

Agenda



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Contact: Ron Schrieber, Democratic Services Officer
Telephone 01235 422524
Email: ron.schrieber@southandvale.gov.uk
Date: 12 September 2018
www.southoxon.gov.uk
www.whitehorsedc.gov.uk

A meeting of the

Joint Scrutiny Committee

will be held on Thursday, 20 September 2018 at 6.30 pm

Meeting Room 1, 135 Eastern Avenue, Milton Park, Milton OX14 4SB

Members of the Committee: Councillors

South

David Turner (co chair)
Sue Lawson
David Nimmo-Smith
John Walsh
Ian White

Vale

Debby Hallett (co chair)
Mike Badcock
Robert Hall
Anthony Hayward
Chris Palmer

Preferred Substitutes

South

John Cotton
Pat Dawe
Stefan Gawrysiak
Mocky Khan
Imran Lokhon
Toby Newman

Vale

Katie Finch
Dudley Hoddinott
Vicky Jenkins
Mohinder Kainth
Sandy Lovatt
Judy Roberts
Emily Smith

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Margaret Reed, Head of Legal and Democratic

Agenda

Open to the Public including the Press

1. Apologies for absence

To record apologies for absence and the attendance of substitute members.

2. Minutes

(Pages 4 - 6)

To adopt and sign as a correct record the Joint Scrutiny Committee minutes of the meeting held on 28 June 2018 (attached).

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. Public participation

To receive any questions or statements from members of the public that have registered to speak.

REPORTS AND OTHER ITEMS BROUGHT BEFORE THE SCRUTINY COMMITTEE FOR ITS CONSIDERATION

6. 2017/18 performance review of GLL

(Pages 7 - 30)

To consider the report of the head of community services (attached).

7. Performance review of Sodexo Limited (Horticultural Services) - 2017

(Pages 31 - 46)

To consider the report of the head of housing and environment (attached).

8. Performance review of Biffa Municipal Limited - 2017

(Pages 47 - 76)

To consider the report of the head of housing and environment (attached).

9. Oxfordshire Joint Spatial Plan

(Pages 77 - 111)

To consider the report of the head of planning (attached).

10. Work schedule and dates for all South and Vale scrutiny meetings

(Pages 112 - 114)

To review the attached scrutiny work schedule. Please note, although the dates are confirmed, the items under consideration are subject to being withdrawn, added to or rearranged without further notice.



Minutes

of a meeting of the

Joint Scrutiny Committee

held on Thursday, 28 June 2018 at 6.30 pm

at the Meeting Room 1, 135 Eastern Avenue, Milton Park, Milton OX14 4SB

Open to the public, including the press

Present:

Members:

South Oxfordshire District Councillors: David Nimmo-Smith, David Turner, John Walsh and Ian White

Vale of White Horse District Councillors: Debby Hallett (co-chairman in the chair), Mike Badcock, Anthony Hayward and Chris Palmer

Officers:

Karen Brown, Diane Foster, Liz Hayden, Adrianna Partridge and Ron Schrieber

Also present:

Councillors Eric Batts (Vale of White Horse) and Caroline Newton (South Oxfordshire) Superintendent Rory Freeman and Chief Inspector Paul Powell, Thames Valley Police.

Sc.1 Apologies for absence

South Councillor Sue Lawson submitted apologies.

Sc.2 Minutes

The minutes of the meetings held on 12 September and 9 November 2017 were agreed as an accurate record and were signed by the Chairman, subject to the following amendment:

In the attendance for the 12 September meeting, delete "John Walsh" whose name had been repeated.

Sc.3 Declarations of interest

None.

Sc.4 Urgent business and chairman's announcements

None.

Sc.5 Public participation

None.

Sc.6 South and Vale Community Safety Partnership - performance report 2017/18

The committee considered the annual report of the South and Vale Community Safety Partnership (CSP).

Karen Brown, community safety team leader, introduced the report. Also present to answer questions were Vale Councillor Eric Batts, chairman of the CSP, Councillor Caroline Newton, Cabinet member responsible for community safety, Liz Hayden, head of housing and environment, Diane Foster, community safety and licensing service manager and Superintendent Rory Freeman and Chief Inspector Paul Powell, Thames Valley Police.

The report had two recommendations:

- 1) To note the progress that the South and Vale CSP made in 2017/18 in delivering its priorities and statutory functions; and
- 2) To support the CSP's view that the 2018-19 plan will focus on the protection of vulnerable people, prevention and early intervention, reducing re-offending and serious organised crime and terrorism.

In response to members' questions, the committee was informed that:

- Data in the report related to police sectors so referred to towns and their surrounding areas. More detailed information was provided to Neighbourhood Action Groups and was available on the Police.uk website.
- It was not yet possible to monitor the effects of initiatives such as Safe Places, "Hotel Watch" and "Ask for Angela" and it might take some years to identify a trend. However, it was intended to include case studies in next year's report.
- Sovereign and SOHA were members of the CSP and attended joint tasking meetings. Housing association caseworkers attended neighbourhood anti-social behaviour meetings.
- It had not been necessary to serve any community protection warnings or notices in 2017/18.
- The current budget included a significant carry forward from previous local area agreements. However actual expenditure exceeded funding provided by the Police and Crime Commissioner.
- It was not possible to compare burglary data for 2017/18 with previous years' as, from April 2017, the home office recording categories for burglary had changed.
- The CSP was looking at the feasibility of applying Public Space Protection Orders to vehicles to prevent unauthorised access onto public spaces.
- The police were always looking for opportunities to sign people up to their alert system and urged councillors to sign up, if they had not already done so, and to encourage others.
- The accident and emergency admissions victim originating form currently only included data from John Radcliffe and Horton General hospitals. If possible, admissions data from other Thames Valley hospitals would be included in next year's report.

Following further discussion, the chairman, on behalf of the committee, thanked the CSP representatives for their informative report.

RESOLVED: to:

- (a) to note the progress that the South and Vale Community Safety Partnership (CSP) made in 2017/18 in delivering its priorities and statutory functions
- (b) to support the CSP's view that the 2018/19 plan will focus on the protection of vulnerable people, prevention and early intervention, reducing re-offending and serious organised crime and terrorism.

Sc.7 Self-assessment

Adrianna Partridge, head of corporate services, informed the committee that, following discussions with the co-chairmen, she would be circulating a self-assessment questionnaire to members

Responses would be used to shape a tailored development programme for members and substitutes on the committee and to improve the support officers gave to committee members.

Sc.8 Work schedule and dates for all South and Vale scrutiny meetings

The committee noted its work programme and requested that a report on unlawful encampments be submitted to a future meeting.

The meeting closed at 7.55 pm

Joint Scrutiny Committee Report

Report of head of community services

Author: Chris Webb

Tel: 01235 422202

E-mail: chris.webb@southandvale.gov.uk

South Cabinet Member responsible: Lynn Lloyd

Vale Cabinet Member responsible: Alice Badcock

Tel: 01844 354313

Tel: 07824 333259

E-mail: Lynn.lloyd@southoxon.gov.uk

E-Mail: Alice.Badcock@whitehorsedc.gov.uk

To: JOINT SCRUTINY COMMITTEE

DATE: 20 September 2018

2017/18 performance review of GLL

RECOMMENDATION

That the committee considers Greenwich Leisure Limited's (GLL) performance in delivering the joint leisure management contract for the period 2017/18 and makes any comments before a final assessment on performance is made.

PURPOSE OF REPORT

1. The report considers the performance of GLL in providing the joint leisure management service in South Oxfordshire and Vale of White Horse for the period 1 April 2017 to 31 March 2018. This is the third report of the new joint contract which started on 1 September 2014.

STRATEGIC OBJECTIVES

2. The review of GLL helps ensure that the councils achieve their strategic objectives in the following areas:
 - South Oxfordshire's strategic objective to 'build thriving communities' through the corporate priority to 'help people to be healthy and active'
 - Vale of White Horse's strategic objective for 'sustainable communities and well-being' through the corporate priority to 'increase participation in sport and leisure through continuous improvement programmes for our leisure centres, facilities and schemes'.

BACKGROUND

3. Managing contractor performance is essential for delivering the South and Vale objectives and targets. A high proportion of the council's services are outsourced meaning the authority has established processes in place of working with contractors

to deliver services. Working jointly with contractors to review performance regularly is essential in delivering high quality services to residents.

4. The councils process for managing contractor performance focuses on continuous improvement and action planning. The councils realise that the success of the framework depends on contractors and the councils working together to set and review realistic, jointly agreed and measurable targets.
5. The overall framework is designed to be:
 - a consistent way for the councils to measure contractor performance, to help highlight and resolve operational issues
 - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
 - a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

6. The review process consists of three essential dimensions:
 - performance measured against key performance targets (KPTs)
 - customer satisfaction with the total service experience
 - council satisfaction as client.
7. Each dimension is assessed by officers and the head of service makes a judgement of classification. Contractor feedback and an assessment of strengths and areas for improvement are included. The framework may be adjusted or simplified at the discretion of the head of service, where some dimensions are not relevant or difficult to apply fairly.
8. The table below shows GLL's performance for the previous and current year. The scores are as follows:

Performance Dimensions	2016/2017	2017/2018
Key Performance Targets	Excellent	Good
Customer Satisfaction	Excellent	Excellent
Council Satisfaction	Fair	Good
Overall Score	Good	Good

9. This contract is the first joint leisure contract and runs from 1 September 2014 until 31 August 2024. GLL provides a comprehensive programme of activities and opportunities for residents and visitors to both districts to enjoy sporting and leisure facilities. GLL operates facilities in Berinsfield, Didcot, Henley, Thame, Wallingford and Wheatley in South Oxfordshire, and Abingdon, Wantage and Faringdon in the Vale within an agreed management contract and a service specification document.

10. The main deliverables within the contract are to:

- provide a minimum income each year of £411,278.76 to South Oxfordshire and £1,138,136.40 to the Vale
- increase participation in the council's leisure facilities and participation outreach programmes
- provide a varied programme of activities to cater for different age groups and preferences.

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

11. This contract has fourteen KPTs. These KPTs were considered by a joint working group of scrutiny committee members at the time of drawing up the contract documentation and officers from the leisure and corporate strategy teams. The KPTs consider areas of shared importance to elected members and officers in reporting on the contractor's performance. The KPTs are reported to cabinet members and senior officers on a quarterly basis so areas of success and concern can be discussed in a timely way.

12. These KPT results have been used to inform target setting for 2018/19 and will be used to develop the trend analysis that will happen as the contract progresses.

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	Increased total visits year on year	>4%	4%	Excellent	5
KPT 2	Increased total activity visits year on year	>6%	3%	Poor	1
KPT 3	Increased year on year growth of inclusive membership (disabled pre-paid)	>45%	43.4%	Good	4
KPT 4	Increased year on year growth of concessionary leisure card holders (pay and play)	>2%	<9.9%	Poor	1
KPT 5	Attrition (prepaid memberships only gym, swim etc. not swim school)	<7%	5.91%	Excellent	5
KPT 6	Average length of stay, direct debit members (excluding swim school)	>11.3 months	11.34	Excellent	5
KPT 7	Reduce customer	<60	48	Excellent	5

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
	complaints to Councils				
KPT 8	Percentage of bookings made on line	>55%	56%	Excellent	5
KPT 9	Percentage of referrals completing Healthwise programme (GP referral)	>54%	62%	Excellent	5
KPT 10	Conversion rate from Healthwise programme to Healthwise membership	>54%	62%	Excellent	5
KPT 11	Decreased year on year energy usage (electricity) Kwh per visit	>5%	7%	Excellent	5
KPT 12	Decreased year on year energy usage (gas) Kwh per visit	>30%	25%	Weak	2
KPT 13	Decreased year on year energy usage (water) cubic meters per visit	>10%	22%	Excellent	5
KPT 14	Annual user satisfaction survey	>80%	85%	Excellent	5
Overall "average" KPT performance rating score (arithmetic average)					4.14
Overall "average" KPT performance (excellent, good, fair, weak or poor)					Good

13. These targets were agreed at the start of the year using the actual achievements from the previous contract year and reflected anticipated trends and changes to services and facilities.
14. Performance against the targets has been very good with GLL achieving an excellent rating against 10 of the 14 targets.
15. KPT 2 has not been achieved, this is in part due to the closure of Abbey Meadow Outdoor Pool for the 2017 season for refurbishment, the two-week closure of Didcot Wave in December for essential works and the refurbishment of the pool changing rooms and a one-week closure of both pools at Thame Leisure Centre these were outside of GLL's direct control.

16. KPT 3 Whilst KPT 3 has fallen slightly short of the target, GLL have made great strides in this area when compared to previous years due to the appointment of a dedicated staffing resource to grow the programme and membership. It is anticipated that this dedicated resource will ensure future targets are met.
17. KPT 4 was 9.9% under its target and has not been achieved primarily because the growth in the Vale of this type of card has not materialised as anticipated although the first year of introduction to Vale members was free the charge which has been established in South was then applied in year 2 to Vale. There is a need for more promotion and customer information on the benefits this card provides which is up to 50% discount.
18. KPT 12 has not been achieved, the cold weather towards the end of the year hit consumption figures when in previous years, much warmer March periods have reduced gas consumption.
19. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a rough guide to the assessment of contractors against all KPT:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

20. Based on GLLs performance an overall “average” KPT performance rating score of **Good** has been achieved. The result in the previous year was 4.14 (Good). The loss of customers caused by the closure of the Abbey Meadow Pools had an impact on GLL’s user figures and Thame swimming pool remained open during the changing room refurbishment although customers did experience a disrupted service. Despite these disruptions GLL still managed a three per cent growth in active users across the contract which is one percent lower than the previous year with larger facilities out of commission. Based on GLL achieving an “excellent” rating in 10 out of 14 KPT’s which is one less than the previous year and considering the impact of the works identified in paragraph 15 above the head of service has made a judgement on KPT performance as Good.
21. Based on this performance, the head of service has made a judgement on KPT performance as follows:

KPT judgement **Good**

Previous KPT judgement for comparison Excellent

DIMENSION 2 – CUSTOMER SATISFACTION

22. GLL carried out and analysed customer satisfaction surveys during 2017/18. Details of the questions asked are attached as Annex A of this report.
23. The sample size for this paper-based survey was 2,071, a slight increase from the 2,046 samples achieved in 2016/17. This year we have used the same questions to hold another survey offered electronically to GLL members. This has provided us with

a more diverse customer base and offered another snap shot of performance during the year. The GLL electronic survey using the same questions but a percentage scoring matrix, resulted in an average satisfaction score of 85.2% or 4.26 from 1,566 customers completing the questionnaire.

24. GLL has achieved an overall customer satisfaction score in the paper-based survey of 4.33 which is a slight increase from the 4.31 achieved in 2016/17. This equates to an 86.6% satisfaction when the 4.33 is converted to a percentage score. The average of both scores, equates to 4.295. The weaker areas of service identified by this process and the additional comments gathered from the surveys help to form part of the action plan for the year ahead included in Annex B.
25. In addition to the customer satisfaction surveys, officers monitor customer comments received by each facility and those received directly by the council. Any negative comments that could have significant service or safety implications are feedback to GLL to ensure that appropriate action is taken. Positive comments especially when related to a named member of the GLL team, are feedback to GLL. In Annex A there is a breakdown of the number and type of comments received.
26. The number of adverse comments has increased when compared to 2016/17. There were 808 in 2017/18 compared to 503 in 2016/17. The number of positive comments has risen from 174 in 2016/17 to 388 which means that the increase in positive comments out reaches the increase in negative comments. The main reason for the increase in both figures relates to a new customer feedback system introduced by GLL. It is called Listen 360 and has seen many customers encouraged to comment fully on the services and for managers to engage instantly and directly with those customers to explain the way in which the issue will be resolved or fully explain why something may not change.
27. For reasons of consistency with previous assessments, the following is a guide to the assessment of GLL on customer satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

28. The overall score achieved by GLL for customer satisfaction is 4.295 however as this is the first year that the joint survey has been undertaken and that has reduced the score achieved by only a marginal 0.004 it is suggested that the classification of Excellent is retained. Based on this performance, the head of service has made a judgement on customer satisfaction as follows:

Customer satisfaction judgement **Excellent**

Previous customer satisfaction judgement for comparison **Excellent**

DIMENSION 3 – COUNCIL SATISFACTION

29. Five officers associated with the contract have commented on the council's satisfaction with the delivery of the contract during 2017/18 – these can be seen in Annex C. These are the:

- facilities development (leisure) officer who deals primarily with the management of the leisure facilities
 - leisure co-ordinator who undertakes inspections of the facilities
 - partnership development officer who deals with the specialist participation element of the contract
 - leisure facilities project officer x 2 these officers have an input to the contract management aspect of the client team and work closely with GLL teams to deliver capital projects funded by the council.
30. This is now the third year in the reporting cycle and both GLL and council officers have worked hard to make improvements to the delivery of the service.
31. During 2017/18 there have been significant improvements made to the services across both councils which have required co-operation from GLL management teams in all centres. The range of projects which have been undertaken include:
- new wet side changing accommodation at Thame Centre
 - new wet side changing accommodation at Henley Leisure Centre
 - refurbishment works at Didcot Wave Leisure Centre
 - new boilers at Abbey Sports Centre
 - new domestic water heaters at Henley Leisure Centre
 - new domestic water heaters at Wantage Leisure Centre
 - installation of temporary changing accommodation at Wantage Leisure Centre
32. These projects required a concerted effort from GLL to liaise with customers, organise activity programmes and provide many out of hours and overnight work teams to keep the service operational. The installation of new temporary changing accommodation works at Wantage Leisure Centre were undertaken by the Vale Academy Trust to facilitate their move from three to two sites. The building works and the customer logistics were dealt with by the GLL team on site and the complexity of the project required careful planning and implementation to minimise the disruption to customers which should be commended.
33. Despite the challenges of operating 10 complex and multi-disciplined facilities, GLL has continued to support a range of charitable and developmental initiatives during the year, these included Swimathon, Sport Relief and the GLL Sport Foundation supporting talented athletes living in South and Vale including hosting a GLL evening to present awards. In 2017/18 115 athletes benefited from funding and free access to our centres. Usually there would be 11 facilities to manage but Abbey meadow outdoor pool was closed for refurbishment. The added benefit that GLL provide as part of their service delivery for the community's health and wellbeing is growing year on year and the activities above combined with the ones detailed in Annex F. It is widely recognised that sport and physical activity brings significant public value that can be measured by improvements in health, social, economic and environmental

wellbeing. These impacts are now being measured in monetary terms by GLL using the latest research and via the Datahub Social Value Calculator (developed by Experian and Sheffield Hallam University). It is early days, however officers are working closely with GLL to better understand the value and contribution our leisure facilities have on the wider society in the districts and in particular the value of preventative services, increasing our relevance with public health commissioners. It is envisaged that these benefits will be reported in future scrutiny reports.

34. Officers continue to express concern about the elevated level of staff turnover across the contract. Despite salary increases and maintaining a high degree of in service training, officers raised concerns with senior GLL managers over the recruitment processes and internal mechanisms employed by GLL in filling posts. These discussions have provided some change which we are waiting on to evidence improvements.
35. GLLs community team have worked in partnership to deliver some significant outreach successes. Since April the team have worked individually and collaboratively with the council's participation team to deliver a significant programme of community activities these are detailed in Annex E
36. In 2017/18 GLL hosted two election counts at the White Horse Leisure and Tennis Centre, both the general election and county council election counts ran smoothly and were well served by the wider GLL team and the centre team should be recognised for their efforts.
37. The way in which GLL monitor repairs and maintenance has changed, the software has been replaced which appears to be an improvement. The client team will monitor this with the GLL team to ensure information and works are maintained. The partnership maintenance manager has had their duties split across another GLL region, this is a new change made without the approval of the client team. There are no obvious reductions in service at this point however close monitoring will take place to identify any resulting service deficiencies that may arise in the future.
38. When a centre consistently reaches 90 per cent plus scores from its monitoring visits the centre, as an incentive is given a month off from a monitoring visit and subsequent visits that maintain these standards increasing incrementally up to a maximum of three months off. The table in Annex G shows the scores achieved in April 2016 and then in March 2017 giving an average score between the start and end of the year. This resulted in an improvement of one per cent over the year from an average of 91 per cent in 2016 to 92 per cent in 2017. Abbey Meadow Pool was closed due to refurbishment, but the figures have been adjusted to maintain continuity for the other scores.
39. We have worked closely with GLL to implement these changes and the benefits of improved maintenance, monitoring scores and information flow, have already been evidenced. It remains a disappointment that the client team still appear to be the catalyst for identifying reactive maintenance issues and it is suggested that more emphasis is needed from GLL to get its management teams to liaise closer with its maintenance team to action works and plan repairs in a more timely and effective manner.

