

Scrutiny Committee Agenda



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Date: 12 September 2012
Website: www.whitehorsedc.gov.uk

A meeting of the
Scrutiny Committee
will be held on Thursday, 20 September, 2012
at 7.00 pm
Abbey House, Abingdon

Members of the Committee:

Councillors

Jim Halliday (Chairman)
Melinda Tilley (Vice-Chairman)
Eric Batts
Andrew Crawford
Jane Crossley
Tony de Vere

Charlotte Dickson
Jason Fiddaman
Bill Jones
Angela Lawrence
Julie Mayhew-Archer
Fiona Roper

A large print version of this agenda is available. In addition any background papers referred to may be inspected by prior arrangement.

Please note that this meeting will be held in a wheelchair accessible venue. If you would like to attend and have any special access requirements, please let the Democratic Services Officers know beforehand and they will do their very best to meet your requirements.

A handwritten signature in black ink, appearing to read 'M Reed', written in a cursive style.

Margaret Reed
Head of Legal and Democratic Services

Agenda

Open to the Public including the Press

Map and vision

(Page 4)

A map showing the location of the venue for this meeting is attached. A link to information about nearby car parking is http://www.whitehorsedc.gov.uk/transport/car_parking/default.asp

The council's vision is to take care of your interests across the Vale with enterprise, energy and efficiency.

1. Notification of substitutes and apologies for absence

To record the attendance of substitute members, if any, who have been authorised to attend in accordance with the provisions of standing order 17(1), with notification having been given to the proper officer before the start of the meeting and to receive apologies for absence.

2. Minutes

To adopt and sign as a correct record the minutes of the committee meeting held on 23 August 2012 (previously published). *To follow.*

3. Declarations of interest

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting.

4. Urgent business and chairman's announcements

To receive notification of any matters, which the chairman determines, should be considered as urgent business and the special circumstances, which have made the matters urgent, and to receive any announcements from the chairman.

5. Statements, petitions and questions from the public relating to matters affecting the Scrutiny Committee

Any statements and/or petitions from the public under standing order 32 will be made or presented at the meeting.

6. Performance review of CAPITA for the period 1 April 2011 - 31 March 2012

(Pages 5 - 40)

To consider the report of the head of finance.

7. 2014 leisure management contract

(Pages 41 - 45)

To consider the report of the head of economy, leisure, and property.

Please note the text in paragraph 5 (currently in green) will need updating before final reports are issued.

8. Fit for the future update

(Pages 46 - 49)

To receive an update on the fit for the future programme.

9. Corporate plan 2008-12 - performance review

(Pages 50 - 75)

To consider the head of corporate strategy's report.

10. Consultation

To consider the head of corporate strategy's report. *To follow*

11. Scrutiny work programme

(Pages 76 - 82)

To review the attached scrutiny work programme.

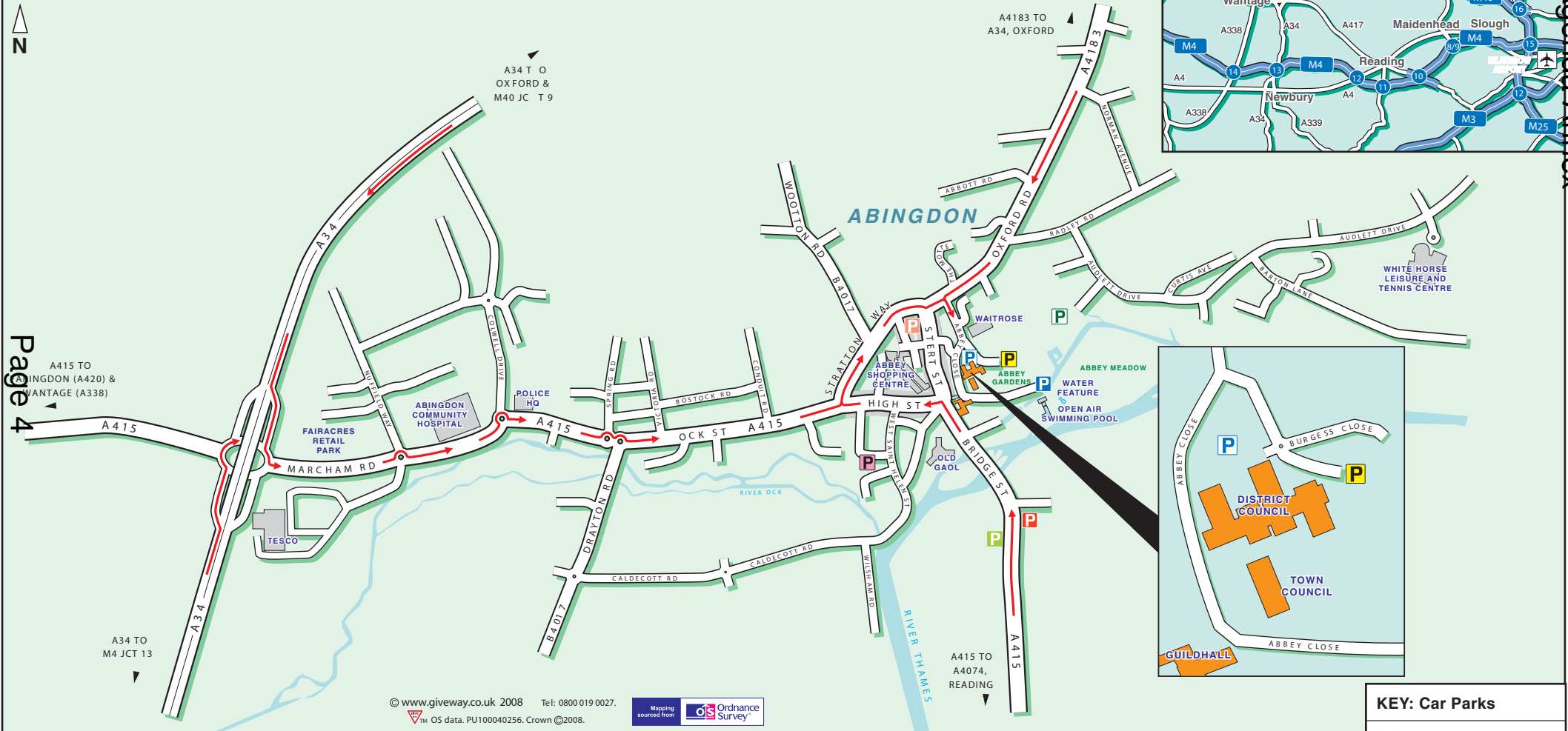
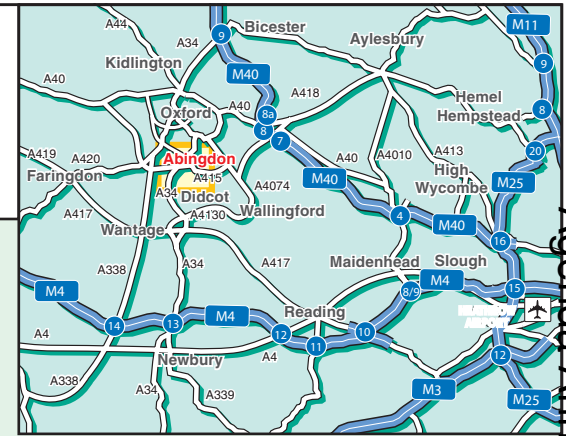
12. Dates of meetings

To note the dates of the forthcoming committee meetings:

- Thursday 25 October 2012 at 7pm
- Thursday 22 November
- Thursday 20 December

Exempt information under Section 100A(4) of the Local Government Act 1972

None



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OS data. PU100040256. Crown ©2008. Mapping sourced from Ordnance Survey

KEY: Car Parks	
	Abbey Close
	Cattle Market
	Charter Multi-storey
	Civic
	Rye Farm
	Hales Meadow
	Audlett Drive
	West St Helen Street

By rail – the nearest main line railway stations to Abingdon are either Didcot Parkway (seven miles) or Oxford (eight miles). Radley railway station is located on the main line between Oxford and Didcot and is three miles from Abingdon town centre. For details of train times visit www.nationalrail.co.uk or call 08457 484950

By bus – there are a number of bus routes serving Abingdon town centre. For details of services and timetables, visit Oxfordshire County Council’s website at www.oxfordshire.gov.uk. Contact details for bus operators can be found on the travel information pages on our website www.whitehorsedc.gov.uk

Parking – details of car parks charges can be found on our website

Scrutiny Committee report



20 September 2012

Report of Head of Finance

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To: Scrutiny Committee

DATE: 20 September 2012

Performance review of CAPITA for the period 1 April 2011 – 31 March 2012

RECOMMENDATION

That the committee considers Capita's performance in delivering the six elements of the financial services contract for the period 1 April 2011 to 31 March 2012 and makes any recommendations to the Cabinet member for finance.

PURPOSE OF REPORT

1. The purpose of this report is to review the performance of Capita in providing financial services during the review period of 1 April 2011 to 31 March 2012.

STRATEGIC OBJECTIVES

2. **Strategic Objective - “effective management of resources”**: The financial services contract contains a number of key performance indicators and a payment and performance mechanism that details a system of bonuses and penalties relating to these indicators. The majority of services provided are also key front line services. The contract with Capita is therefore particularly significant in helping to achieve:
 - providing value for money services that meet the needs of our residents and service users; and,

- provide equality of access to our services.

BACKGROUND

3. The financial services contract commenced on 31 July 2006 and is a joint contract between Vale of White Horse District Council (VWHDC), South Oxfordshire District Council (SODC), and Capita. It was a ground breaking contract that included the creation of a shared services model created by VWHDC and SODC to modernise and achieve economies of scale in the provision of financial services. The partnership has enabled processes and procedures to be harmonised and efficiency savings to be made as a consequence.
4. The contract duration was for an initial term of seven years (ending on 30 July 2013) but an option to extend it for a further three years to 30 July 2016 was taken up in April 2011.
5. The specification for the financial services contract comprises the following elements:

Service	SODC only	VWHDC only	Joint
Council tax and non-domestic rates collection			✓
Benefits administration			✓
Accounts receivable (debtors) administration			✓
Accounts payable (creditors) administration			✓
Payroll system and system administration *			✓
Integrated financial management information system and system administration (general ledger, accounts payable & receivable, payroll)			✓
Cashier services	✓		
Administration of assisted travel scheme **			✓ (July 09)
Customer contact services	✓		

* The payroll service was managed by South Oxfordshire District Council on behalf of the council during 2011-12 but is now managed by Capita

** Assisted travel became a county council function from 1 April 2012

6. Although the contract is a joint one with SODC, this report only concentrates on performance in respect of VWHDC.

PERFORMANCE REVIEW OF CAPITA

7. A system for the performance review of contractors has been devised which requires the following measures to be included in the evaluation:
 - measured performance against key performance targets (KPT's)
 - customer satisfaction with the total service experience, and
 - council satisfaction as client
8. For the purpose of this review the contract with Capita has been scored in five parts:

- revenues
- benefits
- exchequer (accounts payable, accounts receivable)
- financial management system
- concessionary fares (assisted travel)

9. The Cabinet member for Finance will make the assessments of Capita's performance after consideration by the committee. The detailed officer assessments (based on the measures of excellent; good; fair; weak; poor) are as follows:

REVENUES

Dimension 1 – Key performance targets (KPTs)

10. Performance against performance targets is given in **Appendix 1** with the indicators that are key performance targets for the contractual payment and performance mechanism in bold.

11. The main points to note when assessing performance for the review period include:

- Capita achieved an in-year collection rate of **98.71 per cent** (2010/2011 98.68 per cent) for council tax collection against a target of 98.6 per cent. This was the best in-year collection rate recorded and considering the ongoing economic downturn, it was a tremendous achievement. It should also be noted that arrears continue to be collected after the end of the financial year
- Capita achieved an in-year collection rate of **99.08 per cent** (2010/2011 99.07 per cent) for business rate collection against a target of 99.4 per cent (this target relates to the final year of Best Value Performance Indicators (BVPs) in 2007/08). Performance was once again affected by the economic downturn but it was still a considerable achievement to improve upon 2010/2011.

12. Based on this performance the head of service has made a judgement on KPT performance for revenues:

KPT judgement

Excellent

Previous KPT judgement for comparison

Excellent

Dimension 2 – Customer satisfaction

13. Customer satisfaction with council services is of high importance. Though the council is ultimately responsible for delivering customer satisfaction, the operational duty of providing customer service is delegated to the contractor.

Taking customer satisfaction into account when evaluating performance ensures that Capita is focused on the outcome of performance for customers.

