risk which may rise as we are now carrying two maternity posts for the next 9-12 months. Development Management are examining temporary contracts to support the performance.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Strong and Active Communities											
LP119	LP119: The number people taking part in our youth ambition programme	Ian Brooke	6,202 Number	4,800 Number	4,916 Number	6,000 Number	G	↗	↘	↗	We are currently exceeding our profiled target. The latest results include the final remaining data from the summer holiday activities and also the access sport programme. The summer holiday activities including those that are funded have generally been more successful this year which is due in part to better advertising and promotion of these. We have undertaken a mock audit with the National Youth Agency of our services in October with positive feedback and areas for improvement. We have delivered a 'working together' event with key partners that work with young people across the City this has been very successful and young people were involved in the planning and delivery of this event. December is typically one of our quietest months and this is reflected in the small increase in overall total this month. Although we are still exceeding target.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Strong and Active Communities											
PC027	PC027: Increase the Number of people engaging with the Council's social media accounts	Mish Tullar	3,519 Number	83,000 Number	92,725 Number	86,000 Number	G	↗	↗	↗	This is the first month since May that we haven't hit the target of increasing followers across our channels by 1,000 or more. Growth across most of the non-corporate accounts is always low and the increase is, every month, propped up by the corporate Facebook account and, especially, the corporate Twitter account. This month the corporate Twitter account has not grown as much as usual. It has increased by 400 followers, compared to the usual 800 approx.

Measure		Owner	Result 2016/17	Latest Data		Year End Target 2017/18	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	

Vibrant and Sustainable Economy											
BI001	BI001: The % of Council spend with local business	Amanda Durnan	35.00%	54.00%	56.00%	54.00%	G	↗	↗	↗	Proceeding as planned.

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