40. Based on GLL’s performance, an overall council satisfaction rating of 3.77 has been achieved decreasing slightly from 3.8 in the previous year. An analysis of council satisfaction can be found in Annex C

Although GLL have not scored high in the marked aspects of this section, the overall relationship with the council and determination of the teams within the facilities to deliver the service and to expand the wider community activities merits more recognition. There are many examples where GLL staff offer service above and beyond the normal requirements, be that in delivering first aid to customers who are non-users of our facilities, taking responsive and immediate action to threats of violence to staff and customers and responding to external factors beyond GLL control that directly affect business continuity and the many challenges outside of the normal delivery of the leisure service. During this period officers recommend that the score in this section is increased from Fair to Good in recognition of GLL’s continual determination to deliver and improve the service on the ground.

41. 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	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

42. Based on this performance, the head of service has made a judgement on council satisfaction as follows:

OVERALL ASSESSMENT

43. Considering the performance of the contractor against KPT, customer satisfaction, council satisfaction and the other areas of note above the head of service has made an overall judgement as follows:

Council satisfaction judgement **Good**

Previous overall assessment for comparison **Good**

STRENGTHS AND AREAS FOR IMPROVEMENT

44. Annex D of this report records strengths and areas for improvement relating to the performance of the contractor over the last year. We have worked with GLL to develop an action plan to address areas for improvement. The plan is attached as Annex B and will be delivered in 2018/2019.

CONTRACTOR’S FEEDBACK

45. 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 council processes. This is included in Annex E attached to this report.

FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

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

CONCLUSION

48. The contract deals with more than 2.2 million visits each year. The variety and complexity of the services provided by GLL demonstrate the size and scale of the task to meet customer needs and expectations.

49. Considering the performance of the contractor against KPTs, customer satisfaction and council satisfaction, the head of service has made an overall judgement based on GLL achieving an excellent, excellent and fair rating in the three categories.

50. The head of service has assessed GLLs overall performance as GOOD for its delivery of the leisure management contract for 2017/18. The committee is asked to make any comments to the Cabinet Members with responsibility for leisure to enable them to make a final assessment on performance by way of an individual Cabinet Member Decision.

51. If the committee does not agree with the head of service assessment, then this report will be referred to Cabinet and a final assessment of GLLs performance made.

ANNEX A – CUSTOMER SATISFACTION

		Overall Score
1	Ease of getting through on telephone	4.33
2	Time Spent at Reception	4.47
3	Ease of booking and paying at reception	4.34
4	Ease of booking and paying online	4.24
5	Range of activities available	4.30
6	Opening Hours of centre	4.47
7	Times activities are available	4.41
8	Ease of Parking	4.20
9	If Fast track pods were available, how useful were they	4.30
10	Availability of product information	4.38
11	Quality of available information on websites	4.36
12	Quality of customer information available	4.30
13	Quality of customer information available	4.38
14	Quality of temperature of pool and pool hall	4.25
15	Quality of lighting in activity area	4.37
16	Quality of lighting in activity area	4.36
17	Quality of flooring in activity area	4.25
18	Quality of artificial turf pitches	4.31
19	Quality and range of clothing and equipment available	4.34
20	Food Range available	4.07
21	Food Quality available	4.09
22	Food Value for money	4.11
23	Food Reliability of service	4.08
24	Cleaning Changing Facilities	4.31
25	Cleaning Toilet Facilities	4.31
26	Cleaning Activity Area	4.37
27	Cleaning Café area if applicable	4.30
28	Cleaning Reception Area	4.27
29	Cleanliness of inside of centre as a whole	4.32
30	Cleanliness of outside of centre as a whole	4.29
31	Visibility of professional, well presented and uniformed staff	4.49
32	Helpfulness and knowledge of staff	4.46
33	Motivation and enthusiasm of coach/instructor	4.52
34	If staff were available were they able to assist you fully	4.48
35	Value for money of activities	4.46
36	Overall satisfaction with your visit today	4.47
Average Score		

The average score reached in 2017/18 was 4.33 across the contract, which is a small improvement on last year. The GLL team should be commended for their efforts and we will continue to work with the centre managers and partnership management to maintain and improve this score.

Customer comments are also monitored. The volume of comments received during the reporting year is detailed below and broken down by complaint and compliment.

Feedback received directly by GLL

Type of Complaint to GLL	Yearly Total 2017/18	Type of Compliment to GLL	Yearly Total 2017/18
Cleaning	121	Cleaning	44
Staffing	64	Staffing	179
Equipment / Environment	93	Equipment / Environment	22
Communications / On-line	51	Communications / On-line	6
Repairs & Maintenance	127	Repairs & Maintenance	9
Classes	197	Classes	73
Memberships	56	Memberships	17
Miscellaneous	15	Miscellaneous	38
			0
Totals	808	Totals	388

In 2016/17 the number of complaints made to GLL totalled 429 and the compliments received by GLL numbered 165

Feedback received directly by the councils

Type of Complaint to Councils	Yearly Total 2017/18	Type of Compliment to Councils	Yearly Total 2017/18
Cleaning	12	Cleaning	0
Sessions / Classes	10	Sessions / Classes	0
Communications / On-line	1	Communications / On-line	0
Repairs & Maintenance	10	Repairs & Maintenance	0
Staff	3	Staff	1
Campsite	1	Campsite	0
Memberships	4	Memberships	0
Miscellaneous	5	Miscellaneous	0
TOTALS	48	TOTALS	1

In 2016/17 the number of complaints made to the councils totalled 74 and the compliments received by the councils numbered 3

Within the reporting year GLL introduced a new customer feedback mechanism called Listen 360 which encourage customers to feedback on their whole experience. This has significantly increased the number of issues raised by approximately 50% which allows managers to deal quicker with difficulties in a more direct fashion with customers. The number of complaints to the councils have dropped as required but potentially due to the new GLL system delivering the response customers see as appropriate.

Annex B – Action plan for 2018/19

Action	Owner	Due date	Update
More staff in gym in Sports Centre Gyms	GLL	As quickly as possible	
No sauna available at Thame	Council	Within 2018/19	
Car Park needs to be bigger at Thame	Council/GLL	Outside council or GLL control. Dialogue with Lord Williams School and OCC	
Vending machines often out of order	GLL	Quarter 3 18/19 Updated machines have electronic fault reporting which should enable speedier repairs.	
Improve Dry Side changing rooms at Henley Leisure Centre	Council/GLL	2018/19	
Website needs improvement	GLL	2018/19	
Insufficient space on classes at WHLTC	GLL	2018/19	
Hair Dryers require replacement on poolside at White Horse	GLL	2018/19	
More class spaces at Faringdon Leisure Centre	GLL	2018/19	
More classes at Wantage Leisure Centre	GLL	2018/19	
Centre teams to be more alert to maintenance and cleaning issues	GLL	Immediate	

Action Plan Outcomes for 2017/18

Action	Owner	Due date	Update
Review the café menu at Didcot Wave	GLL	July 2017	Menu was reviewed, and product lines amended with specialist HQ team resulting in less complaints
Review activity programmes at all centres	GLL	September 2017	Revised swimming programmes have created greater capacity and refinement of dual use programmes have created more community access
Invest more in Didcot Wave	GLL / Council	March 2018	Investment of £100,000 by SODC to refurbish plant and buildings
Provide Hub Room to Thame Leisure Centre	GLL	December 2017	To be complete by Summer/Autumn 2018
Introduce improved vending service	GLL	September 2017	New vending contract by GLL with all new machines in place February 2018
Improve changing rooms at Henley Leisure Centre Wet Side.	Council	December 2017	New wet side changing rooms provided by SODC in winter 2017/18
Improve cleaning at Henley pool changing rooms	GLL	Ongoing	New systems and checks in place
Speed of answering telephones at WHLTC	GLL	Ongoing	This is a continuing problem due to the ongoing high demand for use of the facility, additional

			manpower has been added in 2017
Queues at reception at WHLTC	GLL / Council	September 2017	Discussions are on-going regarding the introduction of access controls which will have some impact on how customers access the facility. It is key that speed of access is improved if this proposal is to proceed.
Improve hairdryers at poolside WHLTC	GLL	September 2017	New units are being considered but all units are being maintained in a speedier timescale by contractors.
Improve gym and changing facilities at Faringdon LC	GLL / Council	Ongoing	Discussions and options have been considered however the delivery of the Artificial Turf Pitch is a priority for resources and a scheme will be finalised in 2018/19
Improve car parking at Wantage	Council	September 2017	Traffic control measures installed in February 2018
Improve the GLL website through accuracy and quality of information as well as diligence of GLL staff checking content. Corporately information should be fed back that customers do not find the website clear easy or logical to use	GLL	Ongoing	Corporately the website has not changed, the centre teams have more access and information to customers has improved although not to the extent where

			the client team must continually check data
Improve communication between council and GLL teams with particular emphasis on participation and development	GLL / Council	Ongoing	New regular meetings have been introduced with an improved level of communication and effectiveness.
Improve social media communications	GLL	December 2017	GLL have introduced both a Facebook and Twitter account which is updated regularly and links to the council's accounts for continuity.

Annex C – Council Satisfaction for 2017/18

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. Some questions can be left blank if the officer does not have direct knowledge of that question.

The numbers indicated in the following table are the average scores resulting from the total number of responses received for each question

Contractor

GLL

From (date)

1 April 2017

 To

31 March 2018

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs		4			
2 Response time			3		
3 Delivers to time			3		
4 Delivers to budget		4			
5 Efficiency of invoicing	5				
6 Approach to health & safety	5				

COMMUNICATIONS AND RELATIONS

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

IMPROVEMENT AND INNOVATION

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

The following table details all the scores obtained from officers to provide the council satisfaction based on the fully completed questionnaires

Rating	Votes	Score equivalent	Total
very satisfied	5	X5	25
satisfied	64	X4	256
neither satisfied or dissatisfied	26	X3	81
dissatisfied	1	X2	2
very dissatisfied	0	X1	0
Total	96		362

The overall council satisfaction is calculated as follows: $362 \div 96 = 3.77$ (refers to point 40 in the report)

KEY DOCUMENTS

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

1. Updated equalities information (Yes)
2. Updated utility information (Yes)
3. Updated concept evolution information (Yes)

ANNEX D - STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths	Centre managers and partnership manager especially are approachable and willing to help in all situations
	Monitoring scores have on the whole been maintained at a high level and services improved
	Works well in partnership at high level providing updates on contract issues
	Teams work well to deliver joint projects including major works especially on carbon reducing schemes and building projects
Areas for improvement	GLL website in terms of navigation, information and resource to update pages
	Facility teams identifying issues in centres rather than the client team providing work lists
	Communication with the participation team when undertaking projects and the customer interface necessary to update visitors to the facilities
	Management and updating of social media sites and electronic tools for providing on line bookings by GLL corporately and by site teams.

Annex E – Community Activities

April 2017

- Anniversary Swimathon Weekend
- Six centres across the partnership hosted various events with 175 swimmers taking part.
- Organising and Hosting a Walking Football Festival
- 5 teams taking part in a six a side “friendly” tournament, this is the second running which will be expanded next year.

May 2017

- Organising Wantage Triathlon
- 28 competitors took part
- Go Active Gold Swim Campaign
- 400 residents were offered the chance to have 5 swims for £5 plus a free swim for a grandchild

June 2017

- Organising and Hosting GLL Sports Foundation Awards Evening
- 30 athletes presented with Foundation Awards at the event but 115 athletes in the districts were provided with support.

July 2017

- Organising and promoting Faringdon 60+ Programme
- 60+ activities introduced with drop in sessions for badminton and table tennis which have grown to the point where a volunteer leader now manages the sessions.

August 2017

- Hosted Swim Doctor Master Class taken by Olympic swimmer Keri-Anne Payne

• September 2017

- Organised and hosted Wheelchair Basketball
- Weekly activity with minimum 7 athletes participating

October 2017

- Organised Primary School Football Tournament

- 8 primary schools with 150 boys and girls playing over a two-day period
- Organised and hosted Pickleball Tournament
- 16 players from south and vale competed with south winning this inaugural competition.

November 2017

- Hosted and organised Push 2 Podium
- 15 players and 3 Paralympians attended including a Rio bronze medal winner, this was the precursor to a regular wheelchair tennis session.
- Organised teams for London Club Games
- 700 competitors attended the copper box in London with south and vale athletes competing and performing to a very high standard.

December 2017

- Organised and hosted Pickleball Tournament
- 56 south and vale athletes compete against west oxford athletes and is organised by a vale volunteer Gill Smith.

January 2018

- Attended Oxfordshire Sports Awards
- Jack Cummins an Invictus Games medallist who trains at Didcot Wave won the disability sports award of the year and the sporting school of the year was won by King Alfred's Academy which is heavily supported by Wantage Leisure Centre and GLL.

February 2018

- Organised and hosted Walking Football Festival
- 64 competitors took part in the second event of its kind, a 45% increase in attendance.

March 2018

- Hosted Disability Swimming Gala
- 27 participants took part in this first event organised by Thame Swimming Club, Thame and District Lions Club and Para-swim England. Hosted and supported by GLL at Thame Leisure Centre.

Annex F - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

Dimension 1 – KPT's

GLL is disappointed by the rating of “Poor” against the KPT's set in conjunction with the Councils KPT 2. Whilst we appreciate this is a pre-determined calculation the outcome in patronage is well above UK averages, and the difficulties GLL were faced with in the closure of the Abbey Meadow Outdoor Pool, two-week closure of Didcot Wave pool in December, and a one-week closure of Thame Leisure Centre pools added pressure to achieving this. These closures were out of the control of GLL and were essential maintenance requirements for the district councils. It must also be recognised that contractually we are required to achieve 2% per year but have surpassed this by an additional 1% even with these closures.

KPT 3 - GLL has recently introduced a dedicated disability Fitness Instructor with a project focus of increasing disability usage in both districts, and confident this figure will improve going forward. Whilst the programme has significantly developed across the districts and an increase in patronage for disability usage has grown. More work is needed to convert customers into our inclusive prepaid membership.

GLL is also disappointed with the ‘Weak’ score in KPT 12. With the closures at Thame Leisure Centre and Didcot Wave swimming pools the facilities would have still been required to heat and service the pools without any customers entering the pool. As this value equates to users per Kwh this would have been a negative effect to this value out of GLL's operational control.

The leisure centres were also the notably hit by the cold snap the UK was faced with over the 4th quarter of this reporting period. GLL ensured the centres remained open during this period whereby a lot of leisure centres outside of the districts were closed.

The district leisure centres have still been able to reduce gas consumption per head of customer by 25%. This is a significant reduction in the gas consumption year on year.

GLL would welcome the committee's comments in relation to the item raised in ‘Conclusion No. 20’ by way of a decision going forward for Dimension 1 ‘Good’ rating being improved.

Dimension 2 – Customer Satisfaction

GLL is proud of the overall score of “Excellence” with the average of 4.33. There is still a significant amount of investment taking place in the centres and to score “Excellence” with a majority of this still to be completed GLL is confident this score can only improve going forward.

The introduction of the Listen 360 system has seen a significant improvement in our engagement with customers. This is a real-time customer engagement system that alerts and nightly email’s summaries. Listen 360 helps the staff to listen closely, respond quickly, to customers. Staff can instantly feedback on the services being provided to our customers and provide immediate communication with them.

Dimension 3 – Council Satisfaction

GLL is happy with the improved score of ‘Good’ in Dimension 3. The improvements seen with Client Monitoring visits and the satisfaction with the results being achieved is welcomed. One for which we continue to strive to develop with the council leisure team.

We are very proud of the successes we have made with the council’s leisure centres along with the KPT targets that have been set. The leisure market has never been tougher within the UK, and we are confident the close partnership works we have with the council’s leisure team we will continue to buck the trend in the UK by continuing to grow effectively.

Feedback provided by

Ben Whaymand, Partnership Manager GLL
--

Date

29 August 2018

Annex G – Client Monitoring Scores

	Contract Year 3		
	2017/18		
CENTRES	Client Monitoring April 2016	Client Monitoring March 2017	Variance
Abbey SC	93%	92%	- 1%
Didcot LC	93%	96%	+ 3%
Wave	89%	89%	0%
Henley LC	88%	91%	+ 3%
Park SC	92%	89%	- 3%
Thame LC	94%	96%	+ 2%
Faringdon LC	93%	91%	- 2%
Wantage LC	94%	95%	+ 1%
WHLTC	91%	93%	+ 2%
Abbey Meadows	93%	0%	+ 0 %
Riverside	88%	89%	+ 1 %
Yearly Average	91%	92%	+ 1 %

Joint Scrutiny Committee Report

Report of Head of Housing and Environment

Author: John Backley

Tel: 01235 422667

E-mail: john.backley@southandvale.gov.uk

Vale Cabinet Member responsible: Elaine Ware South Cabinet Member responsible: Caroline Newton

Tel: 01793 783026

Tel: 07951 477144

E-mail: elaine.ware@whitehorsedc.gov.uk

E-mail: caroline.newton@southoxon.gov.uk

To: JOINT SCRUTINY COMMITTEE

DATE: 20 September 2018

Performance review of Sodexo Limited (Horticultural Services) - 2017

RECOMMENDATION

That scrutiny committee considers Sodexo Limited's performance in delivering the grounds maintenance services contract for the period 1 January 2017 to 31 December 2017 and makes any comments before a final assessment on performance is made.

PURPOSE OF REPORT

1. To ask scrutiny committee for its views on the performance of Sodexo in providing grounds maintenance services in the Vale of White Horse and South Oxfordshire for the period 1 January 2017 to 31 December 2017.

STRATEGIC OBJECTIVES

2. The service contributes to Vale's strategic objective of running an efficient council and South's strategic objective of delivering services that reflect residents' needs.

BACKGROUND

3. Managing contractor performance is essential for delivering the council's objectives and targets. Since a high proportion of the council's services are outsourced, the council cannot deliver high quality services to its residents unless its contractors are performing well. Working jointly with contractors to review performance regularly is therefore essential.
4. The council's process for managing contractor performance focuses on continuous improvement and action planning. The council realises that the success of the

framework depends on contractors and the council working together to set and review realistic, jointly agreed and measurable targets.

5. The overall framework is designed to be:

- a way for the council to consistently measure contractor performance, to help highlight and resolve operational issues
- flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
- a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

6. Evaluating contractor performance has four elements:

- i. performance measured against key performance targets (KPT)
- ii. customer satisfaction with the total service experience
- iii. council satisfaction as client
- iv. summary of strengths and areas for improvement, plus feedback from the contractor on the overall assessment and the contractor's suggestions of ways in which the council might improve performance.

7. The first three dimensions are assessed and the head of service makes a judgement of classification. The fourth element is a summary of strengths and areas for improvement and includes contractor feedback. Where some dimensions are not relevant or are difficult to apply fairly to certain types of contract, the framework may be adjusted or simplified at the discretion of the head of service.

8. A summary of officer's assessment for 2017 for each dimension, the overall assessment and a comparison against 2016 can be seen in the following table:

	<i>2016</i>	<i>2017</i>
Key Performance Target	Excellent	Good
Customer satisfaction	Excellent	Good
Council satisfaction	Good	Good
Overall officer assessment	Excellent	Good

9. Sodexo were awarded a joint contract for South Oxfordshire and Vale of White Horse district councils for the supply of grounds maintenance in October 2011 with a commencement date of January 2012. During 2016, in accordance with the original terms, the contract was extended for three years and is now due to end in December 2019.

10. The value of the contract as of the end of 2017, as a fixed annual charge was £561,500 per annum of which the Vale proportion was £437,000 per annum and the South Oxfordshire proportion was £124,500 per annum. The reason for the significant difference in values is because of the amount of land ownership at each authority.

11. The contract includes delivery of the following services:

- grass cutting
- maintenance of horticultural features:
 - flower beds
 - hanging baskets
 - shrub beds
 - mixed borders
- maintenance of hedges
- maintenance of play areas
- litter clearance
- vegetation control of hard surfaces
- minor tree works
- a burial service at Wallingford and Kidmore End cemeteries
- maintenance of sports facilities.