14. In accordance with the model for reviewing performance of contractors, measurement of customer satisfaction should be undertaken through:

- ongoing measurement by the contractor as part of the service
- independent surveys and gap analyses commissioned by the council as part of its consultation process.

15. To meet the council's requirements, satisfaction is measured on a scale of 1-5 which is convenient and replicates the Audit Commission's previous BVPI measurements:

- 5 – very satisfied
- 4 – satisfied
- 3 – neither satisfied nor dissatisfied
- 2 – dissatisfied
- 1 – very dissatisfied

16. Due to its significant impact upon our more vulnerable customers, it is the benefits service (evaluated below) that is heavily scrutinised as far as the financial services contract is concerned. The revenues collection function rarely gets compliments due to the nature of the service, and although the council demands high collection rates it requires processes to be efficient and perceived as fair by the customer. However, during 2011 the council and Capita undertook a business rates satisfaction survey. Unfortunately the number of respondents was very low. The survey produced the following results:

- Satisfaction with the service was 58 per cent and specifically in terms of accuracy of the bill 63 per cent; additional information that accompanied the bill 55 per cent; and, methods of payment available 67 per cent. Eight per cent said they encountered problems paying their bills and eight per cent of those who contacted the council claimed that their query was not resolved on first contact
- Respondents who contacted the service by telephone were generally positive about the way their calls were handled (88 per cent) i.e. calls were answered quickly (74 per cent); queries were dealt with swiftly (51 per cent). However, 80 per cent felt it was difficult trying to get to speak to the right member of staff
- Satisfaction with staff was 51 per cent, with staff being perceived as friendly; they treated respondents with respect; and, explained things in a way they could understand. However, 69 per cent did not always feel confident that what staff said was correct.

17. The council received 25 official revenues (council tax and business rates) complaints during 2011/12 (30 in 2010/11). The majority of these complaints were dealt with promptly and although two council tax complaints were justified, all but

one were resolved at stage one of the complaints procedure with the other being resolved at stage two.

18. The annual billing process was once again carried out efficiently and the continuation of paperless direct debits offers a convenient facility for taxpayers to set up direct debits over the phone. By the end of the year the council was at its all time highest direct debit take-up of in excess of 79 per cent. This is the highest achieved by Capita at any of its clients and is higher than most other councils. In addition, benefit notifications were posted in the same envelope as council tax bills.
19. Capita undertook an Equalities Impact Assessment (EIA) of the council tax service in 2011/12 following on from a successful assessment carried out in 2010/11. EIA assessments help to achieve racial, disability and gender equality. It reviewed recent improvements in the service during the 2011 financial year, including the introduction of e-billing, which allows wider choice and convenience about how residents receive their bills; visiting officers/Inspectors helping raise awareness about council tax discounts/reliefs; the improvement and redesign of various council tax discount application forms; and, the second direct debit date which was implemented during 2010 has continued to be heavily promoted during 2011 which has proved to be very successful.. In addition, all Capita staff have spent time reading and gaining a better understanding of the Human Rights Act. Capita also demonstrated its compliance with the Equality Act and the equality elements of the contract, through the completion of a quarterly monitoring form.
20. Quarterly meetings with the Citizens Advice Bureaux were once again well received and did not raise any concerns.
21. Capita handled **27,903** council tax telephone calls at its Coventry contact centre during the year (6,500 fewer than 2010/11). It managed to answer **86** per cent of these calls within 20 seconds (the target being 80 per cent). In the first full year of the remote cashier facility it also managed to take £370,000 of payments over the phone. Unfortunately the council does receive some complaints about the service from time to time (usually when there have been unavoidable bulk mailings), but generally the service is good during calmer periods. The council received no official complaints regarding the contact centre during 2011/2012.
22. Based on this performance, the head of service has made a judgement on customer satisfaction for revenues and the cash office as follows:

Customer satisfaction judgement	Good
Previous Customer satisfaction judgement for comparison	Good

Dimension 3 – Council satisfaction

23. Whilst customer satisfaction is an important priority, a further important dimension is the satisfaction expressed by the council as the client on whether the contractor is meeting its needs and expectations. These needs and expectations have been

measured using the model for reviewing performance of contractors and are attached as **Appendix 2**.

24. This produced a score of **4.58** out of a maximum score of **5.0**. Based on this performance, the Head of Finance made the following judgement on Capita's delivery of council satisfaction.

Council satisfaction judgement	Excellent
Previous Council satisfaction judgement for comparison	Excellent

Overall assessment – Revenues

25. Taking into account the performance of Capita against KPTs, customer satisfaction and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment	Excellent
Previous Overall assessment for comparison	Excellent

Strengths and areas for improvement

26. **Appendix 2** records strengths and areas for improvement relating to the performance of Capita during the review period. Where performance is lower than that expected the contract manager will agree an improvement plan with Capita. This has not been required for this element of the contract

Contractor's feedback

27. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to the council processes. This is included in **Appendix 7**.

BENEFITS

Dimension 1 – Key performance targets (KPT's)

28. Performance against performance targets is given in **Appendix 1a** with the indicators that are key performance targets for the contractual payment and performance mechanism in bold.
29. The main points to note when assessing performance for the review period include:

- The figure for speed of processing new claims (the old BVPI 78a measure) came in at **17.71 days** (under the **19 day target**) compared to 20.28 days in 2010/2011. This was the best in-year performance since the inception of the contract. Changes in circumstances (the old BVPI 78b measure) came in at **8.57 days** against a very challenging target of **9.5 days**, compared to 11.53 days in 2010/2011. Again, this was the best in-year performance since the inception of the contract. **Ni 181** (combined new claims and changes processing) came in at an excellent **9.86 days** (and under the **13 day target**) compared to 12.6 days in 2010/2011
- Capita's focus on getting benefit assessments "right first time" continued during 2011/12. The financial accuracy performance rate for 2011/12 was an excellent **94.16 per cent** (based on the council's statutory checks), an impressive 2.00 per cent improvement upon the 92.14 per cent recorded in 2010/11. Although below the very challenging target of 95 per cent, it was the best performance since the inception of the contract (and compared favourably with our MKOB benchmarking group)
- During 2011/12 the Audit Commission qualified the council's 2010/11 benefit subsidy grant claim for some minor technicalities only, which were accepted, and confirmed that previous recommendations had been carried out. For the second year running the council did not breach the local authority financial error threshold levels and, as a consequence, was not financially penalised. This was reported to the Audit and Governance Committee meeting on 19 January 2012
- Recovery of overpaid benefit, which had in the past been subject to close scrutiny by the council, once again made great strides during 2011/12. During the year old debt reduced by **£385,000** whilst **65 per cent** of all debts raised during 2011/12 were collected, amounting to **£886,000**. Benefit debt, which is predominantly claimant error and fraudulent overpayments, is notoriously difficult to collect and prompt; firm action is required to keep on top of it. Of the year end arrears, which totalled £1.484m, 53 per cent of the debt (49 per cent of debtors) was subject to arrangements. 2011/12 was the best performance in terms of managing and collecting the debt since the inception of the contract.

30. Based on this performance the head of service has made a judgement on KPT performance for Benefits as follows:

KPT judgement	Excellent
Previous KPT judgement for comparison	Good

Dimension 2 – Customer satisfaction

31. As explained above, due to its significant impact upon our more vulnerable customers, it is the benefits service that is heavily scrutinised as far as the financial services contract is concerned. Capita is contracted to gauge customer satisfaction by conducting surveys (which is important following the previous BVPI

surveys being abolished), and a survey carried out during 2011 produced the following results:

- Taking everything into account, 83 per cent in 2011 of customers were satisfied with the service they received from the benefits office compared to 89 per cent in 2010
- 75 per cent of customers were satisfied with the amount of time it took to tell them whether their claim was successful or not, compared to 85 per cent in 2010
- 15 per cent of customers surveyed felt their benefit had been calculated incorrectly during the year compared to 16 per cent in 2010
- 75 per cent of customers were satisfied with the ways in which they could contact the benefits office compared to 83 per cent in 2010
- 87 per cent (71 per cent 2010) of customers were satisfied with the telephone service, with 79 per cent (68 per cent 2010) feeling their query was dealt with quickly (21 per cent disagreed in 2011 and 17 per cent disagreed in 2010) and 69 per cent (67 per cent 2010) agreeing that their call was answered quickly (21 per cent disagreed in 2011 and 18 per cent disagreed in 2010). However, 50 per cent (31 per cent 2010) felt it was difficult getting through to the right person
- 85 per cent (69 per cent 2010) of customers were satisfied with the claim form, but 52 per cent (32 per cent 2010) felt letters sent about their claim were difficult to understand
- Generally, the main improvements customers would like to see would be (i) the time taken to tell them whether their claim was successful or not, and (ii) improvements to the claim form.

32. The financial services contract with Capita is heavily weighted towards achieving good performance and high levels of customer care and satisfaction. It also specifies building up good working relationships with stakeholders – both internal (e.g. the council's Housing Services Team who share approximately **200** mutual customers at any one time) and external (e.g. Registered Social Landlords – RSLs – who share approximately **3,880** mutual customers at any one time), to promote joint working where appropriate to improve the end customer experience. To this end Capita has:

- Conducted joint visits with both Housing and RSL staff where this has been requested and held surgeries at RSL offices
- Trained Housing and RSL staff to verify benefit applications (which avoids unnecessary duplication)
- Held meetings with Housing staff where required to address working practices to improve efficiency and effectiveness, end customer experience, and, service level agreements

- Held benefit surgeries around the district where there was demand for them. This increases customer access to the service and is an alternative to home visits.

33. Generally, positive feedback has been received from RSL's and the CABx via regular liaison meetings. This is always a good yardstick as these organisations predominantly represent the most vulnerable of our customers.

34. Capita handled **13,043** benefit telephone calls at its Coventry contact centre during the year (almost 5,000 less than in 2010/11). It managed to answer **85.3** per cent of these calls within 20 seconds (the target being 80 per cent). Unfortunately the council does receive some complaints about the service from time to time (usually when there have been unavoidable bulk mailings) and where there seems to be a lack of understanding with complex queries, but generally the service is good during calmer periods. Capita undertook an Equality Impact Assessment (EIA) of the benefits service in 2008/09 which was especially well received by the external disability panel. This assessment was reviewed in 2011/12 and new actions determined in order to continue to advance equal opportunities for people protected by the Equality Act. During 2011/2012 tasks included holding surgeries (as mentioned above); publicising legislative changes; and promoting benefits to minority groups. This should help improve customer satisfaction in certain areas. Capita also demonstrated its compliance with the Equality Act and the equality elements of the contract, through the completion of a quarterly monitoring form.

35. There were 24 official complaints, 7 of which were justified (compared to 43 and 24 in 2010/2012). All except three were dealt with at stage one of the complaints procedure with one progressing to stage three.

36. Based on this performance, the head of service has made a judgement on customer satisfaction for benefits as follows:

Customer satisfaction judgement

Good

Previous Customer satisfaction judgement for comparison

Fair

Dimension 3 – Council satisfaction

37. Whilst customer satisfaction is an important priority, a further important dimension is the satisfaction expressed by the council as the client on whether the contractor is meeting its needs and expectations. These needs and expectations have been measured using the model for reviewing performance of contractors and are attached as **Appendix 3**.

38. This produced a score of **4.53** out of a maximum score of **5.0**. Based on this performance, the Head of Finance made the following judgement on Capita's delivery of council satisfaction.

Council satisfaction judgement

Excellent

Previous Council satisfaction judgement for comparison

Good

Overall assessment – Benefits

39. Taking into account the performance of Capita against KPT’s, customer satisfaction and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment

Excellent

Previous Overall assessment for comparison

Good

Strengths and areas for improvement

40. **Appendix 3** records strengths and areas for improvement relating to the performance of Capita during the review period. Where performance is lower than that expected the council will agree an improvement plan with Capita.