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

12. KPTs are recognised as an important element of monitoring the contractor's performance. The KPT cover those aspects of the service which are most important as a means of benchmarking against which performance can be measured. The KPT are:

- KPT 1 – quality inspection– the average percentage quality rating of randomly selected play areas and open spaces. Target – 85 per cent
- KPT 2 – the percentage of notifications and complaints that are resolved within agreed timescales. Target – 90 per cent
- KPT 3 – Overall customer satisfaction rating for the grounds maintenance service. Target – 85 per cent
- KPT 4 – Percentage of actions, identified as part of health and safety audit inspections, which are rectified within agreed time scales. Target – 95 per cent
- KPT 5 – Percentage of work orders issued that are completed within agreed time scales. Target – 80 per cent.

KPT 1 – quality inspections

13. This KPT is measured by monthly joint inspections by the client and contractor of randomly selected sites. As well as an overall assessment, providing a general impression of the quality of the service being achieved, each service activity for the particular site is subject to a more detailed assessment and given a score out of ten. The total of all scores for the site are then shown as a percentage, for the purposes of this review the average for the year is then calculated.
14. During this review period the average percentage rate of randomly selected play areas and open spaces was 86 per cent. This exceeds the target of 85 per cent and is the same as last year's score of 86 per cent. In total 48 joint inspections took place.

KPT 2 – percentage of notifications and complaints that are resolved within agreed timescales

15. This KPT is measured by evaluating the length of time the contractor takes to resolve an issue that has been brought to their attention. These can be as a result of a member of the public contacting us or the council's parks team monitoring. A notification notice is issued to the contractor with a period of time to resolve the issue, the amount of time given varies depending on the nature of the issue. For the purpose of this review the number of notifications resolved in the agreed timescale are shown as a percentage.
16. During the review period 128 notices were issued and 112 were completed within the timescale set. This is 88 per cent against a target of 90 per cent, an improvement in last year's score of 86 per cent.

KPT 3 – overall customer satisfaction

17. The overall customer satisfaction rating for the cleanliness and maintenance of the council owned parks and open spaces was 78 per cent, the target is 85 per cent. This is based on 171 respondents out of 219 being fairly or very satisfied. The score last year was 82 per cent and therefore this year's result is a slight drop in satisfaction. There were 28 respondents who were fairly dissatisfied or very dissatisfied and nine of them commented about the poor public toilet facility. (Note: this has not been included in the satisfaction rating as it is outside of Sodexo's control). More details on customer satisfaction are included in Dimension 2 that follows.

KPT 4 – percentage of actions identified during health and safety monitoring that are rectified within agreed timescales

18. There were five joint health and safety inspections by the contract supervisor and parks officer, this involved attending sites, observing the crews and examining personal protective clothing and machinery.
19. As a result of the inspections one action sheet was raised. All actions were rectified within the agreed timescales, exceeding the target of 95 per cent.

KPT 5 – percentage of work orders completed within agreed timescales

20. Additional work not included within the core service is issued to Sodexo as a work order. This includes a timescale in which to complete the work. The timescales vary depending on the urgency of the work required.

21. During the review period 329 work orders have been issued and 271 were completed within the agreed timescale. This is 82 per cent against a target of 80 per cent and a reduction on last year's score of 88 per cent.

Overall KPI performance

22. Based on Sodexo's performance an overall "average" KPT performance rating score of 4.4 has been achieved. An analysis of performance against the KPT can be found in Annex A.

23. For reasons of consistency and for fairness between contractors, the following is a rough guide to the assessment of Sodexo against all KPT:

Score	1 – 1.4999	1.5 – 2.499	2.5 – 3.499	3.5 – 4.499	4.5 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

24. The head of service has made a judgement on KPT performance as follows:

KPT judgement

Previous KPT judgement for comparison

DIMENSION 2 – CUSTOMER SATISFACTION

25. Customer satisfaction for this report has been measured by the results of questionnaires handed out to users of the council's parks, open spaces and play areas. In total 219 questionnaires were completed.

26. The main areas of questioning relating to satisfaction with the grounds maintenance service were:

- satisfaction with the overall cleanliness and maintenance of the park
- satisfaction with the different elements of the grounds maintenance service
- whether there were areas of improvement that customers would like to see.

27. In response to the overall question 'how satisfied are you with all aspects of the parks' (access, design and appearance, facilities, cleanliness and maintenance) 57 percent were very satisfied and 27 per cent were fairly satisfied.

28. There were no formal complaints regarding Sodexo logged as part of the council's complaints procedure during the review period. We received seven compliments directly linked to Sodexo's work (two Vale and five South). Two in Vale were for grass

cutting in Abingdon and Wantage and in South, for grass cutting and maintenance in churchyards in Crowmarsh, Forest Hill and Kidmore End

29. Based on Sodexo’s performance a combined overall customer satisfaction rating score of 4.294 has been achieved. An analysis of customer satisfaction can be found in Annex B.

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

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

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

Customer satisfaction judgement **Good**

Previous customer satisfaction judgement for comparison **Excellent**

DIMENSION 3 – COUNCIL SATISFACTION

32. As part of the performance review officers with direct knowledge and who frequently interact with the contractor were asked to complete a short questionnaire, this included the parks team leader, tree officer, parks officer, and parks business support team. In total six questionnaires were sent out and returned.

33. Based on Sodexo’s performance an overall council satisfaction rating score of 4.28 has been achieved. An increase in last year’s score of 4.25. An analysis of council satisfaction can be found in Annex C.

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

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

35. Based on this performance, the head of service has made a judgement on council satisfaction as follows:

Council satisfaction judgement **Good**

Previous council satisfaction judgement for comparison **Good**

OVERALL ASSESSMENT

36. Taking into account the performance of the contractor against KPT, customer satisfaction and council satisfaction, the head of service has made an overall judgement as follows.

Overall assessment

Good

Previous overall assessment for comparison

Good

37. Other areas of note within the period of this review are:

- Vale retained the Green Flag for Abbey Gardens, this was first awarded to Abbey Gardens in 2009.
- Wallingford Castle Meadows also retained its Green Flag, first achieved in 2008 and have had a Green Heritage Award for the past four years. The site is managed by the Earth Trust but Sodexo cut the paths through the meadow in the summer.

STRENGTHS AND AREAS FOR IMPROVEMENT

38. Annex C also records strengths and areas for improvement relating to the performance of the contractor in this review period.

39. Areas for improvement identified in the review are:

- *Accuracy and timeliness of invoicing*
- *Compliance with council's corporate identity*
- *Reliability of seasonal staff*

40. Officers have commented that the contractor's staff are approachable and provide a quick response to urgent requests and that the quality of the contractor notifications has improved since last year. It was also noted that the Sodexo staff are particularly knowledgeable regarding burials and that there is an experienced core team and 'Jason is a particularly good manager'. Officers thought that Sodexo provided better value tree work than tree specialists for non-climbing work.

41. During last year's review the committee requested the following action be taken

- *That the survey for the customer satisfaction key performance target be reviewed to ensure that issues outside of Sodexo's control were excluded*

Officers reviewed the questionnaire to ensure that the respondents were only responding to areas over which Sodexo had direct control.

FINANCIAL IMPLICATIONS

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

CONCLUSION

43. Sodexo have had another good year and provided a good grounds maintenance service to the council throughout the review period. In Dimension 1, they have achieved an “excellent” rating on three of their five Key Performance Targets but a relatively low score of KPT 3 of “fair” for overall customer satisfaction meant that the overall KPT score of 4.4 was “good” and just missed “excellent” Last year’s “excellent” customer satisfaction (Dimension 2) rating has reduced to “good” but was again very close to achieving an “excellent rating” (actual score of 4.294 and 4.3 is an excellent). The Dimension 3, council satisfaction of score 4.28 (“good”) also was very close to scoring an “excellent”.
44. The head of service has assessed Sodexo’s performance as “good” for its delivery of the grounds maintenance services contract for 2017. The committee is asked to make any comments to the Cabinet Member with responsibility for grounds maintenance to enable them to make a final assessment on performance by way of an Individual Cabinet Member Decision.
45. If the committee does not agree with the head of service assessment, then this report will be referred to Cabinet for further discussion and a final assessment of Sodexo’s performance.

BACKGROUND PAPERS

None

Annex A – Key performance targets

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	average percentage quality rating of randomly selected play areas and open spaces	85%	86%	excellent	5
KPT 2	percentage of notifications and complaints resolved within timescale	90%	88%	good	4
KPT 3	overall customer satisfaction	85%	78%	Fair	3
KPT 4	percentage of actions identified during health and safety monitoring that are rectified with agreed timescales	95%	100%	excellent	5
KPT 5	percentage of work orders completed within agreed timescales	80%	82%	excellent	5
Overall “average” KPT performance rating score (arithmetic average) refers to point 22 in the report					4.4

Annex B – Customer satisfaction

In total, 219 users completed a questionnaire about the grounds maintenance service although not all respondents answered every question.

Q. How satisfied overall are you with the cleanliness and maintenance of the park?

Rating	Number of responses	Score weighting	Total
Very satisfied	102	X 5	510
Fairly satisfied	69	X 4	276
Neither satisfied or dissatisfied	18	X3	54
Fairly dissatisfied	17	X 2	34
Very dissatisfied	11	X 1	11
Total	217		885

Overall satisfaction with cleanliness and maintenance $885 \div 217 = 4.08$

The following is a guide to the assessment of Sodexo on overall customer satisfaction for the grounds maintenance service:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Q. How satisfied are you with the grass cutting?

Rating	Number of responses	Score weighting	Total
Very satisfied	132	X 5	660
Fairly satisfied	67	X 4	268
Neither satisfied or dissatisfied	14	X 3	42
Fairly dissatisfied	2	X 2	4
Very dissatisfied	0	X 1	0
Total	215		974

Satisfaction with standard of grass cutting calculation: $974 \div 215 = 4.53$

The following is a guide to the customer satisfaction assessment of Sodexo for the standard of grass cutting:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Q. How satisfied are you with the standard of shrub bed maintenance?

Rating	Number of responses	Score weighting	Total
Very satisfied	109	X 5	545
Fairly satisfied	60	X 4	240
Neither satisfied or dissatisfied	21	X 3	63
Fairly dissatisfied	4	X 2	8
Very dissatisfied	0	X 1	0
Total	194		856

Satisfaction with standard of shrub bed maintenance calculation: $856 \div 194 = 4.41$

The following is a guide to the customer satisfaction assessment of Sodexo for the standard of shrub bed maintenance:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Q. How satisfied are you that the park is kept litter free?

Rating	Number of responses	Score weighting	Total
Very satisfied	108	X 5	540
Fairly satisfied	64	X 4	256
Neither satisfied or dissatisfied	19	X 3	57
Fairly dissatisfied	16	X 2	32
Very dissatisfied	7	X 1	7
Total	214		892

Satisfaction that the park is kept clear of litter calculation: $892 \div 214 = 4.17$

The following is a guide to the customer satisfaction assessment of Sodexo that the park is kept clear of litter:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

The combined overall customer satisfaction rating for the grounds maintenance is calculated as follows:

Users total weighted scores ÷ number of residents

$$(885+974+856+892) \div (217+215+194+214)$$

$$3607 \div 840 = 4.294 \text{ (refers to point 28 in the report) (4.35 last year)}$$

Areas of improvement to the park that customers identified which are outside of Sodexo's control were (these have not been taken into account in the assessment).

- improve public toilet facilities
- update some of the play equipment
- fencing around splash pads and the river
- more benches
- improve lighting

There were a few compliments regarding grass cutting in Abingdon and grass and hedge cutting in churchyards in South.

Annex C - Council satisfaction

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. Some questions can be left blank if the officer does not have direct knowledge of that particular question.

The numbers indicated in the following table are the total number of responses received for each question.

Contractor / supplier / partner name Sodexo Limited (Horticultural Services)

From (date) 1 January 2017 To 31 December 2017

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs	1	5			
2 Response time	3	3			
3 Delivers to time	1	5			
4 Delivers to budget	1	2			
5 Efficiency of invoicing		2		1	
6 Approach to health and safety	1	4			
7 *					
8 *					

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
9 Easy to deal with	5	1			
10 Communications / keeping the client informed	4	2			
11 Quality of written documentation		4			
12 Compliance with council's corporate identity	1		3		
13 Listening	3	3			
14 Quality of relationship	6				

IMPROVEMENT AND INNOVATION

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

The following table is a summary of council satisfaction based on the completed questionnaires

Rating	Votes	Score equivalent	Total
very satisfied	30	X 5	150
satisfied	46	X 4	184
neither satisfied or dissatisfied	5	X 3	15
dissatisfied	1	X 2	2
very dissatisfied	0	X 1	0
Total	82		351

The overall council satisfaction is calculated as follows: $351 \div 82 = 4.28$ (refers to point 32 in the report).

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths

Loyal, friendly, helpful and dedicated workforce
Efficient team leaders and manager
Better value tree work than tree specialists for non-climbing work
The quality of the handwriting on the contractor notifications has improved since last year
Approachable – quick response to urgent service requests
Knowledgeable regarding burials
Experienced core team, good manager

Areas for improvement

Accurate and timely invoicing
More staff in the teams

Annex D - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

- Accuracy and timeliness of invoicing – Sodexo have moved to a new invoice processing system (Basware) which has seen errors on invoices. This has now been corrected.
- Compliance with council's corporate identity – We would be happy to play a more active role in this area and would welcome a meeting to discuss how we can comply and support the councils corporate identity
- Reliability of seasonal staff – It is always our intention to limit the number of seasonal staff on the contract to try and retain knowledge and attract more high-calibre candidates with longer-term positions. We are looking into solutions for how to improve candidate responses for these positions, and would welcome SODC/VOWH support; for example the posting of adverts on SODC/VOWH websites etc, our attendance at community events where recruitment can be seen as a positive step for the local community.
- The implementation of Fleetmatics, should be a major improvement for operations and communications
- We feel that the report is a fair assessment of our current performance and would like to add our client relationship / partnership has been excellent. This is mainly due to our continued drive to ensure our standards are kept at a very high level on all aspects of the specification.

ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT

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

Review completion times on work order and Notification issued during busy periods of the season which will allow us to complete in the time frame.

We are looking to trial battery operated equipment. If successful, this will help reduce fuel consumption and reduce our carbon footprint which would give clear benefits to efficiencies and to the environment.

Feedback provided by

Paul Donnelly

Date

30.08.2018

Joint Scrutiny Committee Report

Report of Head of Housing and Environment

Author: Mark Watson

Tel: 01235 422157

E-mail: mark.watson@southandvale.gov.uk

Vale Cabinet Member responsible: Elaine Ware

Tel: 01793 783026

E-mail: elaine.ware@whitehorsedc.gov.uk

To: JOINT SCRUTINY COMMITTEE

DATE: 20 September 2018

South Cabinet Member responsible: Caroline Newton

Tel: 07951 477144

E-mail: caroline.newton@southoxon.gov.uk

Performance review of Biffa Municipal Limited - 2017

RECOMMENDATION

That scrutiny committee considers Biffa Municipal Limited's (Biffa) performance in delivering the household waste collection, street cleansing and ancillary services contract for the period 1 January 2017 to 31 December 2017 and makes any comments before a final assessment on performance is made.

PURPOSE OF REPORT

1. To ask scrutiny committee for its views on the performance of Biffa in providing the household waste collection, street cleansing and ancillary services in South Oxfordshire and the Vale of White Horse for the period 1 January 2017 to 31 December 2017.

STRATEGIC OBJECTIVES

2. The service contributes to Vale's strategic objective of running an efficient council and continue to improve our environment and South's objective of delivering services that reflect residents needs and build thriving communities by making communities clean and safe.

BACKGROUND

3. Managing contractor performance is essential for delivering the councils' objectives and targets. Since a high proportion of the councils' services are outsourced, the

councils cannot deliver high quality services to its residents unless its contractors are performing well. Using an agreed framework and working jointly with contractors to review performance regularly is therefore essential.

4. The councils' process for managing contractor performance focuses on continuous improvement and action planning. The council realises that the success of the framework depends on contractors and the council working together to set and review realistic, jointly agreed and measurable targets.
5. The overall framework is designed to be
 - a way for the council to consistently measure contractor performance, to help highlight and resolve operational issues
 - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
 - a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

6. Evaluating contractor performance has four elements:
 1. performance measured against key performance targets (KPT)
 2. customer satisfaction with the total service experience
 3. council satisfaction as client
 4. a summary of strengths and areas for improvement, feedback from the contractor on the overall assessment plus the contractor's suggestions of ways in which the council might improve performance.
7. The first three dimensions are assessed and the head of service makes a judgement of classification. The fourth element is a summary of strengths and areas for improvement and includes contractor feedback. Where some dimensions are not relevant, or difficult to apply fairly to certain types of contract, the framework may be adjusted or simplified at the discretion of the head of service.
8. A summary of officer's assessment for 2017 for each dimension, the overall assessment and a comparison against 2016 can be seen in the following table:

	<i>2016</i>	<i>2017</i>
Key Performance Target	Fair	Fair
Customer satisfaction	Good	Good
Council satisfaction	Good	Fair
Overall officer assessment	Good	Fair

9. Biffa were awarded the joint waste contract in December 2008 with a commencement date in South Oxfordshire of June 2009. The Vale of White Horse element of the contract commenced in October 2010. The council in 2013 decided, in accordance with the conditions of contract to extend the contract for a seven year period. The contract is now due to end in June 2024.
10. The current value of the contract, as a fixed annual charge is £9,758,559 per annum of which the Vale of White Horse proportion is £4,541,148 per annum and South Oxfordshire is £5,217,408 per annum.
11. The contract includes delivery of the following services:
- weekly collection of household food waste from 23 litre bins
 - fortnightly collection of household recycling from 240 litre wheeled bins or green sacks, collecting textiles from bags placed next to the recycling bin
 - fortnightly collection of household residual waste from 180 litre wheeled bins or pink sacks this is collected on the alternate week to recycling, collection of small electrical items in bags placed next to the residual bin
 - fortnightly collection of batteries, small electrical items and textiles
 - emptying bulk bins for refuse, recycling and food waste bins provided for flats and communal properties
 - fortnightly collection of household garden waste to residents who have opted into this charged for service. As of January 2018, there were 49,345 garden waste bins provided to customers across the two districts
 - collection from Waste Electronic and Electrical Equipment (WEEE) bring banks
 - collection of household bulky waste items for which there is a charge
 - litter collection and cleansing of roads, streets and public areas
 - emptying of litter and dog bins
 - provide a dedicated call centre facility to residents
 - removal of fly-tipping.

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

12. KPTs are included in the Biffa contract to provide a benchmark against which performance can be measured. The KPTs cover those aspects of the service which are considered to be of most concern to our residents and are measured on an ongoing basis and reported monthly by Biffa. The KPTs for this contract are:

- KPT 1 - missed collections – number of missed collections per week per 100,000 collections. Target - no more than 40
- KPT 2 - rectification of missed collections – percentage of reported missed household collections rectified within 48 hours of the scheduled collection day. Target - 100 per cent
- KPT 3 - NI 192 - percentage of household waste sent for re-use, recycling and composting. Although it was agreed that KPT 3 would be removed from the contract as the promotions role has been transferred to the council and Biffa can no longer directly influence this, it is still a key outcome from the contract and performance is driven in part by the proficiency of the collection service. No contractual target was formally set for 2017
- KPT 4 - NI 195 - improved street and environmental cleanliness – levels of litter and detritus. Targets - litter 4 per cent, detritus 7 per cent.

Since April 2011 national indicators for waste NI 192 and NI 195 are no longer used as national measures, however the council has continued to use these as a measure of the contractor's performance.

13. An additional 6 KPT's were agreed at the 2017 board meeting and came into force from January 2017, these are presented for the first time in this report.

- KPT 5 – Incomplete rounds – the number of properties affected as a result of incomplete rounds. Target – fewer than 1,000 per month
- KPT 6 – Call centre – average time residents spend on hold before the call is answered. Target – 35 seconds.
- KPT 7 – Deliveries – New properties, Percentage of bins delivered within 10 working days of the request being logged. Target – 85%
- KPT 8 – Deliveries – Replacement bins, Percentage of bins delivered within 10 working days of the request being logged. Target – 85%
- KPT 9 – Fly tipping – percentage of fly tips cleared from high intensity areas within 12 working hours of a report received. Target – 90%
- KPT 10 – Fly tipping – Percentage of fly tips under three cubic meters, not in high intensity areas cleared within 24 hours of a report being received. Target – 90%

14. Contractor performance is assessed initially using KPTs 1 – 4 as these have been monitored through the life of the contract. This score allows direct comparison with previous years. A second score is then calculated to provide a broader measure of contract performance using all 10 KPTs.

KPT 1 – Missed Collections

15. Performance is calculated as the number of reported missed collections per 100,000 collections for the period 1 January 2017 to 31 December 2017.
16. During this review period the average number of missed collections across the two districts was 110 per 100,000 collections. Last year the number was 65 per 100,000. The target is no more than 40 missed collections. A combined total of 14,680 collections were logged as missed throughout the review period across the two districts, this is out of a total of 13,299,347 potential collections (each bin type is recorded as a separate collection) and equates to 0.11 per cent of bins being missed. There has been a further increase in the number of missed bins during the review period. The overall rating for this KPT is “Poor”.
17. The target was not met in 2017 primarily because of vehicle breakdowns associated with Biffa’s refuse collection fleet as it neared the end of its operational life. The reliability issues continued and worsened through this year until the entire fleet was replaced in October 2017. The new fleet included the introduction of separate vehicles for food waste. Missed collections remained high as the new food waste collection routes were established.
18. The council acknowledges that the missed bin target is challenging. Benchmarking this performance with other Oxfordshire district councils, the performance is within the range of performance provided by our nearest neighbours. West Oxfordshire reported a missed bin figure for April 2018 of 105 per 100,000. Cherwell also reported 80 per 100,000 although this figure includes contaminated as well as missed bins. Oxford City Council’s rate was significantly lower at around 29 per 100,000. As an urban authority, they do not have the same challenge of the rural districts where locating remote properties can increase the number of missed collections. They also review every missed bin report and check the camera footage from vehicles to confirm the missed collection report is genuine before agreeing to return.
19. The poor performance this year was driven by the issues with Biffa’s ageing fleet. When the fleet was replaced, separate vehicles were introduced to collect food waste. A revised service was then introduced and despite all the communications that were sent out to advise residents, many were reporting missed collections as the collection vehicle had come earlier than “usual” and residents did not have their bins out. Some residents also reported missed collections where their wheeled bin was emptied and they didn’t know the food waste collection would be made later in the day by a different vehicle.
20. The number of missed bins in the first 5 months of 2018 remains higher than the equivalent months last year. Because the food waste collections are now made with an entirely separate fleet, additional scope for human error has also been introduced. To reduce the number of missed food waste collections Biffa are taking the following actions:
 - Actively monitor the number of missed bins on a daily basis.
 - Analyse round data and ensure that sufficient resources are allocated to monitor underperforming rounds
 - Increase the usage of in-cab technology

- Set specific missed bin targets for each crew and address problems on individual rounds via Biffa’s capability and disciplinary procedures

KPT 2 – Rectification of missed collections

21. This measure is the percentage of reported missed collections rectified within 48 hours of the scheduled collection day. The target is 100 per cent. During this review period out of the 14,680 reported missed bins 97 per cent were recorded as rectified within the 48-hour target.
22. This results in a “Good” rating. Although the number of missed bins reported increased compared to 2016 (see KPT1), Biffa’s performance in rectifying the missed collections when reported has improved significantly from 2016.

KPT 3 – NI 192 percentage of household waste sent for re-use, recycling and composting

23. At the commencement of the contract the council and Biffa agreed target recycling rates as follows:

Vale

- 2014/15 – 49. per cent
- 2015/16 – 50.0 per cent.

South

- 2014/15 – 52.9 per cent
- 2015/16 – 53.3 per cent.

24. Table one below shows that the combined performance of both councils for KPT 3 was 62.79% per cent, for information the previous five years’ figures are also shown. The individual NI192 scores for this review period are Vale 62.61% per cent and South 62.94% per cent.
25. Although the figures show a further decrease in the amount of dry recycling collected in 2017, compared to the previous year. There was only a small increase in the tonnage of refuse collected which can be explained by the number of new households which became occupied during the year and it can therefore be assumed that the drop in recycling tonnage is caused by less waste being produced.
26. There are a number of factors that may sit behind the reduced recycling tonnage – e.g. changes in consumer behaviour; industry innovation in reducing and light-weighting packaging and the ongoing switch from print to digital media. However there has been an increase in the amount of food and garden waste collected and the overall recycling rate has only fallen slightly because of this both councils remain in the top five nationally. Although it is not a formal target it remains in the contract, performance in this area is high and thus the overall rating for this KPT remains “Excellent”

Table One

NI 192 Performance

	Dry recycling (tonnes)	Food waste (tonnes)	Garden waste (tonnes)	Total recycling (tonnes)	Refuse to ERF & Landfill (tonnes)	Total recycling plus refuse (tonnes)	NI192
1 January - 31 December 2012	31,865	9,800	16,711	58,376	29,957	88,333	66.08%
1 January - 31 December 2013	31,758	9,921	14,890	56,569	31,070	87,639	64.54%
1 January - 31 December 2014	32,404	9,770	18,806	60,980	30,835	91,815	66.41%
1 January - 31 December 2015	32,265	9,455	18,637	60,357	31,056	91,413	66.03%
1 January - 31 December 2016	28,948	9,942	19,888	58,778	34,045	92,823	63.32%
1 January - 31 December 2017	26,854	9,972	20,896	57,722	34,206	91,928	62.79%

KPT 4 – NI 195 Improved street and environmental cleanliness – levels of litter and detritus

27. At the commencement of the contract, the council and Biffa agreed targets for litter and detritus. These targets were as follows:

- no more than four per cent of relevant land to have unacceptable levels of litter
- no more than seven per cent of relevant land to have unacceptable levels of detritus.

28. As previously mentioned we no longer report nationally on NI 195, however officers have continued to monitor street cleanliness using the same methodology. The inspections are carried out by an independent company specialising in this type of work.
29. The combined scores achieved in this review period were, level of litter two per cent and level of detritus 11 per cent. The litter and detritus scores are unchanged from 2016. Litter levels exceed the KPT whereas levels of detritus are notably lower than the target. The overall rating for this KPT is “fair”.
30. The failure to meet the detritus aspect of the KPT is, in part, due to problems recruiting and retaining drivers to this role. Council officers monitor monthly utilisation of mechanical sweepers and reports on contract resources are provided at monthly operations meetings.

Average rating score – KPT 1 – 4 only

31. Based on Biffa’s performance an overall “Fair” KPT performance rating score of 3.3 has been achieved for the four KPTs monitored for the life of the contract. An analysis of performance against the KPTs can be found in Annex A.
32. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a guide to the assessment of Biffa against KPTs 1 - 4:

Score	1 – 1.4999	1.5 – 2.499	2.5 – 3.499	3.5 – 4.499	4.5 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

33. The head of service has made a judgement on KPT performance (1 - 4) as follows:

KPT judgement fair

Previous KPT judgement for comparison fair

KPT 5 – Incomplete rounds – the number of properties affected as a result of incomplete rounds

34. This KPT was introduced in 2017 to quantify the impacts of reliability issues with Biffa’s fleet which caused collection rounds to be incomplete on the correct day. These were not measured as part of the missed collection KPT.
35. The target for this KPT is fewer than 1,000 per month. The average number of properties affected by incomplete rounds was 18,353 per month. The overall assessment against this KPT is “Poor”. The councils are well aware of the issues caused by the ageing fleet, however, since the introduction of the new fleet, all collection rounds have been complete on the scheduled day and we expect this KPT to be exceeded in 2018.

KPT 6 – Call centre – average time residents spend on hold before the call is answered

36. The average time residents spent on hold before their call was answered is measured and reported monthly.
37. During this review period the average time residents spent on hold was 74 seconds. This is in excess of the target in the contract and the overall rating for this KPT is “Weak”. The number of incomplete rounds caused by the vehicle reliability issues during 2017 caused a significant spike in the number of customer calls. When the new collection fleet was rolled out, teething problems with new food waste collection rounds also resulted in high call volumes.
38. Hold times were longest in September and October where the separate food waste collection rounds were rolled out. The figure had fallen to 38 seconds in December. Although outside of the review period, the KPT for January to March 2018 was around 45 seconds showing considerable improvement compared to 2017. The numbers of calls have reduced significantly since the fleet change although there are spikes in demand i.e. after bank holidays, that put pressure on this.

KPT 7 – Deliveries – New properties, Percentage of bins delivered within 10 working days of the request being logged

39. The percentage of bins delivered to new properties within 10 working days of the request being logged is measured and reported monthly.
40. During this review period 3,486 out of a total of 7,345 bins (full sets and individual bins) were delivered within 10 working days this equates to 47%. The number of orders for bins are very high due to the amount of new housing in both districts. The overall assessment against this KPT is “Poor”.
41. As demand remains high, Biffa have now appointed a second permanent delivery driver with a third available for peak times during the summer where garden waste bin orders increase.

KPT 8 – Deliveries – Replacement bins, Percentage of bins delivered within 10 working days of the request being logged

42. The percentage of bins delivered within 10 working days of the request being logged is measured and reported monthly.
43. During this review period 5,248 out of a total of 10,954 replacement bins were delivered to within 10 working days this equates to 48%. The number of orders for replacement bins appear very high in numerical terms. The data indicates we replaced around 3% of our bin stock within the year. As the bins originally delivered at the start of the contract are now over 7 years old, the replacement rate is not unusual and moving forward the number of replacements is likely to increase year-on-year. Because most bins that go missing or get damaged happen during collection, Biffa pay for 75% of the costs of replacing bins. The overall assessment against this KPT is “Poor”.

44. As demand remains high, Biffa have now appointed a second permanent delivery driver with a third available for peak times during the summer where garden waste bin orders increase.

KPT 9 – Fly tipping - percentage of fly tips cleared from high intensity areas within 12 working hours of a report received

45. 98% of fly-tips were cleared in high intensity areas within 12 hours of a report received during this review period. There were 127 fly-tips in high intensity areas. 124 of these were cleared within the 12-hour SLA.

46. The overall assessment against this KPT is “Excellent”.

KPT 10 – Fly tipping - Percentage of fly tips under three cubic meters, not in high intensity areas cleared within 24 hours of a report being received

47. 81.3% of fly-tips not in high intensity areas were cleared within 24 hours of a report received during this review period. 659 fly-tips were reported outside of high intensity areas. 536 of these were cleared within the 24-hour SLA.

48. The overall assessment against this KPT is “Fair”. Performance improved notably in mid-2017 as officers worked with Biffa’s supervisors to ensure paperwork was correctly completed. Consistent with national trends, the number of fly-tipping incidents have increased and this has increased pressure on the resources available to clear these. Current performance exceeds the target and officers expect this to continue.

Average rating score – KPT 1 – 10

49. Based on Biffa’s performance an overall “Fair” KPT performance rating score of 2.6 has been achieved for all 10 KPTs. An analysis of performance against the KPTs can be found in Annex A.

50. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a guide to the assessment of Biffa against all KPT:

Score	1 – 1.4999	1.5 – 2.499	2.5 – 3.499	3.5 – 4.499	4.5 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

51. The head of service has made a judgement on KPT performance (1-10) as follows:

KPT judgement

Previous KPT judgement for comparison

DIMENSION 2 – CUSTOMER SATISFACTION

52. Customer satisfaction for this report has been measured by the results of the most recent residents survey carried out in December 2017. M-E-L Research was commissioned to undertake a door stepping survey. In total 1,100 responses were received in each district.

53. The main areas of questioning regarding satisfaction with the waste service were:

- satisfaction with the waste and recycling collection service
- satisfaction with street cleaning and keeping the area clean and litter free.

54. In terms of satisfaction with the waste and recycling collection service 85 per cent of South residents and 83 per cent of Vale residents are either satisfied or very satisfied. A decrease of four percentage points in Vale and two percentage point in South since the previous survey in 2015.

55. In terms of satisfaction with street cleansing 72 per cent of Vale residents are either satisfied or very satisfied with the cleanliness of the streets and pavements in their local area. This is an increase of two percentage point from the 2015 survey. In South 77 per cent said they were either satisfied or very satisfied, a decrease of four percentage points.

56. Based on Biffa's performance a combined overall customer satisfaction rating score of 3.89 has been achieved, the previous satisfaction rating score was 3.88. An analysis of customer satisfaction can be found in Annex B.

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

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

58. Taking into account that 84 per cent of residents are satisfied or very satisfied with the waste collection service, the relatively small number of complaints received and that the combined overall satisfaction rating score is only 0.01 point away from a good rating the head of service has made a judgement on customer satisfaction as follows:

Overall assessment good

Previous customer satisfaction judgement for comparison good

DIMENSION 3 – COUNCIL SATISFACTION

59. As part of the performance review officers with direct knowledge and who frequently interact with the contractor were asked to complete a short questionnaire, this included the environmental services manager, team leaders, recycling officers, technical monitoring officers and business support team. In total eight questionnaires were sent out and returned.
60. Based on Biffa's performance an overall council satisfaction rating score of 3.50 has been achieved. Last year's overall rating score was 4.19. An analysis of council satisfaction can be found in Annex C.
61. Council satisfaction is lower than last year as the quality of service has been reduced primarily because of the vehicle reliability issues. This has had a knock-on effect throughout the operation. Supervisors have often been required to drive trucks at busy times. Consequently, service issues have not been resolved promptly and some problems have recurred. In addition, whilst lots of work is done by the councils' technical officers to scope out new collections or make arrangements for assisted collection, arrangements are not always communicated to crews or round lists updated.
62. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a guide to the assessment of Biffa on council satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

63. The head of service has made a judgement on council satisfaction as follows:

Council satisfaction judgement

Previous council satisfaction judgement for comparison

OVERALL ASSESSMENT

64. Other areas of note within this review period are:

- South confirmed by DEFRA as the third highest recycling authority for 2016/17 with a rate of 63.8 per cent
- Vale confirmed by DEFRA as the fifth highest recycling authority for 2016/17 with a rate of 62.5 per cent
- the rollout of the new collection fleet including the introduction of a separate food waste fleet

- fly-tipping rates have increased locally and nationally which has put pressure on clearance activities
- driver recruitment and retention within the waste sector is a nationally recognised challenge
- whilst the contract is delivered in partnership with Biffa, the councils have taken enforcement action for ongoing problems and complaints, 10 formal remediation notices were served in 2017. Four of these resulted in the issuance of a default notice and the deduction of associated sums from the contractor's invoice.
- KPT 1, KPT 2 and KPT 4 have bonus payments linked to them. The low performance against these targets in 2017 resulted in a sum of £77,818 being deducted from Biffa's invoices.

65. Taking into account the performance of the contractor against KPT, customer satisfaction, council satisfaction and the other areas of note above the head of service has made an overall judgement as follows:

Overall assessment

fair

Previous overall assessment for comparison

good

STRENGTHS AND AREAS FOR IMPROVEMENT

66. Annex C also records strengths and areas for improvement relating to the performance of the contractor in this review period.

67. Areas for improvement identified in last year's reviews were:

- *Communication needs to be improved. Often it is the residents telling us about a problem before Biffa have told us.*

Communication has improved in many areas however, there are still operational issues that are not communicated pro-actively – for example bin stock problems, delays at the call centre and missed bins.

- *Vehicle maintenance/reliability*

This remained a serious issue throughout most of 2017 until the fleet was replaced in October. Many rounds were incomplete because of this and the level of service was well below what the councils required

- *Systems/IT – very paper based and locational info poor and not fit for purpose for street cleansing side of contract*

Personal Digital Assistants (PDAs) have been rolled out to the refuse and recycling collection crews allowing real-time service information to be fed back from crews.

- *Response times for fly-tipping, street cleaning and bin deliveries*

There are still some challenges in this area borne out by the KPT scores for bin deliveries and for clearance of fly-tipping outside of high intensity areas

- *Call centre need to review information more in particular looking at historical information to make better informed decisions*

There have been some improvements but staff turnover at the call centre and overall workloads have been a barrier to this.

- *Not always receiving responses to emails or acknowledgement that the email has been received*

Some improvements but still some challenges from the depot and the call centre

- *Staff retention*

Staff turnover has been a contributory factor in some of the performance issues. There is an industry-wide challenge in retaining LGV drivers that the councils recognise. A replacement business manager responsible for the operations and the contract was appointed in March 2017 however, he subsequently left towards the end of the review period.

- *Adequate supervision*

Although sufficient supervisors were in post, the operational pressure caused by the vehicle reliability issues meant that supervisors were often driving collection vehicles and supervision was not always at the level the councils expect during this period.

68. During last year's review the committee raised the following action points:

- *Provide benchmarking against other councils*

This year's scrutiny report has benchmarked Biffa's missed collection performance against other Oxfordshire districts.

- *Schedule on deep cleansing in inFocus*

The schedule was not published in inFocus, however, the councils' waste team have revised the schedule to ensure the number of days spent in each area is equitable. Each parish or town council are contacted around a month before the team are due in the area. Positive feedback is regularly received from towns and parishes once the deep clean team have visited.

- *Put recycling guide on the internet*

The communications and IT applications teams have developed an app called Binzone. It is available on our website and can also be downloaded on android and iPhone. It has been downloaded nearly 4,000 times and allows residents to check their collection day and search for individual waste items to confirm what bin to put it in. We also have extensive recycling information on our websites, including a

leaflet explaining how the waste collection services works and what items can be recycled.

COMMENTS AND COMPLAINTS

69. The councils received 17 official stage one complaints during this review period compared to 21 last year. Of these, 11 were due to missed collections, one was a report of damage to property, two were for bin placement issues, one was the time taken to replace a missing bin, one for a missed bulky waste collection and one for mess left after collection.

70. During this review period Biffa and the councils received 19 compliments from residents relating to the waste service such as:

- *Lady's husband collapsed outside their home and fell unconscious with a bad gash to the face. Local refuse collectors nearby went out of their way to help him into a chair and called ambulance.*
- *Excellent Waste service provided by Biffa in Henley for Olympian parade event*
- *Bin collectors/Waste Team in Henley on Thames - Every week they are so cheerful & friendly. She has a 3 year old son who they always wave to and say hi, he is always absolutely delighted to see them.*
- *Resident called to thank the crew for their hard work and said they are the best collection crew she has had the pleasure of dealing with in all the locations she has lived.*
- *Please compliment the crew that collect the bins week in week out from my address. We have never been missed and working in recycling and waste myself, I understand the demanding and unappreciated job that the guys go through. Please give them my compliments including the garden crew also as they do just as good job.*

CONTRACTORS FEEDBACK

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

FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

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

CONCLUSION

74. It was a very challenging year for the service because of the significant operational problems caused by the aging fleet. This resulted in a lot of incomplete rounds and additional pressure on Biffa's management at Culham and the drivers and crews. This also contributed strongly to Biffa's reduced performance against the existing and new KPTs.
75. A new business manager with considerable operational experience of our contract operation was appointed by Biffa in February 2018. Constructive meetings between council officers and Biffa are setting a clear direction of travel to improve performance against the KPTs where performance was low in 2017 – in particular to reduce the number of missed collections and to improve bin delivery times.
76. The deep cleanse has continued in South and completed its second year in Vale. The overall allocation of days spent in each area has been reviewed to more closely match demand and more structured information is requested from and provided by town and parish councils to target key areas.
77. The head of service has assessed Biffa's performance as "Fair" for its delivery of the household waste collection, street cleansing and ancillary services contract for 2017. The committee is asked to make any comments to the Cabinet Members with responsibility for waste to enable them to make a final assessment on performance by way of an Individual Cabinet Member decision.
78. If the committee does not agree with the head of service's assessment, then this report will be referred to Cabinet for further discussion and a final assessment of Biffa's performance.

BACKGROUND PAPERS

79. None

Annex A – Key performance targets

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	missed collections	No more than 40 missed collection per 100,000 collections	110 per 100,000 collections	poor	1
KPT 2	rectification of missed collections	100 per cent rectified within 48 hours of the scheduled collection day	97%	good	4
KPT 3	percentage of household waste sent for re-use, recycling and composting	No specific target set for 2017 however overall recycling rate is excellent compared to national performance	Combined 62.79% Vale 62.61% South 62.94%	excellent	5
KPT 4	improved street and environmental cleanliness – levels of litter and detritus	4% litter 7% detritus	2% 11%	fair	3
Overall “average” KPT performance rating score – KPT 1 – 4 only (arithmetic average) refers to points 31-33 in the report					3.3

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 5	Incomplete rounds – the number of properties affected as a result of incomplete rounds	fewer than 1,000 per month	18,353	poor	1
KPT 6	Call centre – average time residents spend on hold before the call is answered	35 seconds	74 seconds	weak	2
KPT 7	Deliveries – New properties, Percentage of bins delivered within 10 working days of the request being logged	85%	47%	poor	1
KPT 8	Deliveries – Replacement bins, Percentage of bins delivered within 10 working days of the request being logged	85%	48%	poor	1
KPT 9	Fly tipping – percentage of fly tips cleared from high intensity areas within 12 working hours of a report received	90%	98%	excellent	5
KPT 10	Fly tipping – Percentage of fly tips under	90%	81%	Fair	3

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
	three cubic meters, not in high intensity areas cleared within 24 hours of a report being received				
Overall "average" KPT performance rating score – KPT 1-10 (arithmetic average) refers to points 49-51 in the report					2.6

Annex B – Customer satisfaction

In total 2,200 residents across both councils responded to questions about the waste contract. Not every respondent answered all the questions.