Contractor’s feedback

41. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to the council processes. This is included in **Appendix 7**

EXCHEQUER – ACCOUNTS PAYABLE AND ACCOUNTS RECEIVABLE

Dimension 1 – Key performance targets (KPTs)

- 42. **Accounts Receivable** – maximising sundry debts was a key theme of the financial services procurement and during 2011/12 the council (its legal representative and cost centre managers), assisted by Capita, finished the end of the year with its lowest ever recorded arrears levels over 30 days – to the sum of **£157k** compared to the previous year’s best ever of £186k and the debt of in excess of £1m at the commencement of the contract.
- 43. Capita’s performance in issuing (17,897) invoices within two working days of instructions from cost centres was 100 per cent. Capita also hit 100 per cent performance for the production of (8,687) reminders after 14 days and (740) final notices after 28 days. In addition, important aged debt reports (required for monitoring debt progress) and legal lists (required to determine recovery action) were issued promptly throughout the year and write-off’s of unrecoverable debts were processed promptly.
- 44. This service area continues to be closely monitored by the council and we are seeing excellent results with cost centre managers taking more responsibility in recovering the debts that they raise.
- 45. **Accounts Payable** - Capita continued 2011/12 where it left off at the end of 2010/2011. 100 per cent of (5,452) invoices received were scanned and distributed to service teams within 48 hours and 100 per cent of (19) urgent payment requests (within the same day) were met. In addition, 100 per cent of purchase order requests were met.
- 46. Payment of invoices within 30 days (the old BVPI8 measure) is not a contractual target upon Capita, but it is greatly influenced by the operation and understanding of the Agresso system and by Capita ensuring that invoices are scanned and distributed in a timely manner. Performance in 2011/2012 was an all time best of **98.15 per cent** compared to 97.31 per cent in 2010/2011.
- 47. Based on this performance the head of service has made a judgement on KPT performance for exchequer as follows:

KPT judgement	Excellent
Previous KPT judgement for comparison	Excellent

Dimension 2 – Customer satisfaction

- 48. **Accounts payable** – Capita’s excellent performance in the accounts payable process was maintained in 2011/12. Capita worked closely with the on-site council staff (especially through the Agresso Superuser group during the year) to discuss any problems that arose and make service improvements.

- 49. Capita has processes in place to provide the council with weekly and monthly reports of invoices waiting to be paid or those that were paid late, which have contributed to the significant improvement in payment of invoice performance.
- 50. **Accounts receivable** – As explained above, due to its significant impact upon our more vulnerable customers, it is the benefits service that is heavily scrutinised as far as the financial services contract is concerned. However, complaints are monitored through the council’s complaints procedure and during the year no complaints were received.
- 51. Training and access issues for internal customers (cost centre managers) to enquire on the status of debts raised and income collected were good with Capita becoming more proactive generally. The exchequer manager continued to attend meetings with the legal representatives and the client manager and was generally more accessible for staff.
- 52. Based on this performance, the head of service has made a judgement on council satisfaction for exchequer as follows:

Customer satisfaction judgement	Excellent
Previous Customer satisfaction judgement for comparison	Good

Dimension 3 – Council satisfaction

- 53. Whilst customer satisfaction is an important priority, a further important dimension is the satisfaction expressed by the council as the client on whether the contractor is meeting its needs and expectations.
- 54. The council’s needs and expectations have been measured using the model for reviewing performance of contractors and are attached as **Appendix 4**.
- 55. This produced a score of **4.5** out of a maximum score of **5.0**. Based on this performance, the Head of Finance made the following judgement on Capita’s delivery of council satisfaction:

Council satisfaction judgement	Excellent
Previous Council satisfaction judgement for comparison	Excellent

Overall assessment

56. Taking into account the performance of Capita against KPT's, customer satisfaction and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment	Excellent
Previous Overall assessment for comparison	Excellent

Strengths and areas for improvement

57. **Appendix 4** records strengths and areas for improvement relating to the performance of Capita during the review period. Where performance is lower than that expected the contract manager will agree an improvement plan with Capita.

Contractor's feedback

58. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to the council processes. This is included in **Appendix 7**.

FINANCIAL MANAGEMENT SYSTEM (FMS)

Dimension 1 – Key performance targets (KPTs)

- 59. System availability. The availability of the Agresso system has remained satisfactory throughout the period; there have been no major unannounced periods of system non-availability that have inconvenienced users. .
- 60. Systems administration. The service to upload to the system, setting up new codes and new users/removing users, has proved responsive and there are no issues with this part of the contractor’s performance. The contractor has continued to be of assistance in supporting the council’s internal transfer of responsibilities to the finance team.
- 61. Training for report writing. The training issues raised previously have not been resolved, but there is a management acceptance that this is no longer a contractor responsibility – this does not however help this part of the client’s area.
- 62. Upgrade of Agresso. The upgrade to Agresso version 5.5.3 has proved to be reliable with no noticeable teething troubles.
- 63. Although no KPTs are laid down for the FMS part of the contract, the estimated assessment of this dimension is “good”, and continues to build on the improvements made last year.

KPT judgement	Good
Previous KPT judgement for comparison	Good

Dimension 2 – Customer satisfaction

- 64. The council is the customer for the financial management system. Service departments only use the web based version of Agresso. There has been no negative feedback from the service departments and they remain satisfied with the general service provided, system availability and response to queries.
- 65. Accountancy services are the principal users of the “back-office” live system. Routine use of the financial management system causes no issues. With the reconciliations, clarification over the timetables and reporting terminology has improved the statistics and there has been a marked improvement in the reconciliation response times.
- 66. Taking the whole year’s performance into account, the performance is “good”. Again, as with dimension one above, the direction of travel is one of continued improving performance.

Customer satisfaction judgement	Good
Previous Customer satisfaction judgement for comparison	Good

Dimension 3 – Council satisfaction

67. Whilst customer satisfaction is an important priority, a further important dimension is the satisfaction expressed by the council as the client on whether the contractor is meeting its needs and expectations. These needs and expectations have been measured using the model for reviewing performance of contractors and are attached as **Appendix 5**.

68. This produced a score of **4.10** (last year was 3.90) out of a maximum score of **5.0**. This represents a continual improvement over the past few years – two years ago, the score was “poor” – they are now on the cusp of “excellent”.

Council satisfaction judgement	Good
Previous Council satisfaction judgement for comparison	Good

Overall assessment

69. Performance is continually improving. The contractor/client relationship is probably the best it has been for a long time and the willingness of the contractor to engage in finding solutions to issues is encouraging.

70. We are pleased to note that the efforts made last year around the upgrade have continued to reap benefits for both the client and the contractor.

71. As with last year’s report, the client accountancy team consider the staff and support from the contractor’s team in Mendip to be helpful, polite and efficient in dealing with issues, problems and queries raised by the client team. The client accountancy team would once again like to pass on their thanks to the contractor’s staff at Mendip.

72. Taking into account the performance of Capita against KPT’s, customer satisfaction and council satisfaction, the Head of Finance has made an overall judgement as follows.

Overall assessment	Good
Previous Overall assessment for comparison	Good

Strengths and areas for improvement

73. **Appendix 5** records strengths and areas for improvement relating to the performance of Capita during the review period. Where performance is lower than that expected the contract manager will agree an improvement plan with Capita.

Contractor's feedback

74. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to the council processes. This is included in **Appendix 7**

CONCESSIONARY FARES (ASSISTED TRAVEL)

Dimension 1 – Key performance targets (KPTs)

75. Capita administers the national bus pass scheme on behalf of the council. It also administers the hospital appointments scheme. Generally, the national scheme is administered from the contact centre in Coventry, whilst the arrangements for lost bus passes and the hospital appointments scheme is administered in the council offices.
76. As far as the national bus pass scheme is concerned, Capita is required to (i) order new passes within three working days of a completed application being received; (ii) update the customer database records within three working days of changes being received; (iii) request replacement bus passes within three days of a request being made. In relation to the hospital appointments scheme, Capita is required to pass completed documentation to the council within five days of receipt to enable it to reimburse the user. Against all these KPT's Capita generally achieved full compliance during 2010/11.
77. Capita handled 2,961 telephone calls at its Coventry contact centre during the year. It managed to answer 88 per cent of these calls within 20 seconds (the target being 80 per cent).
78. Based on this performance the head of service has made a judgement on KPT performance for concessionary fares as follows:

KPT judgement	Excellent
Previous KPT judgement for comparison	Excellent

Dimension 2 – Customer satisfaction

79. No customer satisfaction survey was undertaken during the year so it was not possible to gauge satisfaction levels on service administration.
80. However, no customer complaints were received in respect of the assisted travel service during the course of the year.
81. Based on this performance, the head of service has made a judgement on customer satisfaction for concessionary fares as follows:

Customer satisfaction judgement	Excellent
Previous Customer satisfaction judgement for comparison	Good

Dimension 3 – Council satisfaction

82. Whilst customer satisfaction is an important priority, a further important dimension is the satisfaction expressed by the council as the client on whether the contractor is meeting its needs and expectations. These needs and expectations have been measured using the model for reviewing performance of contractors and are attached as **Appendix 6**.

83. This produced a score of **4.36** out of a maximum score of **5.0**. Based on this performance, the Head of Finance made the following judgement on Capita's delivery of council satisfaction:

Council satisfaction judgement	Excellent
Previous Council satisfaction judgement for comparison	Excellent

Overall assessment

84. Taking into account the performance of Capita against KPT's, customer satisfaction and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment	Excellent
Previous Overall assessment for comparison	Excellent

Strengths and areas for improvement

85. Capita generally provides a good concessionary fares service. The team leader keeps the client team well informed and always demonstrates a desire to offer a high quality service.

Contractor's feedback

86. A key feature of the process for reviewing the performance of contractors is that the council provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to the council processes. This is included in **Appendix 7**.

FINANCIAL IMPLICATIONS

87. The contract with Capita incorporates a payment and performance mechanism. Issues around the exact application of the mechanism and the changes going forward are the responsibility of the Operational Board.

LEGAL IMPLICATIONS

88. There are no legal implications arising from this report.

CONCLUSION

89. The Head of Finance has assessed Capita's performance as follows for its delivery of the financial services contract:

- Revenues – **excellent** (10/11 – excellent)
- Benefits – **excellent** (10/11 – good)
- Exchequer (accounts payable, accounts receivable) – **excellent** (10/11 – excellent)
- Financial management system – **good** (10/11 good)
- Concessionary fares (assisted travel) – **excellent** (10/11 excellent)

90. There has once again been an improvement in the quality of the financial services provided by Capita during 2011/12 – it has definitely been the best year since the inception of the contract and Capita should be congratulated. Benefits especially saw a marked improvement with all speed of processing targets being met for the first time and financial accuracy improving once again, whilst collection of council taxes were the best ever. The governance process will continue to vigorously monitor the contract, and this, along with the commitment pledged by Capita management should help maintain and improve service provision in the future.

Performance Targets	2010/11 Target	2010/11 Achieved	2011/2012 Target	2011/2012 Achieved
Percentage of Council Tax collected	98.60%	98.68%	98.60%	98.71%
Percentage of NNDR collected	99.40%	99.07%	99.40%	99.08%
Average time (days) for processing new benefit claims.	19	20.28	19	17.71
Average time (days) for processing benefit changes in circumstances	9.5	11.53	9.5	8.57
NI181 Average time (days) for processing new claims and changes in circumstances	13	12.6	13	9.86
Financial accuracy of benefit assessments	95%	92.14%	95%	94.16%

Council satisfaction – Revenues

This assessment allows the council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Questions can be left blank if not relevant to a contract or contractor.

Contractor / supplier / partner name

From (date) To

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
1 Understanding of the client's needs	✓				
2 Response time	✓				
3 Delivers to time		✓			
4 Delivers to budget	✓				
5 Efficiency of invoicing		✓			
6 Approach to health & safety	✓				
7 Supports the council's plans for joint working	✓				
8 *					

* These spaces are deliberately left blank for the addition of any performance criteria which are specific to this particular contract / service.

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
9 Easy to deal with	✓				
10 Communications / keeping the client informed		✓			
11 Quality of written documentation	✓				
12 Compliance with Council's corporate identity		✓			

Appendix 2

13	Listening	✓				
14	Quality of relationship	✓				

IMPROVEMENT AND INNOVATION

Attribute		(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
15	Offers suggestions beyond the scope of work		✓			
16	Degree of innovation		✓			
17	Goes the extra mile		✓			
18	Supports the Council's sustainability objectives		✓			
19	Supports the Council's equality objectives	✓				
20	Degree of partnership working	✓				

KEY DOCUMENTS

If required, has the contractor provided the Council with annual updates of the following documents?

- | | | |
|----|---|----------------------|
| 1. | Annual Corporate Governance Assurance Statement? (Yes / No) | <input type="text"/> |
| 2. | Updated risk register (Yes / No) | <input type="text"/> |
| 3. | Annual business plan (Yes / No) | <input type="text"/> |
| 4. | Updated business continuity plan (Yes / No) | <input type="text"/> |

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Revenues management and support to the manager
	Knowledge and commitment of staff

Areas for improvement	Responses to FOI requests

COUNCIL SATISFACTION ASSESSMENT

	Very satisfied (5)	Satisfied (4)	Neither (3)	Dissatisfied (2)	Very dissatisfied (1)	Votes cast
	11	8	0	0	0	19

Rating	Range	Votes	Weighting	Total weighted
Very satisfied	5.0	11	X 5	55
Satisfied	4.3	8	X 4	32
Neither satisfied or dissatisfied	3.9	0	X 3	0
Dissatisfied	3.4	0	X 2	0
Very dissatisfied	3.0	0	X 1	0

Total		19		87
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Calculation: $87 \div 19 = 4.58$

For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	4.3 – 5.0	3.9 – 4.3	3.4 – 3.9	3.0 – 3.4	<3.0
Classification	Excellent	Good	Fair	Weak	Poor

Council satisfaction –Benefits

This assessment allows the council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Questions can be left blank if not relevant to a contract or contractor.