Q. How satisfied are you, with the waste and recycling collection service?

Rating	Number of responses	Score weighting	Total
Very satisfied	554	X 5	2770
Fairly satisfied	1295	X 4	5180
Neither satisfied or dissatisfied	214	X3	642
Not very satisfied	111	X 2	222
Not at all satisfied	26	X 1	26
Total	2200		8840

Waste and recycling collection service - resident satisfaction calculation: $8840 \div 2200 = 4.02$

The following is a guide to the assessment of Biffa on customer satisfaction for the waste collection service:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Q. How satisfied are you with the standard of cleanliness of the streets and pavements in the village or town where you live?

Rating	Number of responses	Score weighting	Total
Very satisfied	137	X 5	685
Fairly satisfied	952	X 4	3808
Neither satisfied or dissatisfied	207	X 3	621
Not very satisfied	152	X 2	304
Not at all satisfied	24	X 1	24
Total	1472		5442

Standard of cleanliness - resident satisfaction calculation: $5442 \div 1472 = 3.70$

The following is a guide to the assessment of Biffa on customer satisfaction for the standard of cleanliness of the streets and pavements:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

The combined overall customer satisfaction rating for the waste and recycling collection service and standard of cleanliness is calculated as follows:

Residents total scores ÷ number of residents

$$\frac{(8840 + 5442)}{14282} \div \frac{(2200 + 1472)}{3672} = 3.89$$

The following is a guide to the assessment of Biffa on overall customer satisfaction for the street cleaning and refuse collection:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Taking into account that 84 per cent of residents are satisfied or very satisfied with the waste collection service, the relatively small number of complaints received and that the combined overall satisfaction rating score is only 0.01 point away from a good rating the head of service has made a judgement on customer satisfaction as follows:

Overall assessment **good**

Previous customer satisfaction judgement for comparison good

(refers to points 52-58 in the report)

Annex C - Council satisfaction

This assessment allows the councils (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. Some questions can be left blank if the officer does not have direct knowledge of that particular question.

The numbers indicated in the following table are the total number of responses received for each question

Contractor	Biffa Municipal Limited			
From (date)	1 January 2017	To	31 December 2017	

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs	1	5	2		
2 Response time		3	4	1	
3 Delivers to time	0	2	0	5	
4 Delivers to budget	1	1	1		
5 Efficiency of invoicing	2	1			
6 Approach to health & safety	1	6		1	

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
9 Easy to deal with	1	6		1	
10 Communications / keeping the client informed		5	1	2	
11 Quality of written documentation		0	5	2	
12 Compliance with councils' corporate identity		3	4		
13 Listening		6	1	1	
14 Quality of relationship	1	6		1	

IMPROVEMENT AND INNOVATION

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

The following table is a summary of council satisfaction based on the completed questionnaires

Rating	Votes	Score equivalent	Total
very satisfied	14	X 5	70
satisfied	55	X 4	220
neither satisfied or dissatisfied	37	X 3	111
dissatisfied	17	X 2	34
very dissatisfied	2	X 1	2
Total	125		437

The overall council satisfaction is calculated as follows: $437 \div 125 = 3.50$ (refers to point 57-60 in the report). The overall rating for client satisfaction is "Fair"

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths

Feedback from supervisors has improved
Commitment of the crews to get the service complete when dealing with breakdowns
Call centre staff are always polite and a pleasure to deal with.
Good working relationships with TOs/supervisors
Large numbers of collections made on correct day without problems
Key members of the supervisory team are committed and often go the extra mile to help.
Good relationships with many of the operational staff
We do get good customer feedback when a crew has gone the extra mile to assist a resident
Good working relationship with Management and local Operations team

They are very good at delivering a waste collection service – nationally we are in the top five councils for recycling.

Areas for improvement

Getting on top of ongoing problems and resolving within a faster timeframe. Better customer feedback when dealing directly with residents.
Feedback from supervisors has improved, still room for more improvement.
Collect all materials that the council provides – electricals, textiles, batteries. Better monitoring of crews who do not collect
Better communication at depot level
It would be better if Biffa were more positive in initiatives to help recycling rates e.g fitting WEEE/textile cages onto vehicles, stickering bins etc.
Communication with client, keeping us up to date and making us aware of problems/situations
Street cleaning section of contract – this needs to be treated as equally as important as the collections part of the contract.
Response times to emails
Documentation needs to be clearer, often the information is there but is not easy to interpret.
Processes/procedures/use of systems.
Reduce risks of reliance on individual's operational knowledge and experience
Improve and provide evidence of adequate staff resources deployed on street cleansing
Bin container stock levels and deliveries
Lock out/roundsheet/PDA completion – e.g. garden waste lock-out sheets are often not completed correctly.

Annex D - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCIL'S ASSESSMENT

We have tremendous pride in the services we have provided in South Oxfordshire and the Vale of White Horse since the contract started in 2009; as well as the excellent relationship we have developed with the councils and the excellent profile we have developed for the contract in that time, in partnership.

However, we are less proud of the fact that service levels during 2017 have tested that relationship. 2017 was not a good year and we will not defend that, but report that 2018 is better and we commit to being back to previous standards before the end of this calendar year and thereafter.

The bulk of 2017 suffered from vehicle reliability problems both from an ageing fleet and the breakdown of our fleet maintenance sub-contract with a third party. The replacement fleet was delivered in autumn 2017. Unfortunately that brought two more challenges:

1. Teething problems with the new fleet (which are now consigned to history); and
2. The introduction of separate food waste collections, which caused some confusion with residents and subsequently high levels of calls into our call centre. The confusion was with households having their wheeled bin emptied at a different time to their food caddies, creating a perception that the second container was missed at the time the first was emptied (we are now on top of that also);

During 2017 our business manager left and in a tough employment market we took a long time to find a suitable replacement. The replacement is the internal promotion of our operations manager on the contract, Ian Gillott.

To provide Ian the appropriate level of guidance and mentoring he needs whilst he is new to the role, we have released Brian Ashby from his responsibility for two other large contracts. He will be spending the majority of his time at this contract until such time as the KPTs are back on track and we are confident Ian is ready to lead the contract on a more autonomous basis.

The rest of this document shows how we are improving and will continue to improve performance against the contract's KPTs.

KPT 1 – Missed collections:

We have recently re-mobilised the in-cab reporting devices which will provide better detail and intelligence to the call centre for round progress and missed collection reporting. Crews are reporting '*lock outs*' where containers have not been presented by residents and we ask the Councils to support us in supporting our crews by refusing to record such instances as missed collections, more resident error (please excuse the expression).

Accurate data is an important tool for us to improve the services and this will be very difficult to come by unless we stop sending our crews back for bins they didn't miss.

This improvement will increase the proportion of justified missed collections we clear on the day they are reported, because we will have a far greater ability to get instructions out to the crews whilst they are still in the area.

Whilst we have missed the KPT during 2017, the standard provided still represents a 99.9% right first time service. We also hope members have comfort in the fact we want this to be a 100% right first time service and that this has a self-fulfilling commercial driver, because right first time is the lowest cost of operation.

There are two issues we would like to raise regarding the calculation of this KPT, but feel it's right to point out that they wouldn't have resulted in us achieving the target:

1. It does not include the WEEE and textiles collections and we propose it should; and
2. It includes some reported missed collections which were resident confusion when we started collecting food waste separately from the wheeled bins at fleet replacement. We appreciate this is should be entirely within our control and it now is;

KPT 2 – rectification of missed collections

This is a target we should meet. However, it is clearly a greater challenge when missed collections are at the higher level we experienced in 2017.

We haven't helped ourselves with this KPT in that our system records missed collections not rectified in 24 hours, whereas the target is 48 hours. The system has been corrected.

Also, in conjunction with the crews using their in-cab devices, supervisors have been given tablets and are responsible for ensuring missed bins are rectified within 48 hours.

KPT 3 – Recycling performance

No specific target set for this KPT, but we are as committed as ever to working with the Councils to maintain their presence at the top of the charts.

There is, however, a downward trend in % recycling performance across the country. This is masked by the continued conversion by some local authorities from weekly to fortnightly residual; and a smaller number from fortnightly to three or four weekly residual collections.

We believe this is primarily down to three things:

1. Downsizing of packaging;
2. Migration of glass to plastic packaging;
3. Reduced paper consumption by virtue of the impact of the digital economy;

KPT 4 – Street cleanliness

We consistently achieve the litter standard, but often miss the detritus standard.

There is an acceptance that the detritus standard provided is satisfactory and the target ambitious.

In addition to this, we believe there would be value in all Oxfordshire authorities measuring street cleansing performance in the same way. Currently South & Vale, despite using a former National Indicator method, is different from the rest of the county. We commit to working with the councils towards county consistency.

KPT 5 – Incomplete rounds

There is an increasing difficulty in recruiting drivers up and down the country. Unfortunately South & Vale is no exception. We are paying below market rate for HGV drivers, which has historically been ok because this particular job was a lifestyle choice.

That is no longer the case, primarily because of longer working hours and increased use of in cab technology. These two issues mean we have also struggled to recruit drivers.

The result of this has meant, on occasions, all supervisors have been driving, which has a direct impact on service levels.

We are working hard to address this driver shortage on the contract. In the shorter term we have engaged a new agency provider to fill vacancies and are confident we will be fully employed by the end of 2018 calendar year.

Improved service levels right across the contract will be the result of being fully employed from a driver perspective, not least on this KPT.

KPT 6 – Call answering times

We realise our performance is a long way off this target.

To improve performance we are working through a modernisation project for the call centre that will see:

- A greater choice of contact media;
- Increased automation of processes;
- Ceasing unnecessary processes;
- Encouragement of channel shift in line with local government targets;
- Revised scripts designed to reduce call times;

The reality is that, in 2017 we received 50% more calls and emails than in 2015. We need to deal with that, but feel we can get back to contract standards by improving and modernising our processes, rather than increasing our resource levels by 50%.

This is the first fundamental review of the call centre since we set it up in 2009.

KPT 7 & 8 - Bin deliveries

We are in control of our performance against this KPT because we are not relying on any third parties. Demand has increased significantly over time and we have now introduced an additional round to deal with this, with short term additional support to clear a backlog that had built up.

To get back on track with this one we are automating the process, which will result in a maximum of two human interventions:

1. Call centre receiving the request;
2. Driver confirming the delivery;

Before reviewing the process there was anything up to eight human interventions in the process. WE have removed some and automated others.

We have divided the districts up into five zones, one for each day of the week. On receipt of a delivery request it will be booked into the next delivery day in that property's zone – a maximum of five working days against a target of ten.

This gives us a further week's flexibility to deal with peak demand and still meet the KPT.

KPT – 9 & 10 – Fly tip clearance

Whilst there is room for improvement in this area, our performance meets both targets in most months.

We have, however, made a system update to improve our performance in this area. The system now identifies high intensity locations and automatically treats it as a priority job.

Streamlining our administration process will deliver shorter response times.

There is a national trend of increases in fly tips, which is intensified in rural areas. We believe we have reacted to this increase and have it under control from a performance perspective.

Summary

After a difficult 12-18 months we are looking forward with optimism.

We are tackling and will overcome the recruitment and retention issue with drivers; we are providing our new management team with the support and mentoring they deserve and require; the contract and its systems will be modernised and fit for purpose, providing efficient and consistent support to our operations.

It is nearly eight years and over nine years since we re-routed the collection services in Vale and South respectively. The property growth over that period has been significant, but concentrated in certain areas rather than spread evenly across the districts. This means our operation has become imbalanced and relatively inefficient. Once the contract is in a settled state we will be working with officers towards a reschedule of the collection service to set us up for the contract's remaining six years.

ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT

None

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

- Permit us to stop carrying out actions that appear to add little or no value, such as:
 - Sticking address labels to new bins we deliver, unless they are to be presented at a communal point along with neighbours' bins;
 - Review the approval process for bins requested by occupants of new build houses and consider developing a web-form to request these;
- In the event of escalation, support Biffa's position of not returning for bins that were reported as not out on PDAs, or were presented with contamination and stickered;
- Report all collections services as part of KPT 1;
- Review the suitability and relevance of NI195 reporting and benchmark other authorities;
- Review fly-tipping enforcement and the local Biffa team are willing to work with the client to assist in securing prosecutions where possible;
- Support the principle of a re-schedule for the collection service in the next 6-12 months;

Feedback provided by

Date

Joint Scrutiny Committee



Report of Head of Planning

Author: Adrian Duffield

Telephone: 01235 422600

E-mail: adrian.duffield@southandvale.gov.uk

Wards affected: All in South and Vale

Cabinet member responsible: South

Cllr. Felix Bloomfield

Tel: 01491 832690

E-mail: felix.bloomfield@southoxon.gov.uk

Cabinet member responsible: Vale

Cllr. Roger Cox

Tel: 01367 243360

E-mail: roger.cox@whitehorsedc.gov.uk

To: Joint Scrutiny Committee

DATE: 20 September 2018

Oxfordshire Joint Spatial Plan

Scrutiny Recommendation

To consider the report, recommendations and attachments and provide comments to both Cabinets.

Purpose of Report

1. To seek comments on the draft project and programme documents for the Oxfordshire Joint Statutory Spatial Plan (JSSP). The recommendations to Cabinet are to
 - (a) To approve the Local Development Scheme (LDS) for the Joint Statutory Spatial Plan (JSSP) presented at Appendix 1.
 - (b) To approve the draft Statement of Community Involvement 2018 (Appendix 2) for the JSSP for a six week period of formal public consultation.
 - (c) To approve the Scoping Document presented at Appendix 3

(d) To authorise the Head of Planning, in agreement with the other councils' equivalent, to make any necessary minor and presentational changes to the draft Local Development Scheme 2018 and draft JSSP Scoping Document before publication, and, the draft Statement of Community Involvement 2018 before formal consultation commences.

Background

2. The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal with Government in March 2018. Under the terms of the Deal the councils have committed to producing an Oxfordshire Joint Statutory Spatial Plan (JSSP) for submission to the Planning Inspectorate for independent examination by 31 March 2020 and adoption by 31 March 2021, subject to the examination process.
3. When the councils agreed the Oxfordshire Housing and Growth Deal through Council meetings in February 2018, one of the resolutions was to participate in the preparation of a Joint Statutory Spatial Plan in the timescales set out in the Growth Deal Delivery Plan and in accordance with S28 of the Planning and Compulsory Purchase Act 2004.
4. The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and associated evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
5. The JSSP will be a formal Development Plan Document (DPD), prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities (LPAs) to agree to prepare a joint Plan. In this case the partner LPAs are; Cherwell District Council, Oxford City Council, South Oxfordshire District Council, West Oxfordshire District Council and Vale of White Horse District Council. Oxfordshire County Council and the LEP will support the plan preparation process.
6. At a meeting of Vale's Cabinet and Council in February 2018, which considered the Oxfordshire Housing and Growth Deal, a list of matters deemed to be not negotiable were agreed. These outstanding matters are set out at Appendix 4. Some of these matters are directly relevant to the consideration of this report. A significant matter was the publication of a Written Ministerial Statement by MHCLG. At the time of writing, this document has yet to be published.

Options

JSSP Local Development Scheme (LDS)

7. Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires Local Planning Authorities to prepare and maintain an LDS setting out a timetable for the production of DPDs.

8. The LDS must specify:
- which are local development documents and development plan documents;
 - the subject matter and geographical area to which each development plan document is to relate;
 - which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities;
 - any matter or area in respect of which the authority has agreed (or propose to agree) to the constitution of a joint committee;
 - the timetable for the preparation and revision of the development plan documents; and
 - such other matters as are prescribed.
9. The Development Plan Documents must be prepared in accordance with the LDS and this must be demonstrated at public examination. The LDS will be used by officers, consultees, developers, agents and the public in determining when important milestones in the production of the JSSP and key stages of consultation can be expected. Implementation of the LDS will be monitored and the LDS will be periodically reviewed if there are significant changes in circumstances.
10. The proposed draft JSSP LDS is presented in Appendix 1. This relates solely to the preparation of the JSSP for Oxfordshire. The partner Local Planning Authorities (LPAs) will also have their own individual LDSs concerned with the production of their individual Local Plans and other planning documents. The key milestones for production of the JSSP are as follows:

Early Stakeholder Engagement	October 2018
Consultation on Preferred Strategy Options (Reg. 18)	February/March 2019
Consultation on Proposed Submission Draft Plan (Reg. 19)	October/November 2019
Submission (Reg. 22)	March 2020
Examination (Reg. 24)	September 2020 TBC
Receipt and Publication of Inspector's Report	December 2020 TBC
Adoption (Reg 26) by each partner LPA	March 2021 (subject to examination)

10. Officers recommend that councillors support and adopt the LDS as set out at Appendix 1.

Draft JSSP Statement of Community Involvement

11. The Statement of Community Involvement (SCI) is a requirement of Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended). It needs to comply with statutory requirements and Government policy for plan making and consultation on planning matters. However, the Government no longer provides guidance on how to produce a SCI. It is for planning authorities to decide how they will prepare their own SCI.

12. As part of the preparation and adoption of the JSSP the Oxfordshire partner authorities will be producing a number of documents, requiring consultation. It is therefore important to have an up-to-date SCI that sets out the requirements and strategy for engaging with communities and key stakeholders.
13. The draft SCI (Appendix 2) clearly sets out the key stages for preparing the JSSP and how the Oxfordshire authorities intend to inform, involve and consult stakeholders on the preparation of the plan. It sets out what is required from the partner authorities, how and when. This SCI only relates to and is specific to the production of the JSSP. The partner LPAs will also have their own individual SCIs concerned with the production of their individual Local Plans and other planning documents.
14. The SCI for the JSSP will ensure that the plan is shaped by early, proportionate and meaningful engagement between plan makers and communities, local organisations, businesses, infrastructure providers and statutory consultees.
15. The outcomes of the consultation processes set out in this SCI will be an important element of the considerations by the partner LPAs in developing the JSSP. However, they are one element of the considerations alongside other material matters such as the evidence base and the Sustainability Appraisal, etc. Consultees and those engaged should recognise the multi-faceted considerations that will go towards the conclusions in the JSSP that are submitted for consideration by an independent Examiner at Examination.
16. Officers recommend that the draft SCI (Appendix 2) is subject to a six week public consultation period, following which comments and any amendments to the draft will be considered by each partner LPA before adoption. This will assist in the production of a robust SCI.

JSSP Scoping Document

17. The JSSP Scoping Document (Appendix 3) is an informal document, not required by regulations, but is a helpful project planning tool that seeks to set out the understanding between the partner LPAs on the objectives of the JSSP and the processes that will be followed. This will form an agreed framework for the project and it will be used to inform the work programme for the plan.
18. The JSSP will provide an overall strategy for the scale and distribution of development up to 2050. It will be a strategic document which will identify future growth areas, and will not allocate specific sites itself. It will not contain detailed policies, as these will be covered by future Local Plan reviews as necessary. The JSSP will address the strategic and cumulative implications of growth and set out a long term framework covering the whole of Oxfordshire. A common evidence base will be developed to underpin the JSSP and future Local Plan reviews. This will include work on environmental quality and natural capital, as well as on strategic transport and other infrastructure requirements. The JSSP will take into account the commitments made in emerging and adopted Local Plans.
19. The non-negotiable matters for the Vale of White Horse District Council is attached at Appendix 4. A number of issues are raised, some of which can be considered and addressed below.

20.