Contractor / supplier / partner name | Capita

From (date) | 1 April 2011 | To | 31 March 2012

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
1 Understanding of the client's needs	✓				
2 Response time		✓			
3 Delivers to time		✓			
4 Delivers to budget	✓				
5 Efficiency of invoicing	✓				
6 Approach to health & safety	✓				
7 Supports the council's plans for joint working	✓				
8 *					

* These spaces are deliberately left blank for the addition of any performance criteria which are specific to this particular contract / service.

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
9 Easy to deal with	✓				
10 Communications / keeping the client informed		✓			
11 Quality of written documentation		✓			
12 Compliance with Council's corporate identity		✓			

Appendix 3

13	Listening	✓				
14	Quality of relationship	✓				

IMPROVEMENT AND INNOVATION

Attribute		(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
15	Offers suggestions beyond the scope of work		✓			
16	Degree of innovation		✓			
17	Goes the extra mile		✓			
18	Supports the Council's sustainability objectives		✓			
19	Supports the Council's equality objectives	✓				
20	Degree of partnership working	✓				

KEY DOCUMENTS

If required, has the contractor provided the Council with annual updates of the following documents?

- | | |
|--|--------------------------|
| 1. Annual Corporate Governance Assurance Statement? (Yes / No) | <input type="checkbox"/> |
| 2. Updated risk register (Yes / No) | <input type="checkbox"/> |
| 3. Annual business plan (Yes / No) | <input type="checkbox"/> |
| 4. Updated business continuity plan (Yes / No) | <input type="checkbox"/> |

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Equality awareness
	Surgeries/home visiting
	Keeness of staff
	Liaison with housing
Areas for improvement	Keeping call centre up to date with benefits changes

COUNCIL SATISFACTION ASSESSMENT

	Very satisfied (5)	Satisfied (4)	Neither (3)	Dissatisfied (2)	Very dissatisfied (1)	Votes cast
	10	9	0	0	0	19

Rating	Range	Votes	Weighting	Total weighted
Very satisfied	5.0	10	X 5	50
Satisfied	4.3	9	X 4	36
Neither satisfied or dissatisfied	3.9	0	X 3	0
Dissatisfied	3.4	0	X 2	0
Very dissatisfied	3.0	0	X 1	0

Total		19		86
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Calculation: $86 \div 19 = 4.53$

For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	4.3 – 5.0	3.9 – 4.3	3.4 – 3.9	3.0 – 3.4	<3.0
Classification	Excellent	Good	Fair	Weak	Poor

Council satisfaction – Exchequer

This assessment allows the Council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Questions can be left blank if not relevant to a contract or contractor.

Contractor / supplier / partner name

From (date) To

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
1 Understanding of the client's needs	✓				
2 Response time		✓			
3 Delivers to time		✓			
4 Delivers to budget	✓				
5 Efficiency of invoicing	✓				
6 Approach to health & safety	✓				
7 Supports the Council's plans for joint working	✓				
8 Contingency plans		✓			

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
9 Easy to deal with	✓				
10 Communications / keeping the client informed		✓			
11 Quality of written documentation		✓			
12 Compliance with Council's corporate identity		✓			
13 Listening		✓			
14 Quality of relationship	✓				

IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
15 Offers suggestions beyond the scope of work		✓			
16 Degree of innovation		✓			
17 Goes the extra mile		✓			
18 Supports the Council's sustainability objectives	✓				
19 Supports the Council's equality objectives	✓				
20 Degree of partnership working	✓				

KEY DOCUMENTS

If required, has the contractor provided the Council with annual updates of the following documents?

1. Annual Corporate Governance Assurance Statement? (Yes / No)
2. Updated risk register (Yes / No)
3. Annual business plan (Yes / No)
4. Updated business continuity plan (Yes / No)

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Processing of standard basic functions for AP and AR
	Keeness of staff
Areas for improvement	

COUNCIL SATISFACTION ASSESSMENT

	Very satisfied (5)	Satisfied (4)	Neither (3)	Dissatisfied (2)	Very dissatisfied (1)	Votes cast
	10	10	0	0	0	20

Rating	Range	Votes	Weighting	Total weighted
Very satisfied	5.0	10	X 5	50
Satisfied	4.3	10	X 4	40
Neither satisfied or dissatisfied	3.9	0	X 3	3
Dissatisfied	3.4	0	X 2	0
Very dissatisfied	3.0	0	X 1	0

Total		20		90
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Calculation: $90 \div 20 = 4.5$

For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	4.3 – 5.0	3.9 – 4.3	3.4 – 3.9	3.0 – 3.4	<3.0
Classification	Excellent	Good	Fair	Weak	Poor

Council satisfaction – FMS

This assessment allows the Council (as a client) to record its own satisfaction with aspects of a contractor's performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Questions can be left blank if not relevant to a contract or contractor.

Contractor / supplier / partner name

From (date) To

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
1 Understanding of the client's needs		√			
2 Response time		√			
3 Delivers to time		√			
4 Delivers to budget	√				
5 Efficiency of invoicing	√				
6 Approach to health & safety		√			
7 Supports the Council's plans for joint working		√			
8 *Contingency plans		√			

* These spaces are deliberately left blank for the addition of any performance criteria which are specific to this particular contract / service.

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
9 Easy to deal with		√			
10 Communications / keeping the client informed		√			
11 Quality of written documentation		√			
12 Compliance with Council's corporate identity		√			
13 Listening		√			

Appendix 5

14	Quality of relationship	√			
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IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
15 Offers suggestions beyond the scope of work		√			
16 Degree of innovation		√			
17 Goes the extra mile		√			
18 Supports the Council's sustainability objectives		√			
19 Supports the Council's equality objectives		√			
20 Degree of partnership working		√			

KEY DOCUMENTS

If required, has the contractor provided the Council with annual updates of the following documents?

- | | |
|--|-----|
| 1. Annual Corporate Governance Assurance Statement? (Yes / No) | |
| 2. Updated risk register (Yes / No) | |
| 3. Annual business plan (Yes / No) | |
| 4. Updated business continuity plan (Yes / No) | Yes |

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	<p>Good relationships with System Administration team at Mendip</p> <p>Generally helpful, pleasant staff – this is not to be underrated as a strength. The goodwill generated by the Capita staff, both locally at Vale and also at Mendip is often indispensable to the smooth running of the systems</p> <p>Upgrade to v.5.5.3 in May 2011 has produced improvements – especially for Web clients.</p>
Areas for improvement	<p>To continue to build on the improvement made in year, in terms of:</p> <ul style="list-style-type: none"> • working with the client and understanding the client's needs;

COUNCIL SATISFACTION ASSESSMENT

	Very satisfied (5)	Satisfied (4)	Neither (3)	Dissatisfied (2)	Very dissatisfied (1)	Votes cast
	2	18	0	0	0	20

Rating	Range	Votes	Weighting	Total weighted
Very satisfied	5.0	2	X 5	10
Satisfied	4.3	18	X 4	72
Neither satisfied or dissatisfied	3.9	0	X 3	0
Dissatisfied	3.4	0	X 2	0
Very dissatisfied	3.0	0	X 1	0
Total		20		82

Calculation: $82 \div 20 = \underline{\underline{4.10}}$

For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	4.3 – 5.0	3.9 – 4.3	3.4 – 3.9	3.0 – 3.4	<3.0
Classification	Excellent	Good	Fair	Weak	Poor

Review of Concessionary Fares (Assisted Travel)

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
1 Understanding of the client's needs	✓				
2 Response time	✓				
3 Delivers to time	✓				
4 Delivers to budget	✓				
5 Efficiency of invoicing	✓				
6 Approach to health & safety	✓				
7 Supports the council's plans for joint working	✓				
8 *					

* These spaces are deliberately left blank for the addition of any performance criteria which are specific to this particular contract / service.

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
9 Easy to deal with	✓				
10 Communications / keeping the client informed	✓				
11 Quality of written documentation		✓			
12 Compliance with Council's corporate identity	✓				
13 Listening			✓		
14 Quality of relationship	✓				

IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatsfd
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Appendix 6

15	Offers suggestions beyond the scope of work			✓		
16	Degree of innovation			✓		
17	Goes the extra mile		✓			
18	Supports the Council's sustainability objectives		✓			
19	Supports the Council's equality objectives		✓			
20	Degree of partnership working			✓		

COUNCIL SATISFACTION ASSESSMENT

	Very satisfied (5)	Satisfied (4)	Neither (3)	Dissatisfied (2)	Very dissatisfied (1)	Votes cast
	11	4	4	0	0	19

Rating	Range	Votes	Weighting	Total weighted
Very satisfied	5.0	11	X 5	55
Satisfied	4.3	4	X 4	16
Neither satisfied or dissatisfied	3.9	4	X 3	12
Dissatisfied	3.4	0	X 2	0
Very dissatisfied	3.0	0	X 1	0

Total	19			83
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Calculation: $83 \div 19 = 4.36$

For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors on customer satisfaction:

Score	4.3 – 5.0	3.9 – 4.3	3.4 – 3.9	3.0 – 3.4	<3.0
Classification	Excellent	Good	Fair	Weak	Poor

Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

Capita is pleased to be given the opportunity to feedback on the findings of this annual report. The contents whilst not always positive are a very valuable tool to:

- Enable key service areas to meet and reflect across a whole year
- Understand, in the context of an overall contract, the positives and negatives
- Identify learning points from both organisations' point of view, to enable the service to be developed and improved as time progresses
- Document, for councillors, a good picture of the overall contract.

Capita is fully committed to this process, and believes it can be one very important tool for improving service to customers.

The Revenues service has again delivered the best ever collection rates for the Council despite the continued financial pressures on residents and businesses. This is due to the excellent teamwork and dedication shown by the whole team. Towards the end of 11/12 Capita introduced some more e-media based service offerings which should benefit the customers who utilise those options, early feedback appears to be positive but the coming months will provide more robust evidence of the effects of these innovations. The comments regarding FOI requests were justified for 11/12 but I am happy to report that process changes have led to significant improvements in this area.

The Benefit service made significant progress during 11/12 and that trend has continued into 12/13 due to the many process changes introduced during the year. The hard work of all the staff has put us in a good position to be able to face the many challenges which government policy has laid before the Council.

It is good to note the much improved working relationship between the Council and the exchequer services team and whilst I accept that there is still room for improvement in some areas, I feel that it will be easier to move the service forward in this more positive environment.

Concessionary fares has had another very good year and continues to provide an excellent service to the residents of the area.

Overall Capita is very pleased with the report and we look forward to working closely with the Council to make further improvements in the coming 12 months.

ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT

The entire review both positive and less positive appears to be a fair reflection of our service delivery during 2011/12.

WHAT COULD / SHOULD THE COUNCIL DO DIFFERENTLY TO ENABLE THE CONTRACTOR TO DELIVER THE SERVICE MORE EFFICIENTLY / EFFECTIVELY / ECONOMICALLY?

Capita is very happy with the current relationship which has become much more of a partnership approach to service delivery. This healthy relationship will be key in tackling the many and varied challenges to come.

Feedback provided by D Keen

Date 6 September 2012

Scrutiny committee report

Report of head of economy, leisure and property

Author: Kate Arnold

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Cabinet Member responsible: Elaine Ware

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To: SCRUTINY COMMITTEE

DATE: 20 September 2012



2014 leisure management contract

RECOMMENDATION

That the committee notes the update on the process and proposed timescales for the procurement of the 2014 joint leisure management contract.

PURPOSE OF REPORT

1. The report provides an overview of the process and timescales for the procurement of the 2014 joint leisure management contract.

STRATEGIC OBJECTIVES

2. The procurement of the 2014 joint leisure management contract will contribute towards the Vale Council achieving its strategic objectives in the following areas:
 - excellent delivery of key services: deliver high performing services with particular emphasis on ensuring good quality sports and leisure provision
 - effective management of resources: reducing energy usage throughout the council's operations and continue to work in partnership with South Oxfordshire District Council to extend the sharing of services and all resources.

BACKGROUND

Current situation

3. Currently there are four leisure management contracts across South Oxfordshire and Vale of White Horse:

Vale

2002 – 2012 contract with DC Leisure, sub-contracted to Active Nation, for the management of the White Horse Leisure and Tennis Centre. This contract was extended until 2014 to run coterminously with the other contracts. The Vale Council receives a management fee from the extension of this contract.

2004-2014 contract with Soll (Vale) for the management of Faringdon and Wantage Leisure Centres and Tilsley Park. The Vale Council pays a management fee to the contractor for this contract.

2011-2014 contract with Soll (Vale) for the management of Abbey Meadows Outdoor Pool. The Vale Council pays a management fee to the contractor for this contract (which is funded by Abingdon Town Council).

South

2009-2014 contract with GLL for seven sites (including an outdoor pool and camp site) from which the council receives a management fee.

4. The existing leisure management contracts range in length between five and twelve years. Five years is exceptionally short for this type of contract but the timeframe was agreed specifically in order to create the opportunity of exploring the potential for a shared contract in 2014. Ten years has traditionally been a common term, although it is not unusual for contracts seeking significant investment from the contractor to be for 25 years or longer. The preferred length of the 2014 contract is one of the initial decisions that will need to be decided prior to publishing the OJEU notice later this year.

PROJECT MANAGEMENT

5. The procurement process will be led for the councils by the leisure projects officer. An appointment has not been made to this post after the first interviews. A further candidate has been invited for an interview later in September. In the meantime, the leisure manager will continue to drive the project forwards.
6. The leisure projects officer will be supported by FMG, specialist finance and procurement management consultancy company that focuses on providing business and commercial solutions in these procurement processes, and both internal and external legal support as required. This group will form the project team with input from the leisure manager, head of economy, leisure and property, and officers from other services as and when required. Officers are working with FMG and collating key information.
7. A joint project board is being established, based on the joint waste contract model. This group will comprise of the strategic director and head of economy, leisure and property, South and Vale cabinet members, a backbencher from the ruling group (who is also a member of scrutiny committee) and a member of the opposition from each council. The project board will meet at agreed milestones in the project to discuss key decisions.
8. Cabinet decisions will be required to agree the shortlisted bidders and to award the contract. Individual cabinet member decisions will be required to agree the specification. Scrutiny committee will have the opportunity to receive updates from its representative on the joint project board.

OVERALL OBJECTIVES FOR THE 2014 JOINT LEISURE MANAGEMENT CONTRACT

9. Leisure management contracts have changed in style considerably over recent years, moving away from the prescriptive style of the 1990s to a far more flexible approach that is better equipped to adapt to changes in the needs of councils and their residents.
10. The aim of the 2014 procurement process is to agree a joint contract (subject to formal decision) that not only offers an attractive proposal at the time of submission but is also flexible enough to continue to meet the needs of the councils' in years to come. Officers consider that a joint contract will be attractive to contractors, given the number of leisure facilities to be managed, our location in relation to other leisure management contracts and the councils' track record of joint working and joint contracts, and will provide the councils with the best opportunity of securing the maximum return from the contractor, both financially and in terms of increased participation. A joint contract will also be a lot more effective for officers to manage.
11. The ultimate aim of the contract will be to increase participation in sport and active recreation in the two districts and, as a result, increase usage of the centres. The contract will enable the councils to offer residents the opportunity to participate in sport and physical activity in a safe and attractive environment in order to enhance their health and well-being. If we are successful in this, then we should also be in a position to provide residents with the opportunity to have fun and enjoy the facilities that we invest significantly in.
12. In addition, tendering for a new contract allows us to challenge contractors as to how they will provide outreach sessions in areas of the community where there are no council-owned facilities, thereby extending the leisure offer that leisure management contractors have provided traditionally.
13. It is proposed that the councils' main objectives in tendering the management of the leisure facilities are to:
 - increase participation in sport and physical activity
 - provide good value for residents and other users of the facilities
 - operate the centres efficiently and sustainability in accordance with the councils' objectives
 - maximise the management fee payable by the contractor to the two councils, keeping the financial payments separate for the two councils
 - demonstrate a positive, proactive attitude to working with the councils and other partners to deliver the stated objectives
 - demonstrate an innovative approach to delivering the leisure management contract.

KEY CONSIDERATIONS

14. It is worth reflecting on the procurement rules that will be followed in order to award this contract. The process will be subject to European Union (EU) regulations because the value of the joint contract over its lifetime is likely to be in excess of the EU threshold (currently £173,934).

15. Officers anticipate that the joint contract will generate a considerable level of interest amongst bidders, partly due to its size, its location and the three incumbent contractors.
16. Due to the anticipated level of interest, officers expect that the contract will be keenly priced, based on sophisticated business plan models. We will request annual management fee proposals on a per site basis at the time of tender submission. It will then be up to the successful contractor to ensure that these business plans are realised during the lifetime of the contract.
17. By seeking annual management fee figures for each site, it will be relatively simple to split out the financial implications for each council and for both councils to gain a level of certainty over the impact on their revenue budgets for the lifespan of the contract. This exercise also provides indicative estimates of costs if a site was to be removed from the contract at a later date, or if a known improvement or new facility was to be delivered.
18. In terms of pricing, the councils will require contractors to produce an innovative pricing structure that will reflect the objectives of the contract. This may result in prices for the same activity being consistent across the two districts, but this would not be a requirement of the contract.
19. It is likely that prices for a small number of core activities (e.g. swimming, badminton) will be agreed by the councils. Prices for these activities will be permitted to increase annually by up to a maximum of the retail price index (RPI). Any increases above RPI will be required to have a business case submitted and cannot be changed without the relevant council's agreement. However, all other prices (e.g. parties, lessons) will be left to the market to decide.
20. Officers are not proposing that the councils should be prescriptive in terms of target groups for the contract. Instead, we are likely to be suggesting that contractors provide a balanced programme of activities that is relevant and accessible to the whole community. This programme is likely to vary between the leisure facilities and will have the potential to change over the lifespan of the contract. In order to meet their financial targets, contractors will need to maximise the opportunities available to them in each local area and will look to offer a range of activities to attract different demographics.
21. Likewise, officers are not anticipating that the councils will specify mandatory opening hours for the sites. Instead, we suggest that contractors make proposals based on a sound business case that contribute towards the contract objectives and reflect existing restrictions, such as the joint-use agreements with Oxfordshire County Council for the facilities on school sites and relevant planning conditions.
22. Officers are not anticipating that key performance targets (KPTs) for the whole contract term will be agreed at this stage. Instead, we suggest that the current set of KPTs for the existing contracts should be shared with bidders along with the Vale Council's performance review guidelines as tender documents are issued. We will then review and agree KPTs on an annual basis; enabling specific focus points to be targeted in future years.
23. Consideration also needs to be given to the apportionment of risks (e.g. cost of utilities, pensions and maintenance responsibilities.)

DRAFT TIMETABLE FOR LEISURE MANAGEMENT CONTRACT

24. It is currently very early in the project planning for this procurement exercise. At present, officers anticipate that key dates are as follows:

November 2012	Publish OJEU notice and trade advertisement. Review specification documentation and advise on draft tender documents
November 2012	Agreement of procurement route
March 2013	Agree specification for new contract with cabinets
April 2014	Cabinets to award contract
1 September 2014	New contract commences

25. Further details on the timetable will be available following the agreement of the procurement process, which is to take place during November 2012.

FINANCIAL IMPLICATIONS

26. There are no financial implications arising from this report.

LEGAL IMPLICATIONS

27. There are no legal implications arising from this report.

CONCLUSION

28. This update provides scrutiny committee with an overview of the current thinking in regards to the 2014 leisure management contract. As stated, it is still very early in the process and the decision in terms of procurement routes will have a significant impact on the detailed project plan.

29. It is intended that scrutiny committee will be kept informed of upcoming decisions and progress with the project through its representative on the joint project board.

BACKGROUND PAPERS

30. None

Vale of White Horse District Council Fit For The Future Programme

Scrutiny Report

20 September 2012

About Fit For The Future

A programme that helps us to

- Focus on delivery of corporate plan
- Focus on what customers want and need
- Remove functions and tasks not essential to customers or organisation
- Remove waste from our systems and processes
- Develop innovative approaches
- Manage performance and productivity better
- Create more motivated, purposeful, competitive teams that are **Fit for the Future**

FFTF Programme Savings

Vale FFTF Budgetted Costs and Savings Summary

	2009/10	2010/11	2011/12	2012/13	2013/14	Total to 2013/14
FFTF Programme Costs	£ 117,274	£ 158,705	£ 116,149	£ 157,950		£ 550,078
Cumulative costs	£ 117,274	£ 275,979	£ 392,128	£ 550,078	£ 550,078	£ 550,078
2010/11 MTFP (Function Review)		-£ 665,724	-£ 1,268,561	-£ 1,311,561	-£ 1,311,561	-£ 4,557,406
2011/12 MTFP			-£ 196,760	-£ 522,100	-£ 543,100	-£ 1,261,960
Planning adjustments				£ 111,270	£ 52,000	£ 163,270
2012/13 MTFP				-£ 57,400	-£ 193,800	-£ 251,200
Total savings	£ -	-£ 665,724	-£ 1,465,321	-£ 1,779,791	-£ 1,996,461	-£ 5,907,296
Cumulative Savings	£ -	-£ 665,724	-£ 2,131,045	-£ 3,910,835	-£ 5,907,296	-£ 5,907,296

Notes:

Vale Function Review savings coincided with other savings initiatives that were necessary at the time, however all the savings were put together and labelled Function Review, this means that a proportion of FFTF Function Review savings may have occurred by other means

The programme is ongoing and these figures will be kept under review and updated on a regular basis

Current Programme Timeline

Draft FFTF Round 3 Programme Plan		Month																								
Service / Team / Project	FFTF Lead	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	
Planning	SB/RF	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	
Customer Service Excellence Award	RF		Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work									
HR, IT and Customer - CST, HR and P&P	SM/SL					Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work									
Wantage Civic Hall	SM					Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work										
Launch New Project Management Toolkit Autumn training	SL					Project Work	Project Work	Project Work	Project Work				Project Work													
Service Delivery Models - Part A	SB/SM/SL								Project Work																	
HR, IT and Customer - IT	SM/SL								Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work
Channel Shift Audit and Evaluation	SL										Project Work	Project Work	Project Work													
Contract and Supply Chain Management - Leisure - Parks and Waste - Financial Services (incl FOH) - Technical Services - Other medium and small contracts	SM/SL											Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work
Community Engagement - Economic Development - Communications and Grants - Policy and Engagement - Planning Policy overlap	SM/RF											Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work
Environmental Protection Food and Safety Car Parks	SB/RF														Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work
Legal and Democratic	SM/SL														Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work	Project Work

Date: 26/6/12	Key	Project Work	Implementation
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Briefing Note for:

Scrutiny Committee - 20 September 2012

CORPORATE PLAN 2009-2012: FINAL REVIEW OF PERFORMANCE

1. The council's corporate plan is a key document which sets out our strategic objectives and corporate priorities together with the measures and targets that we will use to track our progress and performance.
2. We carry out a review of the corporate plan annually to track progress, identify corrective measures when performance is below target, and make any changes to the corporate priorities and measures that are needed to ensure that the plan remains relevant and up to date.
3. During the final year of the plan we carry out a fundamental review of the council's strategic objectives and corporate priorities and develop a new corporate plan for the next four year period. In February 2012 the council agreed a new corporate plan for 2012-2016 to replace the corporate plan for 2009-2012. The purpose of this report is to set out the final review of the council's performance in delivering the key actions and targets contained within the former plan during the period 2009-2012'
4. Performance data is contained within Appendix One to this report. The table sets out the priorities and targets under each strategic objective together with a final statement of performance. Appendix Two sets out those measures in the plans which are no longer measured so we are unable to report final performance on them.
5. Cabinet members are asked to agree the final review and statement of performance for publication, after Scrutiny has had an opportunity to comment.
6. This item will be considered at the Scrutiny Committee on 20 September 2012, Scrutiny Committee is asked to pass back any comments to the portfolio holder that are relevant.