Item	Commentary
<p>Scope of joint statutory spatial plan (JSSP) must be agreed by cabinet and full council.</p>	<p>This report and the attached draft Scoping document at Appendix 3 seek to meet this request. The table set out within that document at paragraph 3.7 provides a broad indication of the policy coverage of the JSSP and the existing and future Local Plans, if agreed.</p>
<p>No substantive work on the JSSP (for example, commissioning of evidence) is to begin until the government has finalised the new National Planning Policy Framework (NPPF) and published a written ministerial statement establishing the Oxfordshire planning freedoms and flexibilities.</p>	<p>The NPPF was published on 24 July.</p> <p>The Ministry for Housing, Communities and Local Government have confirmed their intention to publish a Written Ministerial Statement (WMS) granting some flexibility to our housing land supply for Oxfordshire as soon as possible when Parliament returns in the Autumn. The publication of this WMS is critical for Vale Council to progress with the Joint Statutory Spatial Plan.</p> <p>Other than the attached LDS, draft SCI and Scoping Document, no substantive work has been progressed on the JSSP.</p> <p>No work to gather an evidence base for the JSSP has progressed. A list of evidence likely to be required is set out in the scoping document at paragraph 7.1.</p>
<p>The JSSP will not allocate housing sites.</p>	<p>The commentary provided at February's Cabinet and Council meetings recognised that the allocation of sites would be a matter for agreement among the partner LPAs when the scope of the JSSP was defined.</p> <p>The Scoping Document confirms that no sites will be allocated.</p>
<p>Annual housing targets, trajectories and objectively assessed need (OAN) may not be increased for any year in the life of the current local plan (to 2031); nor may land supply and housing delivery calculations be based on higher baselines than those already built into the adopted local plan.</p>	<p>The revised NPPF introduces a local calculation of housing need to inform the minimum number of houses needed, unless exceptional circumstances justify an alternative approach. Any unmet housing needs from neighbouring areas should also be taken into account. The draft practice guidance (PPG) which was published alongside the draft NPPF in March referred to specific instances where an uplift to the minimum figure would be appropriate, which included Growth Deals. The revised PPG is awaited. The minimum number of houses</p>

	derived from the new calculation is lower across Oxfordshire, and for the Vale of White Horse District Council.
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Officers consider that the scope of the JSSP as set out at Appendix 3 meets the minimum requirements of the Council and recommend the approval of the scoping document, subject to Councillors being satisfied that the red lines have been met.

Approval Processes

21. The JSSP is a formal DPD prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree to prepare a joint Plan. It also necessitates that approval of that plan and relevant stages of its production to be formally agreed by the individual partner authorities.
22. The February Council resolutions included the principle of preparing a JSSP in accordance with S28 of the Planning and Compulsory Purchase Act 2004. Vale of White Horse District Council raised a number of matters which were deemed to be not negotiable and the progress of the JSSP and the attached documentation is subject to the agreement that the relevant concerns have been addressed.
23. Each of the five partner LPAs are considering the draft LDS, the Draft SCI and the draft JSSP Scoping Document during the month of September. All the partner meetings will be presented with the same draft documents and recommended to agree them.
24. The documents will also be discussed at Oxfordshire County Council's Cabinet where they are invited to note and support these documents in their capacity as a key Growth Board partner and statutory consultee for the JSSP.
25. Following the partner LPA decision, the JSSP Project Team will commence consultation on the Draft SCI for a six week period in October 2018. Following this consultation period, a final SCI (amended as appropriate in response to comments received) will be reported to Cabinet for final approval in December.
26. The development of the JSSP under the s28 process will be overseen and informed by a sub-group of the Growth Board made up of member representatives of each of the local authorities.
27. Please note that these documents are part of the on-going preparation to produce the JSSP. Approval of these documents and formal commencement of the JSSP process is subject to the delivery of the Planning Freedoms and Flexibilities that are part of the Deal with the Government. Consultation on the Draft SCI will not commence until the Government has confirmed the delivery of the 3 year housing land supply flexibility. The Ministry for Housing, Communities and Local Government have confirmed their intention to publish a Written Ministerial Statement granting this flexibility to Oxfordshire as soon as possible when Parliament returns in the Autumn.

Financial Implications

28. As part of the Oxfordshire Housing and Growth Deal, the government has agreed £2.5 million capacity funding over three years to support the development of the JSSP. The business case will be reviewed in light of the scoping document and timescales set out in the Local Development Scheme, with the intention of delivering the project within this funding envelope. Any costs over and above this would be subject to further agreement by the Oxfordshire Authorities and met from existing Planning Policy budgets. The revised business case will also examine future savings that will result from the JSSP and its joint evidence base to the five local planning authorities in their work on future Local Plan reviews.
29. Any work directly commissioned by the Vale of White Horse District Council will be claimed back from the capacity fund held by Oxfordshire County Council as the Accountable Body for the Deal, or from other Local Plan Authorities over and above the capacity funding.
30. The cost of implementing the updated SCI 2018 as proposed will be met within existing budgets of the Oxfordshire Housing and Growth Deal.

Legal Implications

31. The Council has a legal duty to produce an SCI under the Planning and Compulsory Purchase Act 2004 (as amended), if it is producing a development plan document

Risks

32. The SCI is a requirement of Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended). To not adopt an SCI would leave the production of the JSSP and the soundness of the development plan document open to challenge.
33. The draft SCI has been produced having regarded to statutory and policy requirements for plan-making. Examples of recently approved SCIs have been considered. It is considered by officers to be an appropriate consultation document.
34. The JSSP SCI seeks to ensure opportunities for participation in the JSSP process, including fair access for all regardless of a person's protected characteristic as defined by the Equality Act 2010¹. The way that the JSSP team consults on the preparation of the JSSP could have an impact on people who may have challenges in accessing information, such as those that do not have English as their first language, disabled people or those who are unable to access the internet. Therefore, an Equality Impact Assessment will be produced when preparing JSSP documents for each stage of consultation.

¹ A "protected characteristic" under the Act - age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race includes (colour, nationality, ethnic or national origin), religion, belief, sex and sexual orientation.

Conclusion

35. The Council and its partner LPAs are at an early stage in the production of a Statutory Spatial Plan for Oxfordshire. Once adopted the JSSP will form part of the Council's Development Plan against which formal planning decisions will be made and other local planning documents prepared. The Council has a statutory duty to prepare and maintain an LDS under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended). The preparation of the plan will require community and stakeholder involvement and the production of a SCI is a legal requirement under Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) to ensure compliance with statutory requirements and Government policy for plan making and consultation on planning matters.
36. These documents, if agreed, will not replace the Councils existing LDSs and SCIs, they will remain relevant to all other planning documents.

Background Papers

None

Appendices

1. Local Development Scheme.
2. Draft Statement of Community Involvement.
3. JSSP Scoping Document.
4. Oxfordshire Housing and Growth Deal - Outstanding matters for the Vale of the White Horse.

OXFORDSHIRE JOINT STATUTORY SPATIAL PLAN DRAFT LOCAL DEVELOPMENT SCHEME AUGUST 2018

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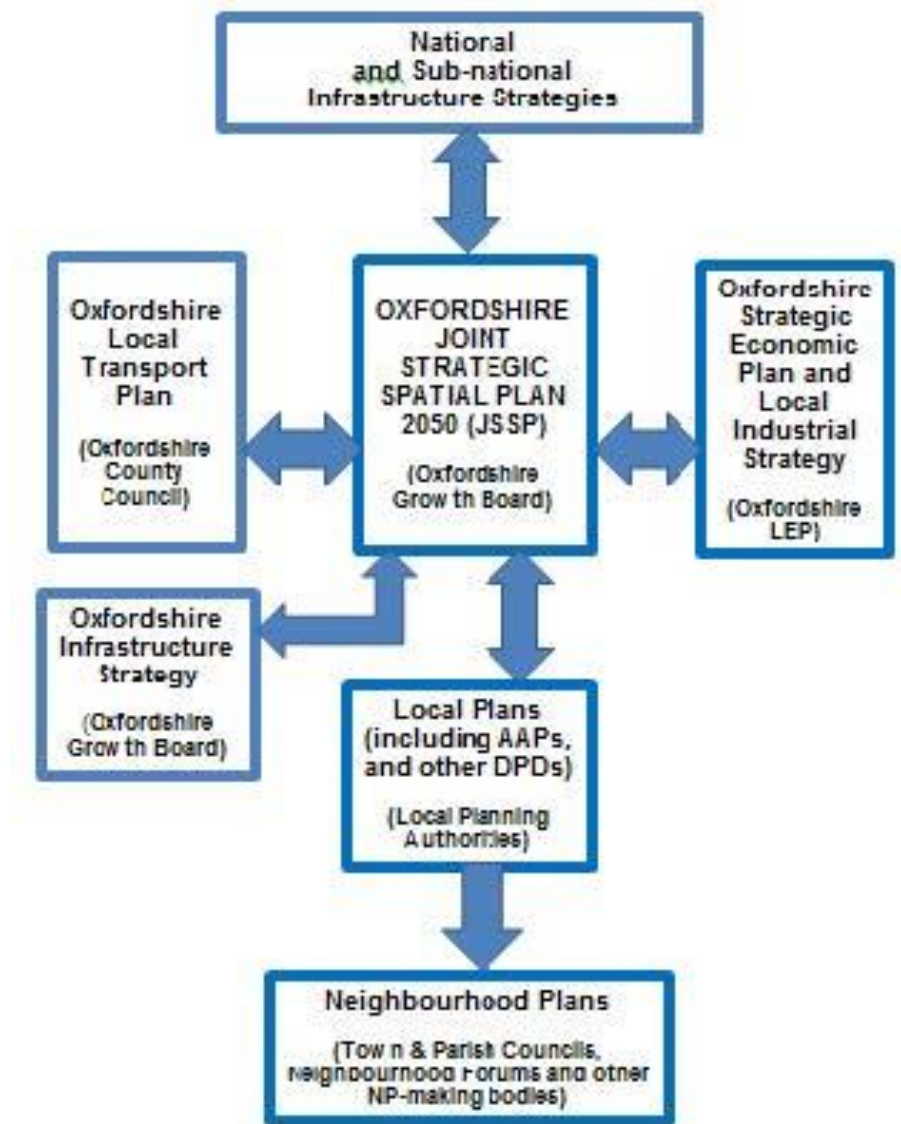
Introduction - Purpose of a Local Development Scheme

1. This is the Local Development Scheme (LDS) for the Oxfordshire Joint Statutory Spatial Plan (JSSP). It will be endorsed by the Oxfordshire Growth Board and then formally approved by the Oxfordshire District Planning Authorities.
2. The Oxfordshire authorities consider it important that stakeholders are engaged in the preparation of the JSSP; this LDS explains how the JSSP will be produced and when, so that it is clear when people will be able to get involved. It outlines the programme for completion and adoption of the Plan over the period to March 2021.
3. The LDS will be revised as necessary and rolled forward on a regular basis to take account of progress on preparation of the JSSP and monitoring.

Background

4. The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal with Government. Under the terms of the Deal the local authorities have committed to producing an Oxfordshire Joint Statutory Spatial Plan (JSSP) for submission by 31 March 2020 and adoption by 31 March 2021, subject to examination process.
5. The JSSP will be a formal Development Plan Document (DPD), prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree a joint Plan.
6. The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and supporting evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
7. Section 15 of the Act requires local planning authorities to prepare and maintain a LDS which specifies:
 - the documents which are to be Development Plan Documents;
 - the subject matter and geographical area to which each Development Plan Document is to relate;
 - which documents are to be development plan documents
 - which Development Plan Documents are to be prepared jointly with one or more other local planning authorities;
 - any matter or area in respect of which the authorities have agreed (or propose to agree) to the constitution of a joint committee;
 - the timetable for the preparation and revision of the Development Plan Documents; and
 - such other matters as are prescribed.
8. The JSSP will set the strategic framework for the preparation of local plans in Oxfordshire; as a development plan document, on adoption it will become part of the Development Plan for each local planning authority area. In view of its importance in establishing the strategic direction of growth for the county it is appropriate that a LDS be prepared for it in its own right. This LDS is only concerned with that document.

9. The Oxfordshire Local Planning Authorities will separately each prepare and maintain a LDS for production of their own Local Plans.
10. Neighbourhood Plans produced by Town or Parish Councils or other relevant bodies, are prepared to a timescale set by each plan-making body and on adoption they become part of the statutory Development Plan. Neighbourhood plans need to be in general conformity with the strategic policies contained in the JSSP or Local plans.
11. Fig 1 below shows the relationship between the JSSP and the Local Plans and Neighbourhood Plans



The Oxfordshire Joint Statutory Spatial Plan (JSSP)

12. The JSSP will be a countywide strategic plan which integrates planning for growth and infrastructure; considering quality of life and place-making issues to secure sustainable development.
13. It will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and their distribution across the county, strategic priorities,

and strategic infrastructure necessary to deliver the spatial strategy. Its preparation will include the calculation of new housing need figures based upon the methodology in the National Planning Policy Framework, and the implications of the Oxford to Cambridge Corridor. Paragraph 6 of the National Planning Policy Framework states that other statements of government policy may be material when preparing plans, such as relevant Written Ministerial Statements and endorsed recommendations of the National Infrastructure Commission. The detailed scope of the JSSP will be defined early in the process of preparation.

14. The JSSP will set the strategic planning context within which Local Plans will sit. It will link to a new 2050 Transport Vision and a new Oxfordshire Local Industrial Strategy. It will also integrate with the higher-level framework to be developed for the Oxford - Milton Keynes - Cambridge Growth Corridor.

Statement of Community Involvement

15. A Statement of Community Involvement (SCI) has been produced specifically to explain how local communities and other stakeholders will be engaged in the preparation of the JSSP.

Programme for the production JSSP

16. The programme for preparing the JSSP is set out in the schedule below, this is consistent with the timeframes specified in the Oxfordshire Housing and Growth Deal.

Title	Oxfordshire Joint Statutory Spatial Plan	
Subject Matter	The JSSP will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and their distribution across the county, strategic priorities, and strategic infrastructure necessary to deliver the spatial strategy.	
Geographical Area	Oxfordshire	
Status	Development Plan Document (DPD)	
Timetable (Dates are on or before)	Formal commencement (signing of Oxfordshire Housing & Growth Deal)	31 January 2018
	Early Stakeholder Engagement	October 2018 TBC
	Consultation on Preferred Strategy Options (Reg. 18)	February / March 2019
	Consultation on Proposed Submission Draft Plan (Reg. 19)	October / November 2019
	Submission (Reg. 22)	March 2020
	Examination (Reg. 24)	Expected September 2020 TBC
	Receipt and Publication of Inspector's Report	December 2020
	Adoption (Reg 26)	March 2021 (subject to examination)
	Notes: Examination dates and subsequent programme subject to confirmation from the Planning Inspectorate and views of Inspector.	
Resources Required	A JSSP Sub Group and a specific JSSP Project Team will be established and support the process.	

		2018												2019												2020												2021			
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
Formal commencement (signing of Deal)	Jan 18	■																																							
Early Stakeholder Engagement	Oct 18							■							■	■																									
Consultation on Preferred Options (Reg. 18)	Feb/March 19														■	■																									
Consultation on Proposed Submission Draft (Reg. 19)	Oct/Nov 19																				■	■																			
Submission (Reg. 22)	March 20																																								
Examination (Reg. 24)	Sept 20 TBC																																								
Receipt and Publication of Inspector's Report	Dec 20 TBC																																								
Adoption (Reg 26)	March 21 TBC																																								■

OXFORDSHIRE JOINT STATUTORY SPATIAL PLAN DRAFT STATEMENT OF COMMUNITY INVOLVEMENT AUGUST 2018

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Statement of Community Involvement

How the Oxfordshire Joint Statutory Spatial Plan will be prepared with Community and Stakeholder Engagement

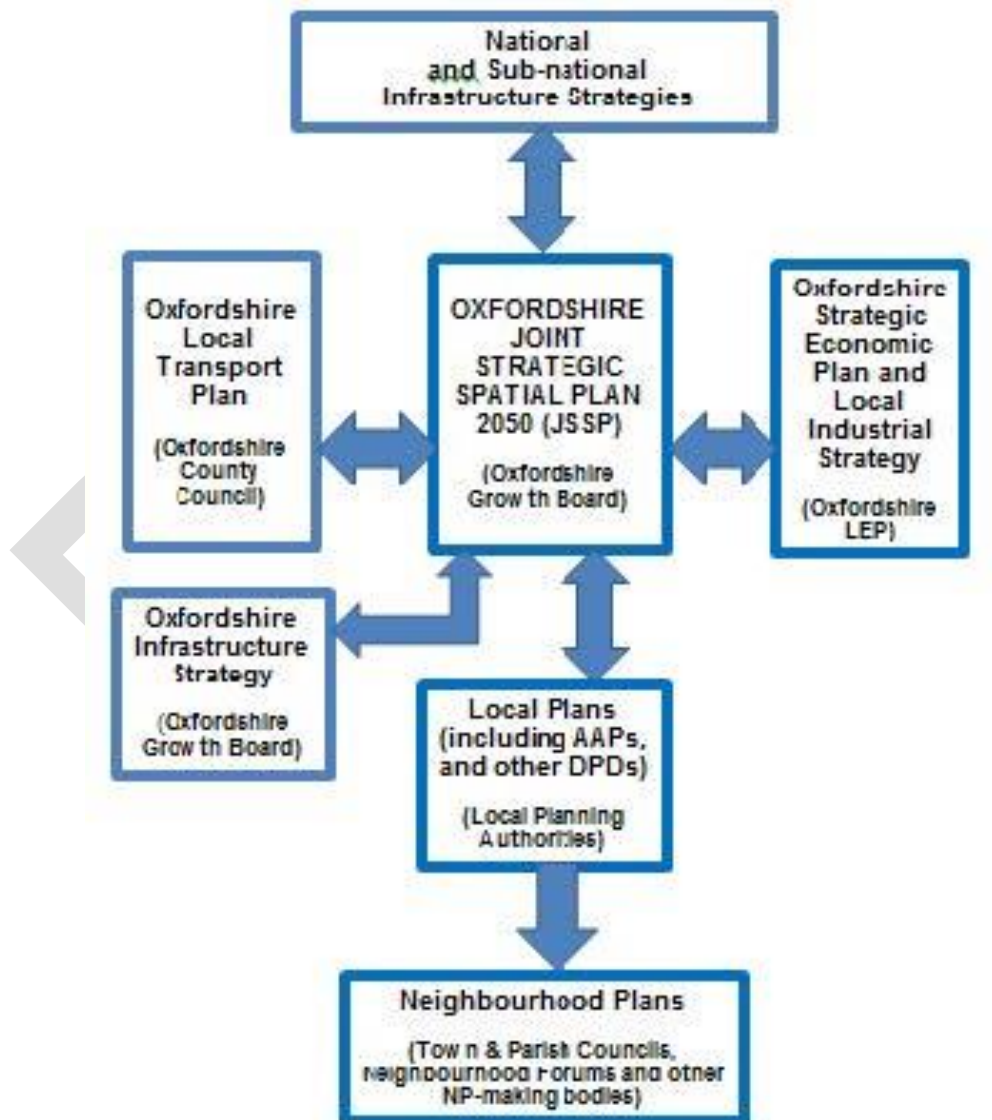
August 2018

Introduction

1. This is the Statement of Community Involvement (SCI) for the Oxfordshire Joint Statutory Spatial Plan (JSSP). It will be endorsed by the Oxfordshire Growth Board for consultation and then formally considered by the Oxfordshire District Planning Authorities in November.
2. The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal with Government. Under the terms of the Deal the local authorities have committed to producing an Oxfordshire JSSP for submission to the Planning Inspectorate for independent examination by 31 March 2020 and adoption by 31 March 2021, subject to examination process.
3. The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and supporting evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
4. The JSSP will be a formal Development Plan Document (DPD), prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree to prepare a joint Plan. Oxfordshire County Council will support the plan preparation process.
5. A JSSP Project Board will be established in July 2018 to guide the preparation of the JSSP. The Oxfordshire Growth Board which includes the Oxfordshire Local Enterprise Partnership (LEP) will monitor progress on the JSSP, and approve its budget, reviewing the achievement of milestones as part of an annual review.
6. The JSSP will be prepared with community and stakeholder involvement.
7. This SCI sets out how the Oxfordshire authorities intend to inform, involve and consult stakeholders on the preparation of the JSSP and when they will be engaged in the process. This SCI is specific to the production of the JSSP. The Local Planning Authorities (LPAs) will also have their own individual SCIs concerned with the production of their Local Plans.
8. This SCI will ensure that the JSSP will be shaped by early, proportionate and meaningful engagement between plan makers and communities, local organisations, businesses, infrastructure providers and statutory consultees.
9. The outcomes of the consultation processes set out in this SCI will be an important element of the considerations of the LPAs in developing the JSSP. However, they are one element of the considerations alongside other material matters such as the evidence base and the Sustainability Appraisal etc. Consultees and those engaged should recognise the multi-faceted considerations that will go towards the conclusions in the JSSP that are sent forward for Examination.