Appendix One – performance against Vale corporate plan 2009-12

Strategic objective: meeting people’s need for housing			
Corporate priority: enable affordable homes to be built in the district each year in line with the Vale’s ambitious targets			
Key actions and measures	Target	Performance	Comments/Responsibility
<p>Develop five rural affordable housing exception sites by the end of 2011</p> <p>LPT 341 – Number of affordable homes delivered on rural exception sites or in smaller villages</p>	<p>2009/2010 - 20</p> <p>2010/2011 -20</p> <p>2011/2012 - 20</p>	<p>2009/10 - 0</p> <p>2010/11 – 3</p> <p>2011/12 - 20</p>	<p>In July 2010 we reported on preparatory work on schemes at sites in East Hendred, Steventon, Blewbury, Shrivenham, and Kingston Bagpuize.</p> <p><u>2011/12 update</u> 3 units were completed in East Hendred in 10/11; and 14 units were completed at Blewbury. 6 units have been completed in Sutton Courtenay (not rural exception sites). A scheme at Kingston Bagpuize now has planning permission and will start on site in August 2012.</p> <p>The scheme at Shrivenham is on hold due to larger planning applications having been submitted on other sites in the village; and the scheme at Steventon has not been able to proceed as the identified landowner could not agree terms</p>

			<p>Current targets (for 2012/13) for affordable housing are for total units across whole district only.</p> <p>Helen Novelle</p>
Facilitate the provision of affordable housing for people who live and work in the Vale through the current Local Plan and the Local Development Framework once it has been agreed	Further consultation on Core Strategy in 2011/12, submission and publication 2012/13 and adoption 2013/14	Ongoing	<p>A new timetable for adopting the core strategy was agreed during the corporate plan period and work is on track to deliver against this timetable. This is a corporate priority in the new Corporate Plan.</p> <p>This will be followed by supplementary planning guidance that will establish the proportion of size, type and tenure of affordable housing the council requires</p> <p>Miles Thompson</p>
<p>Ensure the development of new and other suitable types of affordable houses</p> <p>LPT 412 – number of affordable homes delivered</p>	<p>2011/12 - 100 2010/11 - 140 2009/10 - 100</p>	<p>2011/12 - 64 2010/11 - 198 2009/10 - 219</p>	<p>We acknowledged at the outset of 2011/12 as part of our performance point reviews that the target was unlikely to be achieved due to the dip in on-going construction. Although construction at Cumnor Hill restarted after a period of suspension further completions were not possible by the end of March 2012. However over the 3 year period 2009-12 the overall target has been exceeded.</p> <p>Helen Novelle</p>
LPT 410 – Net additional homes provided	2011/12 Target: 233	376	Adrian Duffield

<p>Provide the right balance of rented, shared ownership and other types of intermediate housing. Use regular housing needs surveys to give an accurate picture of the district's housing requirements</p>	<p>The SPG sets out guidance for affordable housing to be delivered as 75% rented to 25% shared ownership</p> <p>We tend to use guidance provided in our Housing Needs Assessment 2008 (updated in 2012) as this reflects a more current situation.</p> <p>For rented units the aim is to achieve a balance of 60% smaller (1 and 2 bed) units and 40% larger (3 or more beds).</p> <p>For Shared Ownership the demand is very much greater for smaller units, and guidance is for almost all shared ownership units to be 1 or 2 beds.</p>	<p>2009/10 Total newbuild units = 186</p> <ul style="list-style-type: none"> • 144 (77%) rented (71% 1 & 2 beds; 29% 3+ beds) • 42 (23%) shared ownership (all 1 & 2 beds) • 1 open market purchase • 32 via the Govt's open market Homebuy scheme <p>Total = 219</p> <p>2010/11 Newbuild:</p> <ul style="list-style-type: none"> • 119 (60%) rented (55% 1 & 2 beds; 45% 3+ beds) • 79 (40%) shared ownership (70% 1& 2 beds; 30% 3+ beds) <p>Total = 198</p> <p>2011/12 Newbuild:</p> <ul style="list-style-type: none"> • 51 (81%) rented (63% 1 & 2 beds; 37% 3+ beds) • 12 (19%) shared ownership (83% 1 & 	<p>The headline performance over the three year period is 71% rented and 29% shared ownership. However this headline figure also reflects the fact that on several occasions the economic climate enabled a considerable number of additional affordable homes above the 40% to be achieved from developers in 09/10 and 10/11. Almost all of this additionality was delivered as shared ownership.</p> <p>Following 2 years of significant housing delivery, 2011/12 produced a lower figure of 64 units – most of which were delivered as homes for rent. House building had slowed down considerably as mortgages became increasingly hard to obtain, impacting on shared ownership as well.</p>
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		2 beds; 17% 3+ beds) • 1 mortgage rescue scheme/rented Total = 64	
Helen Novelle			
Corporate priority: help people in housing need to resolve their housing problem			
Key actions and measures	Target	Performance	Comments
The number of households who are placed in temporary accommodation because they are homeless LPT 414 - number of households living in temporary accommodation	20 by March 2012	22 Average of 12 during period April 2011 – March 2012	Lyn Scaplehorn
Provide high quality advice and support to prevent households becoming homeless - a reduction in the number of homelessness acceptances LPT 415 – percentage of successful homeless prevention cases	90 %	89% achieved in 2011/12	The council achieved the targets for 2009/10 and 2010/11 and consequently set itself an ambitious target for 2011/12 which it just missed Lyn Scaplehorn
Provide high quality temporary	No target set	n/a	We have negotiated the development of eight

accommodation suitable for the needs of homeless people			two-bed new build flats for temporary accommodation at Harcourt Way in Abingdon, as part of the s106 agreement for the Old Gaol development. Although this scheme has been subject to delays this is now the subject of a planning application. Helen Novelle
Keep the number of households who are accommodated in nightly charge properties to a minimum	No target set	25 applicants in 2011/12	The number of households in nightly charged accommodation has reduced steadily over the period of the plan, from 65 in 2008/09 and 22 in 2009/10 to three at the end of March 2012. Lyn Scaplehorn
Implement the sub-regional Choice Based Letting scheme by 31 May 2009	Implement scheme	Scheme implemented	The scheme is fully operational – this means there is one allocations system, and has widened applicants' choice of accommodation. Lyn Scaplehorn
Time taken to process housing/council tax benefit claims and change events	New claims 19 days Changes in circumstances 9.5 days Combined new claims/changes 13 days	17.71 days	At the end of 2012 the figure for speed of processing new claims came in at 17.71 days. Changes in circumstances came in at 8.57 days and combined new claims and changes processing came in at 9.86 days. These excellent returns represented the best ever performance levels and, the best since the inception of the Capita financial services contract. Paul Howden

Strategic objective: supporting a vibrant local economy			
Corporate priority: work in partnership to sustain vibrant market towns			
Key actions and measures	Target	Performance	Comments
Actions in the market towns that maintain or improve business confidence (measured by survey)	<p>To have published annual market town action plans for Wantage and Faringdon.</p> <p>To have supported the delivery of SEEDA funded projects in Faringdon and Wantage</p>	<p>Annual action plans produced and delivered in partnership with key stakeholders in each town.</p> <p>All SEEDA funded projects successfully delivered.</p>	<p>Delivery of annual action plans for the towns of Abingdon, Faringdon and Wantage.</p> <p>Annual footfall survey measure business confidence – and benchmarks changes in footfall patterns in each of the three towns.</p> <p>Suzanne Malcolm</p>
LPT 368 - Percentage of vacant retail units in the main retail areas of the three market towns	Less than 10%	8.69%	<p>Annual retail vacancy survey in Abingdon, Faringdon and Wantage measures business confidence</p> <p>Suzanne Malcolm</p>
Support the creation of an Abingdon Town Partnership and part fund a partnership officer to manage an action plan	Create partnership and appoint partnership officer		<p>In 2010 we reported that the Abingdon Town Partnership had recruited a partnership manager in September 2009.</p> <p>The Choose Abingdon Partnership has developed and grown into a proactive partnership, supported by the business community in the town. A strategy has been developed and guides project delivery. Projects delivered include a range of events, visitor publications, a loyalty card scheme, information boards etc.</p> <p>Suzanne Malcolm</p>
Prepare a market towns strategy	Strategy and action plans		Strategy published. Annual action plans

for the Vale and action plans for Abingdon, Faringdon and Wantage, in collaboration with stakeholders, by the end of March 2010	published		produced and delivered for each of the towns in partnership with stakeholders in the towns. Suzanne Malcolm
Corporate priority: support rural business and communities			
Key actions and measures	Target	Performance	Comments
The amount of Southern Oxfordshire LEADER funding allocated to projects within the Vale LPT 312 Joint Southern Oxfordshire LEADER funding	2011/12 target: £220,000	£286,632	Total project spend for 2011/12 was £286,632. This is total spend across Vale and South Oxfordshire District Council; we are unable to split this spend between the two districts as many projects cover both districts e.g. farm machinery that is used across southern Oxfordshire. Since the start of the programme, £1.1m has been spent across Southern Oxfordshire up to 31 March 2012. DEFRA reduced this budget from £1.89m to £1.5m in July 2010. Suzanne Malcolm
LPT 313 - number of jobs created/safeguarded by Southern Oxfordshire LEADER funding	2012/13 Target 13	Programme total to date: Jobs created = 21.1 Jobs safeguarded = 32.7 Total = 53.8	See comment above. Suzanne Malcolm
Corporate priority: promote 'Science Vale UK' as a world leading area for science and technology			
Key actions and measures	Target	Performance	Comments
LPT 314 - At least one new large science related enterprise employing more than 50 people locates in the area during the next four years	2011/12 Target 1	1	Ansys a software company, employing more than 50 people took space at Milton Park. Toby Warren

LPT 315 - An overall growth in employment of at least 250 new jobs in the next 4 years in the Science Vale UK area	2011/12 Target 175	175	Jobs created at Milton Park in the Innovation Centre, Ansys and Yasa Motors - at least 175 in total. Toby Warren
LPT 316 - Maintain or improve business confidence in Science Vale UK area.	No target set	n/a	No survey conducted in 2011/12 but anecdotal evidence suggests that Enterprise Zone status has increased business confidence. Toby Warren
Increase the profile of the area so that it is seen as a first choice location for high value added businesses and research and an attractive place to live	No target set	n/a	The award of Enterprise Zone status has significantly raised the profile of the area and resulted in pro-active support from the government agency United Kingdom Trade and Investment. Toby Warren
Project manage the partnership developing Science Vale UK as a global hotspot for enterprise	No target set	n/a	The project director's contract came to an end and was not renewed on grounds of cost but project manager post remains, providing the resource needed to co-ordinate partnership activity. Toby Warren
Promote additional investment in physical and social infrastructure for the benefit of residents and businesses	No target set	n/a	Planning work for access to Science Vale UK continues. Enterprise Zone status granted in September 2011 will result in an estimated £250m of business rates income that will be invested in infrastructure.

			Toby Warren
Strategic objective: managing our business effectively			
Corporate priority: provide value for money services that meet the needs of our residents and service users			
Key actions and measures	Target	Performance	Comments
Percentage of residents satisfied with the overall quality of council services	No target set	79% - as measured by first residents survey 2012	From 2012 we will measure this indicator through a residents' survey involving face to face interviews – this is the baseline figure for the new corporate plan. Sally Truman
Average sickness absence per full time equivalent employee per annum	6.5 days	4.36 days	We introduced the Bradford Factor in 2010/11 as a way of highlighting employees with high repetitive sickness. A calculation of number of times off x number of times off x total number of days absent gives a 'score' for the preceding 12 months which will instigate meetings with the employee's manager about their sickness. This has helped manage short-term sickness. A number of instances of long-term sickness in 2011/12 increased the overall average. Mark Gibbons
LPT 256 – payment of commercial invoices within 30 days (replaced measure on average time to pay an invoice)	99%	98.15%	We very narrowly missed this stretching target; however performance improved from 75.58 per cent to 98.15 per cent and received plaudits from the local business community. Performance reports continue to be issued on a monthly basis to encourage teams to pay invoices promptly.