10. The JSSP will build on the current suite of adopted and emerging Local Plans that plan to between 2031 and 2036, the Oxfordshire Infrastructure Strategy (OxIS) and the Oxfordshire Local Transport Plan and will link both to a new 2050 Transport Vision and Local Industrial Strategy. The Plan will also integrate with the higher-level framework to be developed for the Oxford-Milton Keynes - Cambridge Growth Corridor.
11. The JSSP will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and its distribution across the county, strategic priorities, and the strategic infrastructure necessary to deliver the spatial strategy. Its preparation will include the calculation of new housing need figures based upon the methodology in the National Planning Policy Framework, and the implications of the Oxford – Milton Keynes - Cambridge Growth Corridor.
12. The JSSP will be formally adopted by the individual LPAs and will provide a high-level framework for the review and roll-forward of the Local Plans and related Neighbourhood Plans. Fig.1 shows the relationship between the JSSP and other relevant plans.

Relationship between JSSP and Other Plans



Duty to Cooperate

13. LPAs, County Councils and other public organisations have a Duty to Co-operate with one another, particularly in the context of strategic cross boundary matters. The way the Oxfordshire local authorities are working together under the Duty to Cooperate to complete the JSSP is set out in an Oxfordshire-wide Statement of Common Ground.

When and how we will involve Stakeholders

14. A public-sector Equality Duty came into force on 5 April 2011. It means that public bodies must consider all individuals when carrying out their day-to-day work in shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies have due regard to the need to:
 - eliminate discrimination
 - advance equality of opportunity
 - foster good relations between different people when carrying out their activities.
15. The Town and Country Planning (Local Development) (England) Regulations 2012 identify specific and general consultation bodies that must be consulted when preparing Local Plans and Supplementary Planning Documents. Specific consultation bodies must be consulted where the proposed subject matter will be of interest to them. There is also a requirement to invite representations from such residents and persons carrying on business as considered appropriate.
16. The Oxfordshire Councils intend that all people should have the opportunity to have their say in how the county is spatially planned irrespective of their differences; including by way of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Research may be commissioned to understand public attitudes on relevant topics. Documents will be written in plain English. To achieve value for money and to ensure that consultation is proportionate to the issues being considered, the translation of documents into other languages will be balanced against the cost, time constraints and the available resources.
17. Relevant regulations set out the formal stages in the preparation process of the JSSP, i.e. when we must formally publish the documents for comment and for how long. This SCI reflects how these requirements will be met. Additional days will only be added where statutory Public Holidays (England) fall within the formal consultation period.
18. The early stage of plan preparation will involve engagement with specific stakeholders, prescribed bodies, partners and consultees to inform the identification of issues and options. Notwithstanding the above, engagement with specific stakeholders will be undertaken on a continuous basis to ensure options are thoroughly tested and policy preparation is robust. We may use panels or reference groups as part of this engagement.
19. A JSSP consultation database containing specific and general consultees and others that have expressed an interest to be consulted will be developed and maintained in accordance with the General Data Protection Regulation. Where consultation is required, all those on the consultation database will be consulted. When an individual or organisation makes a representation on the JSSP or its supporting documentation they will be added to the consultation database.
20. There will be opportunities to comment on the draft JSSP when it is formally published and to be involved during its examination by an independent Inspector.

21. A Sustainability Appraisal is an integral part of the plan preparation process and is required for DPDs. It looks at the environmental, social and economic effects of a plan to make sure that the plan promotes sustainable development and takes the most appropriate approach given reasonable alternatives. At each stage of the JSSP preparation there will be a corresponding stage of the Sustainability Appraisal which will be made available for comment during public consultation.

22. Groups we will engage with during the JSSP preparation process will include:

- statutory consultees as set out in the relevant regulations, including neighbouring councils;
- local service providers and other key general consultation bodies who may have an interest in the JSSP; and
- other interested groups, businesses, developers, landowners, agents, Town Councils and Parishes, and residents who register on our consultation database.

23. Different levels and methods of community involvement will be appropriate as the JSSP progresses through the plan-making process. Table 1 sets out the key consultation stages and milestone dates in the preparation of the JSSP, together with the different groups we will involve in the plan-making process and how we propose to involve them.

Consultation stages in JSSP preparation process

Who will be involved	What are we consulting on?	How are we consulting?
Early Stakeholder Engagement – focused consultation		
Informal dialogue with targeted stakeholders - focusing on the challenges/opportunities for developing strategy options	Initial scoping of key issues and options with stakeholders	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Stakeholder meeting/workshop • Events/exhibitions • Press release
Sustainability Appraisal Scoping Report		
Consult people/organisations listed in the Regulations and others as appropriate	Consulting on SA implications of various options identified	<ul style="list-style-type: none"> • Email contact • JSSP website • LPA Websites
Call for Strategic Development Options		
Landowners, developers, agents, general public	To identify the availability, suitability and deliverability of land for strategic growth	<ul style="list-style-type: none"> • Targeted e-mail contact • JSSP website • LPA websites
Preferred strategy options Consultation (Reg.18)		
Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Events/ exhibitions • Press release

Pre-Submission Consultation (Reg. 19)		
Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Examination		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Publish dates and programmes associated with Examination	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Consultation on Inspectors main modifications to the draft plan (if any)		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Potential main modifications to JSSP	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Publication of Inspector's Report		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Only distributed for information	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Adoption (subject to examination)		
March 2021 - No further consultation		

Review of the SCI

24. The SCI will be updated if a review is required due to changes to:

- Legislation/national policy
- Local decisions
- Consultation methods
- Technology

How to Comment on the JSSP

25. The SCI sets out the methods we will use to engage with stakeholders and residents on the development of the JSSP. We will encourage electronic engagement as the primary portal for consultation and will encourage people to make use of the JSSP consultation portal, accessed through the JSSP website as this will set out the information we are seeking at each consultation stage, together with clear instructions on how to register comments. This will offer an easy method for response and in turn will help speed up our analysis of the comments received. We will report the comments received to each of the individual authorities as the SCI is finalised.

26. We will receive comments online or by post. A comments form will be produced at each stage of involvement. The form will be able to be used through the portal, alternatively the form or letters can be emailed to us at.

.....

or sent to:

-
27. The Councils will comply with the obligations under the General Data Protection Regulations, and the principles of the Data Protection Act, in how they manage any personal data collected through consultation processes.
 28. Upon publication of a draft plan for consultation we will also deposit one paper copy of the JSSP at each district council head office in Oxfordshire and at libraries throughout Oxfordshire.

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Appendix 1: Consultation Bodies which may have an interest in the proposed Oxfordshire JSSP

Specific Consultation Bodies

Homes England (formerly the Homes and Communities Agency)

Environment Agency

Historic Buildings and Monuments Commission for England (known as Historic England)

Natural England

Network Rail

Highways England (formerly the Highways Agency)

Electronic communications providers

NHS Oxfordshire Trusts and Clinical Commissioning Group

Utilities – Electricity, Gas, Sewerage, Water

Neighbouring authorities:

- Aylesbury Vale District Council
- Buckinghamshire County Council
- Cotswold District Council
- Gloucestershire County Council
- Northamptonshire County Council
- Reading Borough Council
- South Northamptonshire Council
- Stratford-on-Avon District Council
- Swindon Borough Council
- Warwickshire County Council
- West Berkshire Council
- Wiltshire Council
- Wokingham Borough Council
- Wycombe District Council

Other Consultees

General Consultation Bodies

Ministry of Defence

Civil Aviation Authority

OXFORDSHIRE JOINT STATUTORY SPATIAL PLAN SCOPING DOCUMENT AUGUST 2018

Produced by:



Supported by:



Oxfordshire Joint Strategic Spatial Plan

Scoping Document

1.0 Introduction

- 1.1 The Councils in Oxfordshire have agreed to produce a Joint Statutory Spatial Plan (JSSP), building upon the existing joint working and partnership arrangements through the Oxfordshire Housing and Growth Deal. The Oxfordshire JSSP will provide a strategic policy framework for Oxfordshire to 2050. This recognises and reinforces the commitment to the Housing and Growth Deal to deliver up to 100,000 homes over a 20 year period by 2031.
- 1.2 The JSSP will identify the number of new market and affordable homes, the level of economic growth and related infrastructure that is needed across Oxfordshire. It will then seek to place the required growth in a cohesive and sustainable spatial planning framework that will set the scene for a future round of Local Plans. This approach will allow district local planning authorities to subsequently establish detailed planning policies and site allocations at a local level.
- 1.3 The JSSP will cover the administrative county area of Oxfordshire. However, it will seek to address linkages to wider planning considerations, for example the Oxford-Milton Keynes-Cambridge Growth Corridor. This will comprise the local planning authorities of:
- Cherwell District Council
 - Oxford City Council
 - South Oxfordshire District Council
 - Vale of White Horse District Council
 - West Oxfordshire District Council
- 1.4 The JSSP will also be prepared in partnership with Oxfordshire County Council, which has a key role given its responsibilities for the delivery of key infrastructure and services such as transport and education, and the Oxfordshire Local Enterprise Partnership which is leading on the production of the Local Industrial Strategy (LIS).
- 1.5 This Scoping Document aims to:
- Determine the geographical extent of the JSSP
 - Explain the policy context within which the JSSP is proposed and parameters for the JSSP
 - Determine the plan period for the JSSP
 - Set out the timetable, key milestones and procedures of the JSSP
 - Set out the proposed structure of the JSSP
 - Explain the robust evidence base which will be required to underpin the delivery of a sound JSSP
 - Clarify the linkages to other relevant work programmes
 - Explain the governance arrangements of the JSSP project
 - Set out the importance of communications and consultation to the project
 - Set out the JSSP team structure

2.0 Geographical extent

- 2.1 The JSSP will cover the administrative area of Oxfordshire (all five constituent districts). The parties involved in the JSSP have committed to this process as they see the benefits of collectively agreeing the level of growth, the broad spatial location of that growth and in setting aspirations

for place making at a strategic level. The JSSP also offers an opportunity to formally consider the infrastructure needs collectively, to align strategies, and form part of any application for infrastructure funding through the Growth Deal or other sources.

- 2.2 Planning on an Oxfordshire-wide scale gives added benefits to the plan. Many of the issues that a plan needs to consider are better dealt with at this higher level, for example Oxfordshire is a housing market area and functional economic area, people live and work across the county, everyday life is not restricted to district administrative boundaries. Some spatial planning issues for example Green Belt, biodiversity and transport can be dealt with at a district level, but will benefit from consideration at a higher level with a consistent approach across the authorities. The JSSP will also form valuable evidence of compliance with the Duty to Co-operate.

3.0 Policy context and parameters

- 3.1 Each Oxfordshire district is committed through the Oxfordshire Housing and Growth Deal to submitting a Local Plan for examination by April 2019. The districts are at different stages of Local Plan production, however each authority is well on the way to producing a Local Plan covering the period to 2031 or 2036. As stated in the Housing and Growth Deal Delivery Plan, 'The Oxfordshire authorities are committed to planning to meet the 100,000 housing requirement for Oxfordshire set out by the Oxfordshire Strategic Housing Market Assessment (SHMA) by 2031'. The Local Plans make provision for these homes and they allocate specific sites for development.
- 3.2 The JSSP will build on the foundations set by the suite of current and emerging Local Plans and look at the strategic planning issues for the period up to 2050. The JSSP will take into account the existing commitments made by this suite of plans through their site allocations as a baseline for the earliest part of the JSSP plan period.
- 3.3 The agreed Statement of Common Ground identified the following key matters for the JSSP to set out:
- An overall strategy for the pattern and scale of development in Oxfordshire to 2050
 - Identify the number of new market and affordable homes and level of economic growth needed across Oxfordshire
 - Identify an appropriate spatial strategy and strategic locations for new development based upon an understanding and appreciation of both the environmental quality and natural capital of Oxfordshire
 - Outline the strategic transport and other infrastructure that needs to be provided to support sustainable growth
- 3.4 The JSSP will be a formal Development Plan Document, prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree a joint Plan. It will form part of the development plan for each of the authorities in Oxfordshire and will be used in the formulation of more detailed plans locally and in determining planning applications where appropriate.
- 3.5 The JSSP will form the framework within which subsequent Local Plans will be drafted. Subsequent Local Plans will need to be in broad conformity with the JSSP and provide a detailed application of the strategic policies which it contains.
- 3.6 All parties agree that whilst the JSSP will set out the level of growth and the strategy and broad locations for growth; the JSSP will not contain policies that cover detailed matters. This is

supported by the NPPF which recognises that strategic policies should not extend to detailed matters that are more appropriately dealt with at a local level through neighbourhood plans or other non-strategic policies (paragraph 28).

3.7 The JSSP's strategic policies will cover the following matters:

- County wide housing requirement figures
- Affordable housing requirements
- Identification of strategic growth areas
- Strategic housing trajectory
- Gypsy, Traveller and boat dwellers, needs and distribution
- County wide employment growth figures
- The spatial dimension of the Local Industrial Strategy
- Retail hierarchy
- Green Belt strategy and policies
- Biodiversity and natural environment
- Placemaking and built environment
- Health and wellbeing
- Green infrastructure
- Strategic environmental allocations
- Transport strategy
- Infrastructure strategy
- Energy framework

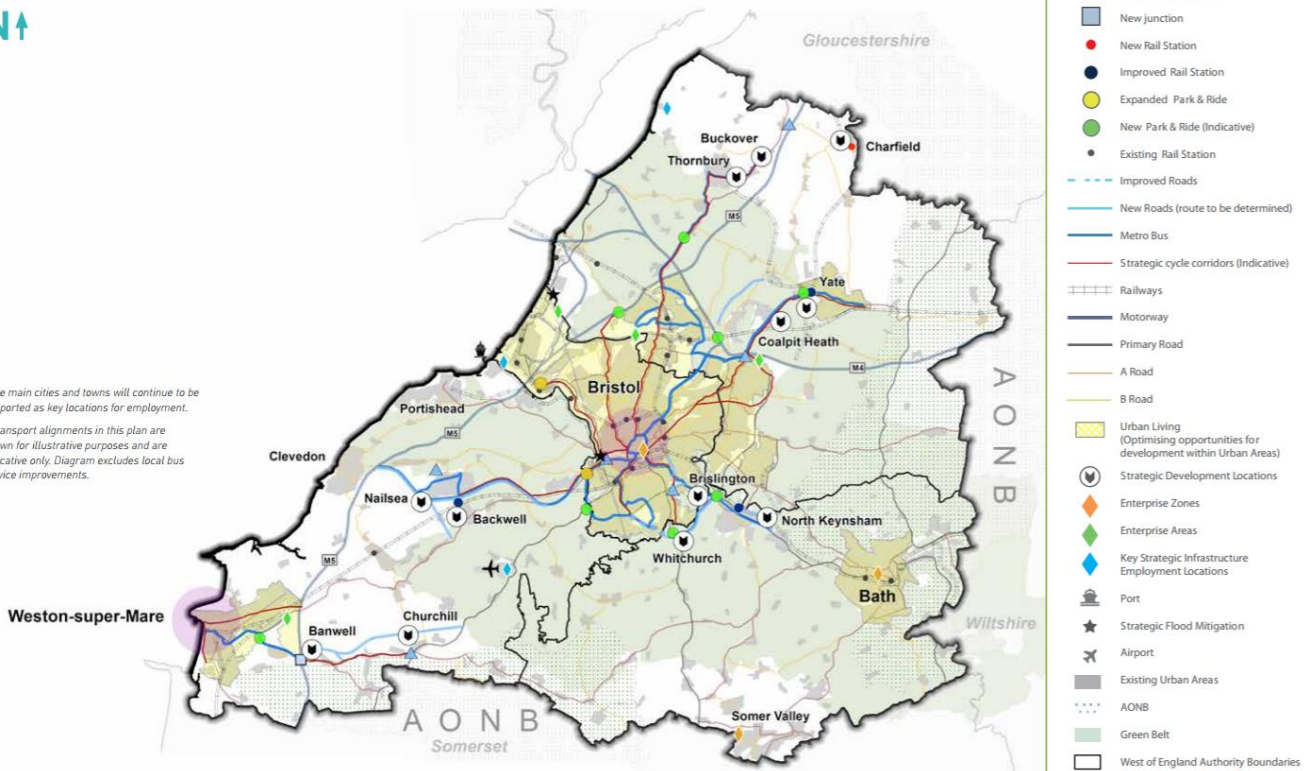
3.8 While the JSSP will set out strategic policies on these matters future Local Plans will set out the strategic policies on other matters, and also the local policies on these and other matters.

3.9 The JSSP will set out the identified housing requirement for Oxfordshire and the apportionment for each Local Authority area and identify strategic growth areas for housing and economic growth within each Local Authority area, taking account of the opportunities offered by infrastructure investment, environmental constraints and economic growth forecasts (aligned with the LIS).

3.10 Whilst the JSSP will determine the spatial strategy and strategic growth locations it is unlikely to allocate sites. The precise level of detail that this information will be presented in will be determined through the production of the plan. However it is considered that for the JSSP to add real value to the process, to set a good framework for the Local Plans that follow, and for authorities to be able to resist speculative proposals that do not fit within the agreed strategy, the JSSP needs to go beyond global Oxfordshire figures and district based apportionments and be more specific by identifying strategic growth areas on a key diagram with associated housing / employment numbers. The following diagram is taken from the West of England Plan as one example of how this could be illustrated.



*The main cities and towns will continue to be supported as key locations for employment.
 * Transport alignments in this plan are shown for illustrative purposes and are indicative only. Diagram excludes local bus service improvements.



4.0 Plan Period

- 4.1 The Oxfordshire Housing and Growth Deal commits the JSSP to covering the period to 2050. This is a significantly longer period than is typical with a Local Plan and is important in this strategic context. It is more difficult to predict and forecast patterns and needs with certainty over an extended period and it is well accepted through examination that the level of detail and certainty of an evidence base supporting a plan will decrease over the plan period. It is considered appropriate therefore that the JSSP will address the time period in phases. For example it would seem logical to consider the period 2020-2030, then 2030-2040 and then 2040-2050 as phases of the strategy.
- 4.2 In terms of that first phase, 2020-2030, a significant amount of joint work across the Oxfordshire authorities has already taken place with a joint SHMA, Growth Board agreed apportionment of Oxford’s unmet need and the post-SHMA work. All of this has fed into the current and emerging round of Local Plans. These Local Plans cover the period from 2011-2031/36. There is therefore a good deal of detail and certainty around the period to 2031/36 as plans and strategies are well advanced.
- 4.3 The next two phases of the JSSP 2030-2040 and 2040-50 will be based on a new evidence base produced specifically for the JSSP. The level of certainty around any forecasting will vary from topic to topic, but in general it is considered it will be possible to have a good level of certainty in data for the period 2030-2040 even if the level of confidence in the assessments for the period 2040-2050 is less certain. It is nonetheless vital to address the latter part of the period as a core part of the plan; it is this long-term vision where the JSSP adds real value to the traditional approach of plan making. This longer timeframe also offers the opportunity to take account of and harness the benefits that will come with long term infrastructure investment such as the Oxford-Cambridge Expressway.

5.0 Timetable, key milestones and procedures

- 5.1 The Oxfordshire Housing and Growth Deal commits the parties of the JSSP to a high level timetable for its production. The deal milestones for the JSSP are as follows:
- Joint Project Board established under Section 28 – July 2018
 - Draft JSSP published for formal consultation (Reg. 19) – 31st October 2019
 - Submission of JSSP – 31st March 2020
 - JSSP Adoption (subject to examination) – 31st March 2021
- 5.2 The procedures for developing a statutory development plan document are described in regulations. There are therefore several key interim milestones to build into this timetable. This results in a more detailed timetable for production of the JSSP which can summarised as follows:
- Early Stakeholder Engagement –October 2018
 - Consultation on Preferred Strategy Options (Reg. 18) - February / March 2019
 - **Consultation on Proposed Submission Draft Plan (Reg. 19) - October / November 2019**
 - **Submission to the Secretary of State for examination - March 2020**
 - Examination - Expected September 2020 TBC
 - Receipt and Publication of Inspector’s Report - December 2020 TBC
 - **Adoption - March 2021 (subject to examination) TBC**
- 5.3 It is important to recognise that once the JSSP has been submitted to the Secretary of State (Planning Inspectorate), the responsibility for the timetable of the examination is no longer under the control of the plan makers but determined by the appointed Inspector. As such the later milestones are estimations based on experience of these processes and are not fixed through the Growth Deal agreement.
- 5.4 As required in the regulations, a Local Development Scheme (LDS) has been drawn up to set out and make public the timeline for the production of the JSSP. Each local authority will adopt the JSSP LDS. This will be adopted in addition to their own LDS which sets out the local plans authorities will be producing.
- 5.5 Another requirement of the regulations is the production of a Statement of Community Involvement (SCI) to set out the ways in which the plan making body will involve and consult with the public and stakeholders through the project. An SCI for the JSSP has been produced and this will also be adopted by each authority and will stand alongside their own SCIs.
- 5.6 The decision making bodies for the JSSP production are the five local planning authorities (see section 9 on governance). The individual Councils will be asked to formally approve JSSP documents as follows:
- Approve LDS – September 2018
 - Approve SCI (following consultation) – December 2018
 - Approve JSSP Preferred Options Document for consultation (Reg 18) – January 2019
 - Approve Submission draft JSSP for consultation (Reg 19) and submission to SoS – September 2019
 - Adopt JSSP – March 2021 (subject to examination)
- 5.7 The JSSP timetable is ambitious and reflects the commitment of the parties involved to delivering change for Oxfordshire. In order to keep to this ambitious timetable, and underline the joint

working approach taken, the individual authorities have agreed to hold co-ordinated council meetings at the above stages. All authorities will hold the relevant meetings within the same week (as far as possible) and consider a joint report from the JSSP project team.