			Paul Howden
Maintain the Vale's reputation for high quality services and low council tax	No target set	n/a	<p>We originally measured this through our score on the national Use of Resources assessment. Use of Resources has now been dropped as a performance measure. However, the Vale's council tax is in the top twenty lowest for all district councils.</p> <p>Our service delivery is recognised as ranking amongst the best nationally. In 2012 we were shortlisted for the Council of the Year award by the LGC and for the shared services award by the MJ. The audit commission may comment on quality of service and value for money in its annual governance report as part of the audit of accounts for 2011/12 – these results are expected to be published in September.</p> <p>Bob Watson/Sally Truman</p>
Ensure delivery of the highest quality services and demonstrate VFM in all of our key services by using up to date cost and performance information	No target set	n/a	<p>See comment above.</p> <p><i>According to our Peer Review in 2011</i> “There is a story of good progress on many priority areas within the Vale, this having been achieved at the same time as delivering a challenging and innovative agenda. Performance improvement has been delivered in priority areas and the council is held in high regard by citizens and partners.” peer review</p>

			<p>During the period of the corporate plan, we developed and now publish a monthly board report containing key performance indicators, which ensures we have timely management information about the quality of our services. In general this shows that all key public services and cost indicators are performing very well</p> <p>Bob Watson/Geoff Bushell</p>
Agree and deliver a Business Process Improvement Programme to achieve planned efficiencies	No target set	n/a	<p>This is being delivered through the 'Fit For the Future' programme</p> <p>In the 2 years from April 2010 to March 2012 a cumulative total of £2,131,045 savings were written into the Vale budgets as a result of the FFTF programme</p> <p>Sarah Longman</p>
Identify further joint working opportunities, principally with SODC, and deliver cashable efficiency savings	No target set	n/a	<p>Appointments to the shared management team and shared heads of service achieved annual savings of £289,000. Appointments to joint fourth tier management positions in February 2010 have achieved annual savings of £260,000.</p> <p>Since then we have continued to implement a shared approach to service delivery achieving additional staff savings of [???]. The implementation of the joint waste contract has achieved savings of £1 million.</p>

			<p>Are these accurate figures for vale?</p> <p>Bob Watson to check?</p>
<p>Undertake reviews and bring forward proposals, in time for implementation in the 2011/2012 budget, for a significant reduction in the costs:</p> <ul style="list-style-type: none"> • Tilsley Park • Abingdon Guildhall • Wantage Civic Hall • Faringdon Corn Exchange 	No targets set	n/a	<p>As reported in 2010, the council transferred the freehold of the Faringdon Corn Exchange to Faringdon Town Council on 1 April 2010. The Guildhall transferred to Abingdon Town Council from 1 April 2011. Future options for Tilsley Park are currently being explored.</p> <p>Wantage Civic Hall is currently subject to a Fit For the Future review to achieve increased use.</p> <p>Kate Arnold</p>
<p>Percentage of people who believe they can influence decisions in their locality (previously NI 4)</p>	No target set	21% - as measured by the first residents survey 2012	<p>From 2012 we will measure this indicator through a residents' survey involving face to face interviews – this is the baseline figure for the new corporate plan.</p> <p>Sally Truman</p>
<p>Overall satisfaction with the local area (previously NI5)</p>	No target set	95% - as measured by the first residents survey 2012	<p>From 2012 we will measure this indicator through a residents' survey involving face to face interviews – this is the baseline figure for the new corporate plan.</p> <p>Sally Truman</p>
<p>Total net value of on-going cash-releasing value for money gains (previously NI 179)</p>	2009/10 - £1,189,714	2009/10 - £1,022,548	<p>Whilst performance in 2009/10 was below target the council was still able to set a balanced budget for the year.</p>

			<p>NI 179 was deleted when the national indicator set was withdrawn by Government – so we are no longer obliged to report or record “Gershon-able” cash and non-cash savings. We still make this type of savings as part of the budget setting process.</p> <p>Bob Watson</p>
Corporate priority: optimise access to our services			
Key actions and measures	Target	Performance	Comments
Percentage of payments made on-line or electronically.	No Target set	2009/10 7.1% 2010/11 18.12% 2011/12 25.45%	<p>This is the percentage of payments handled by Vale customer services made either by automated telephone payment or internet payment. By value the percentage of transactions for the period are:</p> <p>2009/10 = 4.79% 2010/11 = 9.78% 2011/12 = 15.44%</p> <p>Helen Strain</p>
Deliver the Equality and Diversity Scheme Action Plan, including equality impact assessments	Deliver the action plan		<p>The action plan is being delivered and progress is reported annually to Scrutiny committee.</p> <p>Cheryl Reeves</p>
Agree a new/updated customer contact strategy which promotes moving customers to the web wherever possible in time for implementation in the 2010/11 budget	Agree a strategy by 2010/11 budget		<p>This corporate priority is now part of the councils drive to achieve the customer excellence standard by the end of 2013</p>

Corporate priority: Improve communication about the council's activities and achievements			
Communicate effectively with staff to ensure that they are engaged with and motivated by the council's activities	Conduct the Best Companies staff survey	Surveys completed in 2009, 2010, 2011	<p>Surveys have been carried out and staff focus groups used to explore the 2010 results and develop action plans to address concerns.</p> <p>In 2011 we carried out a joint Vale/South survey for the first time as the majority of staff are now shared. Results saw improvements in most factors over 2010.</p> <p>Detailed data packs have been provided to Heads of Service based on 2011 results to enable them to address any issues within their service areas.</p> <p>Sally Truman</p>
Use 'Vale Voice', our residents panel, to measure progress with our strategic objectives and priorities	No Targets set	n/a	<p>We have appointed a new contractor to manage the residents' panel, have re-launched the panel and refreshed its membership. We carried out 2 surveys in 2011/12 and will continue to use the panel to understand our customers' views on specific service issues. In addition, in future years we will use a residents' survey, involving face to face interviews to measure customer satisfaction and other indicators in the new corporate plan.</p> <p>Sally Truman</p>
Improve communication with our residents and customers so that the council can demonstrate that it	No targets set	72% – as measured by first residents survey 2012	<p>From 2012 we will measure this indicator through a residents' survey involving face to face interviews – this is the baseline figure for</p>

provides high quality VFM services LPT - percentage of people who feel very or fairly well informed about the council and its services			the new corporate plan. Shona Ware
Strategic objective: rising to the challenge of climate change			
Corporate priority: minimise our impact on the causes of climate change			
Key actions and measures	Target	Performance	Comments
To reduce the carbon footprint arising directly or indirectly from the council's operations	See below	See below	Our Carbon Management Plan sets out our plans to reduce carbon emissions by 20% between 2007 and March 2012 – see performance below. Heather Saunders
Implement the Carbon Management Plan Reduce carbon emissions from council operations by 20% by March 2012 (baseline 2007)	20%	14%	The delivery vehicle for this priority is our Carbon Management Plan which includes a 20% target by 2012/12, so still has one year to run. We have achieved an overall reduction from baseline of 14% at the end of 2011/12. This increases to 17.5% when we consider weather related effects. Some emissions savings arising from our capital investment are yet to show in our figures. We expect further emissions reductions, and expect to achieve our five-year target, taking into account weather effects, by March 2013. Heather Saunders
Reduce business mileage (council staff)	10% by March 2010	40%	Business mileage in 2010/11 and 2011/12 increased mainly due to some staff being

			relocated as part of team restructures, therefore failing to meet the five % year on year reduction target. However, since 2009/10 there has been an overall reduction of 33 % so during the lifetime of the plan the target has been achieved. Cynthia Sullivan
Investigate the purchase of renewable energy for Vale buildings in time for implementation in the 2010/11 budget	No target set	n/a	We have entered into a contract to purchase electricity via a framework agreement with other local authorities in the South East. We have therefore not pursued a contract for 'green' energy. John Backley
Investigate the use of grey water schemes for Vale parks and gardens in time for implementation in the 2010/11 budget	No target set	n/a	As reported in 2010, this was investigated as part of the installation of the water feature at Manor Road Wantage. However, it was not viable at that time, although the installation does allow for a system to be installed at a later date. Richard Ballard
Corporate priority: respond to the effects of climate change, particularly flooding			
Key actions and measures	Target	Performance	Comments
Flood risk management (previously NI 189) 100% take up of grants for flood group schemes	100% take up of grant	100% take up of the £110,000 grant fund in 2009/10	2011/12 – Further grant of £10,000 was made available with only 50% take up by flood groups. The remainder of this money was used to purchase stocks of FloodSax bags for use in emergency situations. No target set for 2011/12

			John Backley
Facilitate the creation of a Vale Flood Alliance of Local Community Flood Groups (as a self governing body)	Group set up as a self governing body		<p>A workshop in 2010 was well attended with good feedback. Creation of a self governing Vale Flood Alliance is dependant upon one person/group taking lead role but no-one or group is willing to lead at this time. The consensus of opinion is for Vale to remain in a co-ordinating role.</p> <p>We are working with the Environment Agency to encourage flood groups to prepare flood and community plans.</p> <p>John Backley</p>
Deliver an agreed number of projects on 'ordinary water courses' (streams, brooks, ditches) which will reduce the impact of flooding	No Target set	n/a	<p>In 2010 we reported that six projects had been delivered at East Hanney, Appleton, Steventon, Wantage, South Hinksey and Ladygrove Meadow, Abingdon.</p> <p>Further schemes have now been completed in Wootton, Longcot and Sunningwell; and riverbank improvement works have been completed at Hales Meadow and Abbey Meadows, Abingdon.</p> <p>John Backley</p>
Corporate priority: minimise the waste we produce and maximise recycling			
Key actions and measures	Target	Performance	Comments
Increase the percentage of household waste sent for recycling and composting	69%	Provisionally below target - 68.8%	The council is amongst the top performing district councils nationally These are provisional figures as the official figures are

			not published until November 2012. Ian Matten
Reduce the amount of residual household waste produced per household	300Kg	240kg	Ian Matten
Strategic objective: helping to maintain a safe Vale			
Corporate objective: help to maintain, or further reduce, low levels of crime and anti-social behaviour			
Key actions and measures	Target	Performance	Comments
Alcohol test purchasing exercises – deliver an agreed number	No Target set	2009/10 20 premises tested – 7 failed 2010/11 27 premises tested – 7 failed 2011/12 7 premises tested – 3 failed	Test purchasing exercises are intelligence led operations. TVP licensing team is the lead agency working in partnership with the Vale licensing team and community safety. Katharine Doherty
Develop and support a range of initiatives to reduce irresponsible drinking and behaviour	No Target set	n/a	In the 2010 review we reported on SMART and the Street Pastors scheme in Wantage and Faringdon. A Designated Public Place Order (DPPO) has in been in place in Abingdon since May 2009, providing confidence for officers when seizing alcohol from people behaving in an anti-social manner. Under “Operation Maverick” the Abingdon neighbourhood team agreed a process for referring underage people caught repeatedly with alcohol to a workshop at the Abingdon Bridge. Letters are sent out to

			<p>parents/guardians after the first offence together with the advice leaflet, 'Your kids and alcohol'.</p> <p>1 July 2010 to 21 June 2011: 99 letters to parents/guardians in 2010/11.</p> <p>In 2011/12 the CSP supported local street pastor schemes in Abingdon, Wantage and Grove. The district council also provided funding. The partnership produced an advice card for street pastor schemes and neighbourhood police teams to hand out locally during their evening patrols. The cards provide information about a range of support services which people may need following a night out.</p> <p>Katharine Doherty</p>
Continue to develop and support the Vale 'Nightsafe 'scheme, working with licensees to reduce town centre violence	No Target set	n/a	<p>Progress in 2011/12:</p> <ul style="list-style-type: none"> • Relaunch of multi agency CSP Nightsafe initiative in Wantage and Abingdon, with 18 licensed premises signing up to the Nightsafe pledge. • Vale Nightsafe meetings where the district council's community safety and licensing teams worked with the police neighbourhood teams and licensing to reduce incidents of alcohol related crime • Two drugs dog operations were carried out and funded by the CSP to

			give out the message of a zero tolerance approach to drugs in Abingdon Katharine Doherty
Level of violent assault (replaced NI20 Assault with less serious injury)	5% reduction	2009 1138 2010 1093 2011 951	This represents a reduction of 13%. Katharine Doherty
Level of domestic burglary, car crime and robbery (Replaced NI 16 Serious acquisitive crime rate)	Maintenance target	2009 556 2010 494 2011 376	This represents a reduction of 23.9%. Katharine Doherty
Incidents of recordable domestic violence reported to the Police (replaces NI32 repeat incidents of domestic violence)	No Target set	2009 372 2010 324 2011 287	This represents a reduction of 13.2%. Katharine Doherty
Number of domestic violence incidents referred to the South and Vale outreach service (replaces NI32 repeat incidents of domestic violence)	No Target set	2010 28 2011 18	Katharine Doherty
Corporate priority: reduce the fear of crime and antisocial behaviour			
Key actions and measures	Target	Performance	Comments
Reduce the fear of crime by making sure that local people are aware that the Vale is a safe place to live Deliver the actions that support the 7 priorities in the Vale Community Safety Partnership Plan 2008-11 percentage of people who say they feel safe when walking alone in their	We use public perception of safety in the Vale as an indicator for this (measured via the district's citizens panel survey in autumn 2011) No targets set	TBC	Actions undertaken include: <ul style="list-style-type: none"> Thames Valley Alert – messages sent directly to residents about crime and community safety issues Community safety partnership articles in Vale News, Councillors' weekly information sheet. Press releases generating positive press coverage of CSP initiatives (e.g. relaunch of Wantage Nightsafe in

local community during daylight LPT - percentage of people who say they feel safe when walking alone in their local community after dark			2011) <ul style="list-style-type: none"> Quarterly performance reports about the positive impact that CCTV has on reducing crime and the fear of crime in the Vale (circulated to town and parish councils and other interested parties in the district) Katharine Doherty
Improve the partnership approach to crime reduction by further developing neighbourhood action groups	n/a	n/a	The CSP continues to support NAGs in the Vale, providing links to council services and offering project management support where appropriate. Katharine Doherty
Strategic objective: keeping the Vale a clean place to live			
Corporate priority: deal effectively with litter and detritus			
Key actions and measures	Target	Performance	Comments
Satisfaction with street cleanliness	No Target set	72% - as measured by the first residents survey 2012	From 2012 we will measure this indicator through a residents survey involving face to face interviews – this is the baseline figure for the new corporate plan. Ian Matten
Ensure that the Vale retains a clean environment LPT - Exceed Oxfordshire rural enforcement performance (replaces NI 196 Improved street and	Exceed county average performance for fly tipping enforcement	NI 196 2009/10- very effective NI 196 2010/11- very effective LPT (2011/12) - 2.0	NI196 was the ratio of enforcement actions divided by the number of fly tip during the previous year. The scores are then classed from not to very effective The LPT calculated the same ratio with a higher score indicating a better performance.