6.0 Proposed structure of the JSSP

- 6.1 It is anticipated that the structure of the document will comprise the following elements:
- (a) Introduction – Setting out the purpose of the document, Oxfordshire in a wider context, policy framework – the relationship of the JSSP to other documents and plans and the functional housing and economic market area.
 - (b) Spatial Portrait- setting a spatial context for the county and identifying issues and opportunities to be considered in the JSSP
 - (c) Vision and Objectives – linked to the Sustainability Appraisal and evidence base.
 - (d) Spatial Strategy - overall quantum of development for housing and employment together with strategic development locations and opportunities and the necessary strategic infrastructure to support this, including a key diagram
 - (e) Delivery and monitoring – to include phasing of development, review mechanisms, monitoring, funding arrangements etc.
- 6.2 Early work on the JSSP will focus on the vision and objectives for the plan including the vision for Oxfordshire in 2050. The early stakeholder engagement will focus on these aspects; they will also form part of the first round of formal consultation (Regulation 18 - February 2019) which will also test options for the Spatial Strategy. A clear vision is key to engaging the wider community in the project and objectives form a vital part of the Sustainability Appraisal process for the plan and will help test the effectiveness of the project.

7.0 Supporting evidence base

- 7.1 A bespoke evidence base will be required to support the JSSP. The list below gives an indication of the pieces of technical work that will be required as part of this evidence base. This list is not exhaustive; more pieces of work may become relevant or apparent as the project progresses. Some of these pieces of work already exist and can be relied on for the purposes of the JSSP with no or only minor updates. This list will be reviewed throughout the project as work progresses:
- a) Oxfordshire Local Housing Need calculation
 - b) Economic forecasting and job growth calculation
 - c) Transport strategy, assessment and modelling
 - d) Sustainability Appraisal
 - e) Habitat Regulations Assessment
 - f) Green Belt Review/Assessment
 - g) Other infrastructure assessments/update of OXIS
 - h) Flood Risk Assessment
 - i) Natural Capital Assessment (including biodiversity)
- 7.2 These studies will be collected in various ways to ensure that the evidence base is both robust and proportionate (at the appropriate level of detail), and that this is done in a cost-effective way. For example each authority already has a Strategic Flood Risk Assessment (SFRA), these are carried out to an established methodology and as such it may not be necessary to prepare a joint SFRA. However, other studies will require review and updating, and some new studies will need to be commissioned from specialist consultants. Where consultants are commissioned all draft briefs

will be reviewed and approved by officers of each district ahead of the competition process. Capacity funding from the Housing and Growth Deal is available to fund studies.

- 7.3 A Housing and Economic Land Availability Assessment is one of a number of studies which will support the development of the JSSP. The JSSP Team and the partner authorities will be running a 'Call for Sites' as part of the plan process seeking submission identifying sites and broad locations for strategic scale housing and economic development within Oxfordshire. The sites and broad locations identified by the Call for Sites will be assessed for their suitability for development and will form part of the evidence base to demonstrate the supply of development land for the period to 2050 in the Housing and Economic Land Availability Assessment.

8.0 Links to other work programmes

- **The Oxfordshire Local Industrial Strategy.** Oxfordshire has been invited by central government to develop a local industrial strategy and to build an ambitious programme for long-term economic growth that will guide a step-change in how the County Council thinks about economic growth and investment. It is important that the JSSP Team continue to work with the LIS Team to explore how the two workstreams can be integrated and aligned to capitalise on synergies and to support Oxfordshire's growth. This will include exploring key growth locations for Oxfordshire's development that can form part of the LIS and also discussing the key barriers and opportunities around delivering strategic sites.
- **Oxfordshire Local Transport Plan.** Oxfordshire County Council is working on a refresh of their Local Transport Plan (LTP4) that will take a fresh look at a transport vision, goals and objectives for the County. There is a need to ensure alignment between this and the JSSP to ensure that decisions are made that are correct for the County to guide its future growth.
- **Oxford to Cambridge Corridor.** Alongside the autumn budget 2017, the Government published its overarching vision for the Oxford-Cambridge Corridor as an initial response to the recommendations of the National Infrastructure Commission. The NIC identified an area that has the potential to be the UK's Silicon Valley nurturing innovative industries and promoting economic growth in the national interest also recognising that unaffordable housing is acting as a brake to economic growth. It recommended that a shared vision for the corridor is established and that work will need to plan for capturing its economic potential; place-making, including housing, cultural and community ambitions; and connectivity and infrastructure including new investments in and the opportunities presented by East West Rail and the Oxford to Cambridge Expressway. The JSSP has an essential role to play in responding positively to these recommendations and addressing these criteria and will need to contribute positively to a cross corridor vision. Highways England are now taking forward more detailed development of the Expressway proposals and have identified three potential broad corridors for its route which affect Oxfordshire in different ways. The JSSP needs to consider the current proposals and in turn the final preferred corridor when it is published in Autumn 2018 and detailed route option in 2019.

9.0 Governance arrangements

- 9.1 The JSSP is a core work stream of the Oxfordshire Growth Board as part of the Housing and Growth Deal, yet the decision making bodies for the production of a plan are the five districts as Local Planning Authorities. This section sets out the emerging governance arrangements for the project.

9.2 The Growth Deal commits to the establishment of a Joint JSSP Project Board to take forward the project under Section 28 of the Planning and Compulsory Purchase Act (2004). Section 28 of the Act provides the means for more than one Local Planning Authority to jointly produce a Local Development Document (the JSSP). While formal decision making power resides with the individual Local Planning Authorities arrangements can be set up under Section 28 to help the Councils coordinate the preparation of the JSSP.

9.3 Two groups will be set up to help guide the preparation of the JSSP, a Member sub-group, made up of Elected Members, and an officer project board made up of senior officers.

9.4 *Member sub-group:*

- Made up of members from the Districts and a County observer
- Will provide political advice and input into the work of the JSSP project team
- Representatives of the Statutory Agencies will be invited to participate in meetings as the agenda requires their advice and input
- Not a decision making group but will make recommendations to the Growth Board and to the individual Local Planning Authorities
- Meet on average quarterly with flexible programme to reflect the JSSP work programme
- Meet after the Officer Project Board

9.5 *Officer Project Board:*

- Made up of the relevant Heads of Service of the District Councils, including the JSSP Project Sponsor, the Growth Deal Workstream Lead, and representatives of Oxfordshire County Council, OxLEP, MHCLG, Homes England and other relevant bodies as required.
- Meet on average quarterly with flexible programme to reflect work programme
- Meet ahead of the Member Sub Group

9.6 *Provisional work programme and meeting dates:*

- September 18 – as part of the September project launch
- November 18 – help to refine the Regulation 18 document; discuss the jobs numbers and housing numbers for the plan period
- February 19 – during Regulation 18 consultation; start exploring the spatial expression of the numbers
- May 19 – help to refine the Regulation 19 document and prepare for the consultation
- October 19 – review consultation outcomes and refine the proposed Submission Draft Plan
- February 19 review of consultation outcomes on the proposed Submission Draft Plan

9.7 The table below identifies of the invitees to the two groups that make up the JSSP Project Board:

Officer Project Board		
Partner	Officer	Responsibility
West Oxfordshire DC	Giles Hughes	Project Sponsor - Overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits. In addition same responsibilities as other Heads of Service.
Growth Deal	Deal Director	Provide direction and support for the JSSP Project Team and the link to the Growth Deal / Board.

Oxford City Council	Patsy Dell	Provide direction for the JSSP Project Team and the link to the corporate decision making processes of the Local Planning Authorities.
Cherwell DC	Adrian Colwell	
South Oxfordshire and Vale DCs	Adrian Duffield	
Oxfordshire County Council (Observer)	Rachel Wileman	Provide advice and observations, and coordination with wider Growth Deal activity
OxLEP (Observer)	tbc	
Homes England (Observer)	tbc	
MHCLG (Observer)	tbd	
Member Sub-group		
Partner	Member	Responsibility
Cherwell DC	Cllr Colin Clarke	Will provide political advice and input into the work of the JSSP project team. Not a decision making group but will make recommendations to the Growth Board and to the individual Local Planning Authorities.
Oxford City	Cllr Alex Hollingsworth	
South Oxfordshire DC	Cllr Will Hall Sub all con group members	
Vale of White Horse DC	Cllr Anthony Hayward Sub- all con group members	
West Oxfordshire DC	Cllr James Mills (Chair) Cllr Jeff Haine Sub Cllr Toby Morris	
Oxfordshire County Council (Observer)	Cllr Fox –Davies Sub Cllr Jeanette Matelot	

JSSP Liaison Group

- 9.8 Work on the JSSP to date has been carried out by the Interim Project Team. This group is made up of a planning officer representative from each of the partner and observing bodies and has been meeting regularly to put in place the various project management documents and arrangements required to initiate the JSSP project. This work means that the JSSP Project Team is able to start from a good position with much of the scoping, project planning, and statutory requirements well underway.
- 9.9 With the establishment of a dedicated JSSP Project Team, it is proposed that the interim team, with their well established relationships and working arrangements is retained but adapts to form a Liaison Group for the project. This group would continue meeting on a regular basis but with a changed role, advising and performing a liaison function with the constituent authorities. The table below identifies members of the liaison group.

JSSP Reference / Liaison Group		
Partner	Officer	Responsibility
Cherwell DC	Alan Munn	Members of the Liaison Group will meet regularly to provide the key link between the JSSP Project Team and the authorities. They will bring key messages from their organisations to the JSSP Project Team and provide feedback to the
West Oxon DC	Andrew Thompson	
South Oxon DC	Holly Jones	
Vale WH DC	Andrew Maxted	

		Project Team on proposals and plans based on discussions within their organisations. They will help develop the agenda for the Officer Project Board and Member Sub Group meetings.
Oxford City	Richard Wyatt /Rachel Nixon	
Oxfordshire CC	Amanda Jacobs	

10.0 Engagement and communication

- 10.1 It will be important to ensure that stakeholders are kept up to date with progress on the JSSP and have the opportunity to feed into the project. The SCI sets out the general approach to engagement and consultation. Formal consultation periods will be held at two key stages, Regulation 18 (February 2019) and Regulation 19 (October 2019).
- 10.2 Communications should be proactive, positive and high profile to reflect the wishes of the Board that public engagement and knowledge of the JSSP is at a high level. The project team will seek to maximise the use of digital channels for engagement, for example:
- Advertising- for example of key events
 - Social Media
 - Develop an interactive and engaging JSSP website, including a consultation portal
 - Commission highly professional video(s) to demonstrate the message on the website
 - Ensure that the opportunities on each partners website are maximised and that there is clear signposting to the JSSP website
- 10.3 The Growth Board has agreed the appointment of a JSSP communications and engagement officer to work as a key element of the JSSP project team. The communications and engagement officer will work up a strategy for these areas of work once in post.

11.0 JSSP Project Team Structure

- 11.1 The JSSP Project Team will be responsible for co-ordinating and producing the work on the JSSP. Resources will come from 3 main sources:
- Core team recruited/seconded through the Growth Deal
 - Resources from the partner bodies (more specific task related and including the input of the Liaison Group)
 - Commissioned advice/expertise from external sources
- 11.2 A dedicated team resource is to be recruited to the project who will be able to fully focus on producing the work required. This team will be managed by Rachel Williams as JSSP Workstream Lead and will be structured as follows:
- JSSP Lead – Rachel Williams
 - 4 FTE planners – at a range of scales/grades
 - 1 Apprentice Planner
 - 1 FTE Communication Officer (already agreed as part of Growth Deal budget)
 - 1 FTE Project Admin Support

Oxfordshire housing and growth deal

Outstanding matters for the Vale

MATTERS WHICH ARE NOT NEGOTIABLE

Item	Commentary
Scope of joint statutory spatial plan (JSSP) must be agreed by cabinet and full council.	This can be arranged for a suitable meeting, full council is provisionally to be held on 18 July 2018.
Substantive work on the JSSP (for example, commissioning of evidence) is not to begin until the government has finalised the new National Planning Policy Framework (NPPF) and published a written ministerial statement establishing the Oxfordshire planning freedoms and flexibilities.	The timetabling dependency is already built into the delivery plan. Assuming NPPF is published according to government timetable, a JSSP programme board will be established in July under s28 of the Planning and Compulsory Purchase Act 2004. The delivery plan is clear that there is no penalty on Oxfordshire councils if the JSSP timetable slips as a consequence of delays in the government's NPPF timetable. The scale of early preparatory work on the JSSP will need to be agreed by all partners. No work should be done to gather an evidence base until the scope of the JSSP has been formally agreed.
The JSSP will not allocate housing sites.	This will be a matter for agreement among the partner authorities when the scope of the JSSP is defined. The JSSP will need to take account of existing local plans in order to avoid duplication or inconsistency.
Annual housing targets, trajectories and objectively assessed need (OAN) may not be increased for any year in the life of the current local plan (to 2031); nor may land supply and housing delivery calculations be based on higher baselines than those already built into the adopted local plan.	These figures are already in the adopted Local Plan Part 1 and they remain within the council's sovereign control unless overturned by an inspector or by some aspect of the new NPPF. The introduction of joint spatial planning should not be seen by other local planning authorities as an opportunity to seek revision of the Vale's existing plan numbers.
The council will only accept liability for any claw-back of funds arising from mismanagement by the Vale of White Horse District Council.	The delivery plan already states that "claw-back of funding will be in the event of financial mismanagement / inappropriate spending." Assurance can be gained from establishing a robust governance structure for the growth deal, including an inter-authority agreement.

MATTERS WHICH ARE FOR CLARIFICATION

Item	Commentary
What metrics are to be used for housing delivery to achieve the infrastructure funding?	This is stated in the delivery plan. Government will expect the indicative milestones for housing completions / starts each year to be achieved. Note that these delivery plan targets are set at county-wide level.
What is the period for which a three year housing land supply to be applied?	This is stated in the delivery plan. From commencement of the s28 process to adoption of the JSSP (planned for March 2021), a three year land supply will be applied in Oxfordshire. This will be subject to local consultation alongside the national consultation on the NPPF. The new NPPF is expected to offer the opportunity to have the housing land supply agreed on an annual basis and fixed for a one-year period, so it should be possible to extend this freedom for (almost) a year beyond the adoption of the JSSP.
What is the bespoke housing delivery test and for what period will it apply?	The delivery plan states that the bespoke housing delivery test will apply for three years following submission of the JSSP (planned for March 2020). The detail of the test is not defined at this stage: the expectation is that the Oxfordshire growth team will informally agree a bespoke test with MHCLG officials and it will then be subject to local consultation alongside the national consultation on the NPPF.
Will the land supply and housing delivery tests be applied at county or district level?	Although the detail of the housing delivery test cannot be finalised at this point (see above), MHCLG officials have given written confirmation that there will be no requirement for it to operate at a county-wide level.
What is the impact of any new, lower OAN figure on the three year housing land supply test?	We expect that the new NPPF will use adopted local plan targets (where they exist) rather than OAN as the baseline for the housing land supply test. Confirmation will have to await its publication.

Schedule for Scrutiny Committees

(further items to be added to schedule as required)

Meeting date	Council	Agenda items	Purpose of Report	Invited	Cabinet members	Report Author	Head of Service	Strategic Lead
Tues 2 Oct	South	Capita contract	Capita's Regional Director to attend to report on progress in implementing changes to the contract	Y	Bill Service	David Wilde/Andrew Down	Mark Stone	Mark Stone
		Financial Outturn 2017/18	To monitor the final revenue and capital expenditure against budget for the financial year 2017/18.	Y	David Dodds	Richard Spraggett (Capita)	William Jacobs	
		S106 Agreements	Annual Monitoring Report	Y	Felix Bloomfield		Adrian Duffield	
		CIL Spending	To consider the strategy	Y	Paul Harrison	Jayne Bolton	Suzanne Malcolm	
Thurs 18 October	Vale	Air Quality Action Plan	Progress report		Elaine Ware		Liz Hayden	Adrianna Partridge
		Annual Performance Review of The Beacon	Annual Review		Alice Badcock	Duncan Grainge	Donna Pentelow	
Tues 30 October	Joint Chair: Debby Hallett	New Housing Allocations Policy	To respond to the public consultation		Caroline Newton/Elaine Ware	Phil Ealey		Adrianna Partridge
		CAB/Wantage Independent Advice Centre	Presentation		Lynn Lloyd/Alice Badcock	Shona Ware	Donna Pentelow	
Tues 27 Nov	South	Local Plan	To consider the emerging Local Plan		Felix Bloomfield	Holly Jones	Adrian Duffield	Adrianna Partridge

Thurs 29 Nov	Vale	CIL spending strategy	To review the strategy		Mike Murray		Suzanne Malcolm	Adrianna Partridge
Tues 4 Dec	Joint Chair: David Turner	S106 negotiation	To review the policy & strategy for negotiations		Felix Bloomfield/Roger Cox		Adrian Duffield	Adrianna Partridge
Tues 22 January 2019	South	Corporate Delivery Plan Progress Report	Regular Monitoring Report		Kevin Bulmer	Sally Truman	Adrianna Partridge	Adrianna Partridge
Thurs 24 January	Vale	Corporate Delivery Plan Progress Report	Regular Monitoring Report		Ed Blagrove	Sally Truman	Adrianna Partridge	Adrianna Partridge
		Annual Monitoring Report	Annual Review		Roger Cox	Ben Duffy	Adrian Duffield	
Tues 5 February	South	Review of Final Draft Budget	To make recommendations to Cabinet		David Dodds	Richard Spraggett (Capita)	William Jacobs	Adrianna Partridge
Thurs 7 February	Vale	Review of Final Draft Budget	To make recommendations to Cabinet		Robert Sharp	Richard Spraggett (Capita)	William Jacobs	Adrianna Partridge
Possible additional meeting	Joint							Adrianna Partridge
Thurs 7 March	Joint Chair: Debby Hallett	Board Reports	To review their efficacy		Ed Blagrove/Kevin Bulmer	Chris Draper	Adrianna Partridge	Adrianna Partridge
Tues 26 March	South							Adrianna Partridge
Thurs 28 March	Vale							Adrianna Partridge

Dates to be identified for the following items:

South

- Corporate Plan Refresh
- Berinsfield Redevelopment Project
- Planning Appeals (requested 26.9.17)
- Performance Review of Cornerstone
- Air Quality Action Plan

Vale

- Corporate Plan Refresh
- Oxfordshire Growth Board Governance Arrangements
- Abingdon Redevelopment: Charter Centre
- Report of Budget Scrutiny Task Group

PMO Policy and Strategy

Joint

- Science Vale Marketing Campaign
- Reallocation of £295k Didcot Garden Town Grant
- Unlawful encampments

The Cabinet work programmes can be accessed via the following links:

South

<http://democratic.southoxon.gov.uk/mgListPlans.aspx?RPId=121&RD=0>

Vale

<http://democratic.whitehorsedc.gov.uk/mgListPlans.aspx?RPId=507&RD=0>

Meeting Start times: Joint: 6:30; South: 6:30; Vale: 7.00;

Scrutiny Work Item Preparation

Members are invited to consider the following headings for future agenda items

Item name

Date of report to Committee

What do we want to know about? What topics should the report provider include in their report to Scrutiny?

Who to invite to Committee? (Cabinet member(s) and Head(s) of Service). Anyone from outside agencies?