environmental cleanliness - fly tipping and LPT 417 Achieve 'very effective' rating for fly tipping enforcement service)		(above average)	The ratio for all rural (excluding Oxford City) Oxfordshire authorities for 2008/9 and 2009/10 is 0.5. VWHDC score was 2.0
LPT - reduction in the number of fly tips (based on a rolling three year average from 2008 to 2011)	n/a	2009/10 533 2010/11 450 2011/12 271	Although a specific target was not set beyond reduction an overall reduction over the period was achieved
Improved street and environmental cleanliness (previously NI 195)	2011/12 targets 4 % litter 7 % detritus 2 % fly-posting 2 % graffiti	Partially achieved 1 % litter 23 % detritus 0 % fly posting 0 % graffiti	We are no longer required to report on NI 195. However, we continue to use the same methodology as a means of monitoring the contractor's performance with regards to street cleanliness. It is based on the percentage of areas surveyed that fall below a certain grade. The 2011/12 figures are provisional and need to be agreed with the contractor. The target for detritus has not been achieved and we will be working with the contractor to achieve improved performance. Ian Matten
Improve co-ordination between relevant contractors and the county highways department to improve the quality of litter picking of principal roads and open spaces	No target set	n/a	We have improved co-ordination with the county council; they now send through grass cutting schedules to us which helps with the programming of litter collections. Ian Matten
Corporate priority: tackle 'envirocrime', such as fly tipping, dog fouling and graffiti			
'Grot Spots' will be investigated, assessed and an action plan	4 weeks	What was performance?	What was the position for the period to March 2012?

produced within 4 weeks of it being reported			Paul Holland
Improve the local environment by reducing fly tipping	n/a	2009/10 533 2010/11 450 2011/12 271	Although this action was not given a specific target fly tipping has reduced over the period of the plan and Vale now has the lowest number of incidents of all Oxfordshire districts. The new plan has SMART targets for % reductions in fly tipping Paul Holland
Take robust enforcement action to reduce the overall number of 'envirocrimes'	n/a	2009/10 16 FPNs, 3 prosecution actions 2010/11 40 FPNs, 5 prosecution actions 2011/12 28 FPNs, 14 prosecution actions	Although no targets set the fact that fly tipping has reduced shows the success of this approach as a deterrent Paul Holland
Develop a more robust response to graffiti in the Vale			The CSP managed a number of projects that tackled graffiti, including an Art project at Louie memorial playing fields, North Hinksey. Ian Matten

Appendix two - deleted targets

The following table sets out targets deleted since the last report.

Corporate priority: help people in housing need to resolve their housing problem	
Key actions and measures	Reason for deletion
Provide new affordable housing in rural communities	This is considered to be a duplicate of the action relating to rural exception sites.
LPT 335 average number of days that households are accommodated in nightly charge properties during the year	No longer monitored as not directly related to performance– we continue to monitor the number of households who are in nightly charged accommodation.
LPT 333 The number of households prevented from becoming homeless	No longer monitored – This has been replaced with a target for the % of successful homeless preventions which relate directly to officer performance
LPT 334 the number of households prevented from becoming homeless through the issuing of a rent deposit bond or rent in advance	No longer monitored This has been replaced with a target for the % of successful homeless preventions which relate directly to officer performance. Officers use a number of strategies to prevent homeless and it was not considered relevant to measure this one only.
NI 179 Total net value of on-going cash-releasing value for money gains	This was a national indicator withdrawn by government and is no longer monitored.
NI140 Fair treatment by local services	This was an indicator from the national indicator set which was withdrawn.

NI186 Per capita reduction in CO ₂ emissions in the local area	This was an indicator from the national indicator set which was withdrawn.
NI 37 Awareness of civil participation arrangements (including flooding) in the local area	This was an indicator from the national indicator set which was withdrawn.
NI 188 Adapting to climate change	This was an indicator from the national indicator set which was withdrawn.
Develop the young peoples targeted alcohol project to reduce alcohol abuse	This programme was always expected to be a one-off and this has been deleted
NI 32 Repeat incidents of domestic violence	Replaced by indicators on number of incidents reported to the Police and number referred to South and Vale outreach.
NI 30 re-offending rate of prolific and priority offenders	The CSP no longer monitors this.
NI21 Satisfaction with dealing with concerns about antisocial behaviour and crime by the local council and police	The CSP no longer monitors this.

SCRUTINY WORK PROGRAMME



containing scrutiny work to be undertaken 1 August 2012 - 31 May 2013

The scrutiny work programme belongs to the council's Scrutiny Committee and sets out a schedule of scrutiny work due to be carried out over during period shown above. It is a rolling plan, subject to change at each Scrutiny Committee meeting; however, the scrutiny work programme and changes to it are subject to the council's approval.

Representations can be made on any of the following issues before an item is considered by the Scrutiny Committee. Representations must be made to the relevant contact officer shown below by 10am on the day the Committee is due to meet. The meeting dates are shown below.

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Consultation	Scrutiny Committee 20 Sep 2012	Sally Truman, Policy and Community Engagement Manager Tel. (01235) 540408 Email: sally.truman@so uthandvale.gov.u k	The committee wishes to review how the council consults the public.	To review the existing consultation methods and make any recommendations to Cabinet.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Corporate plan 2008-12 - performance review	Scrutiny Committee 20 Sep 2012	Sally Truman, Policy and Community Engagement Manager Tel. (01235) 540408 Email: sally.truman@southandvale.gov.uk	The Cabinet is due to receive a report reviewing performance against the 2008-12 corporate plan.	To consider the report and make any recommendations to cabinet.	
Objectives of the new leisure contract	Scrutiny Committee 20 Sep 2012	Chris Tyson, Head of Leisure Economy and Property Tel. (01235) 540378 Email: chris.tyson@southandvale.gov.uk	The committee wishes to look at the objectives of the new leisure contract.	To consider the objectives and make recommendations to Cabinet.	
Fit for the future annual review	Scrutiny Committee 20 Sep 2012	Anna Robinson, Strategic Director Tel. (01235) 540523 Email: anna.robinson@southandvale.gov.uk	To receive an update on the fit for the future programme.	To consider a summary report and to question the Cabinet member.	
Financial services contract	Scrutiny Committee 20 Sep 2012	William Jacobs, Head of Finance Tel. (01235) 540455 Email: william.jacobs@southandvale.gov.uk	The committee undertakes an annual monitoring of the financial services contract.	To review the contractor's performance and make any recommendations the Cabinet member.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Core strategy	Scrutiny Committee 25 Oct 2012	Adrian Duffield, Head of Planning Tel. (01235) 540340 Email: adrian.duffield@southhandvale.gov.uk	This should look at the core strategy process, its timelines and key points to allow the committee to monitor, advise, and be a helpful friend.	The committee suggested this item should come to either the September or October meeting.	
Review of planning enforcement	Scrutiny Committee 25 Oct 2012	Adrian Duffield, Head of Planning Tel. (01235) 540340 Email: adrian.duffield@southhandvale.gov.uk	The committee wishes to review how the council enforces planning decisions.	To consider the existing system and make any recommendations.	
Community safety partnership	Scrutiny Committee 22 Nov 2012	Liz Hayden Tel. (01235) 540309 Email: liz.hayden@southhandvale.gov.uk	The committee undertakes an annual review of the community safety partnership's performance.	To review the partnership's annual report and make any recommendations for improvements.	
Revenue Grant to Abingdon CAB and Wantage Advice Centre	Scrutiny Committee 22 Nov 2012	Clare Kingston	For committee to provide overview before presentation at cabinet	To consider the implications of the merger of four CABx and the revenue grant to Abingdon CAB and WIAC	
The health, wellbeing and social care role of local authorities	Scrutiny Committee 24 Jan 2013	Anna Robinson, Strategic Director	The committee asked for an update at this time.	To receive information on the district authority's role	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Budget 2013/14	Scrutiny Committee 14 Feb 2013	William Jacobs, Head of Finance Tel. (01235) 540455 Email: william.jacobs@southandvale.gov.uk	Cabinet has recommended to Council the 2013/14 budget. The committee may wish to comment.	To submit any further comments to Council.	
Waste and recycling contract monitoring	Scrutiny Committee February 2013	Ian Matten Tel. (01235) 540373 Email: ian.matten@southandvale.gov.uk	The committee undertakes an annual monitoring of the waste and recycling contract.	To review the contractor's performance and make any recommendations the Cabinet member.	
Grounds maintenance contract review	Scrutiny Committee March 2013	Ian Matten Tel. (01235) 540373 Email: ian.matten@southandvale.gov.uk	The committee has asked to review implementation of the new contract.	To consider the report and feedback any comments to the Cabinet.	Provisional date
Corporate plan - annual review of performance	Scrutiny Committee March 2013	Sally Truman, Policy and Community Engagement Manager Tel. (01235) 540408 Email: sally.truman@southandvale.gov.uk	The committee wishes to the council's review performance against the corporate plan over the past year.	To review performance and make any recommendations to Cabinet.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Review two hours free parking scheme	Scrutiny Committee March 2013	Chris Tyson, Head of Leisure Economy and Property Tel. (01235) 540378 Email: chris.tyson@south handvale.gov.uk	The committee previously asked to review the effectiveness of introducing two hours free car parking.	To review the scheme and make any suggestions to Cabinet.	
Air quality in Abingdon	Scrutiny Committee March 2013	Ben Coleman Tel. (01235) 547639 Email: ben.coleman@south handvale.gov.uk	The committee wishes to investigate the impact of free car parking in Abingdon on the town's air quality.	To review changes in air quality and make any recommendations to Cabinet.	
Review of final draft of budget	Scrutiny Committee 1 Feb 2013				
Review two hours free parking scheme	Scrutiny Committee March 2013	Chris Tyson, Head of Leisure Economy and Property Tel. (01235) 540378 Email: chris.tyson@south handvale.gov.uk	The committee previously asked to review the effectiveness of introducing two hours free car parking.	To review the scheme and make any suggestions to Cabinet.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Housing allocation policy	Scrutiny Committee	Paul Staines, Head of Housing and Health Tel. (01235) 540621 Email: paul.staines@southandvale.gov.uk	At its meeting on 24 May 2012, the committee asked to review whether the council's discretion on whether the housing allocation policy could give greater priority to people in work or looking for work that contributed to the community or to armed forces personnel.	To consider the new code of guidance or revised statute once published, and to advise Cabinet on any changes to the council's policy.	
Review of the council's website	Scrutiny Committee	Shona Ware Tel. (01235) 540406 Email: shona.ware@southandvale.gov.uk	The committee wishes to review the council's website.	To review the council's website and make any recommendations for improvement.	
Housing allocation policy	Scrutiny Committee	Paul Staines, Head of Housing and Health Tel. (01235) 540621 Email: paul.staines@southandvale.gov.uk	At its meeting on 24 May 2012, the committee asked to review whether the council's discretion on whether the housing allocation policy could give greater priority to people in work or looking for work that contributed to the community or to armed forces personnel.	To consider the new code of guidance or revised statute once published, and to advise Cabinet on any changes to the council's policy.	

Item title	Meeting date	Lead officer	Why is it here?	Scope	Notes
Review of the council's website	Scrutiny Committee	Shona Ware Tel. (01235) 540406 Email: shona.ware@southandvale.gov.uk	The committee wishes to review the council's website.	To review the council's website and make any recommendations for improvement.	