

Tuesday, 20 September 2022

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## FINANCE AND MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE

You are summoned to a meeting of the Finance and Management Overview and Scrutiny Committee which will be held in the Council Chamber, Woodgreen, Witney OX28 1NB on **Wednesday, 28 September 2022 at 2.00 pm.**



Giles Hughes  
Chief Executive

To: Members of the Finance and Management Overview and Scrutiny Committee

Councillors: Alaa Al-Yousuf (Chair), Alaric Smith (Vice-Chair), Hugo Ashton, Michael Brooker, Nathalie Chapple, Andrew Coles, Julian Cooper, Suzi Coul, Gill Hill, Mark Johnson, Richard Langridge, Charlie Maynard, Michele Mead, Ruth Smith and Alex Wilson

Recording of Proceedings – The law allows the public proceedings of Council, Cabinet, and Committee Meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted. By participating in this meeting, you are consenting to be filmed.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Democratic Services officers know prior to the start of the meeting.

# AGENDA

1. **Minutes of Previous Meeting (Pages 5 - 8)**  
To approve the minutes of the meeting held on 29 June 2022.
2. **Apologies for Absence**  
To receive any apologies for absence.
3. **Chairs Announcements**  
Purpose:  
To provide the Committee with Chair's announcements  
  
Recommendation:  
That the Committee notes Chair's announcements
4. **Declarations of Interest**  
To receive any declarations from Members of the Committee on any items to be considered at the meeting
5. **Participation of the Public**  
Anyone who lives in the district or who pays council tax or business rates to the Council is eligible to read a statement or express an opinion at this meeting. You can register to speak by sending your written submission of no more than 750 words to [democratic.services@westoxon.gov.uk](mailto:democratic.services@westoxon.gov.uk) by no later than 10.00am on the working day before the meeting.
6. **New Procurement and Contract Management Strategy (Pages 9 - 32)**  
Purpose:  
To present an updated draft Procurement and Contract Management Strategy for comment and consideration by the Committee.  
  
Recommendation:  
That the Committee consider the updated Procurement and Contract Management Strategy and recommends it for approval by Cabinet.
7. **Treasury Management Update (Pages 33 - 36)**  
Purpose:  
To advise Members of the latest position with regard to the re-tendering of the Treasury Management Advisors Contract.  
  
Recommendation:  
That the Committee consider
  - a) The latest position with regard to the re-tendering of the Treasury Management Advisors contract is noted.
8. **Greenwich Leisure Limited Response to Energy Crisis (Pages 37 - 42)**  
Purpose:  
To present an update on how Greenwich Leisure Limited (GLL) are responding to the energy crisis.

Recommendation:

That the Committee consider an update on how Greenwich Leisure Limited (GLL) are responding to the energy crisis.

9. **Service Performance Report - Quarter I (Pages 43 - 52)**

Purpose:

The report provides details of the Council's progress towards delivering the priorities in operational performance at the end of 2022-23 Quarter One (Q1). Customer Services representatives to give an update.

Recommendation:

That the 2022/23 Q1 service performance report be noted.

10. **Committee Work Programme (Pages 53 - 66)**

Purpose:

To provide the Committee with an updated on the Scrutiny Work Programme for 2020/2021.

Recommendation:

That the Committee notes the work programme and provides comment where needed.

11. **Cabinet Work Programme (Pages 67 - 78)**

Purpose:

To give the Committee the opportunity to comment on the Cabinet Work Programme published September 2023.

Recommendation:

That the Committee decides whether to express a view to the Cabinet on relevant issues in its Work Programme.

(END)

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# Public Document Pack Agenda Item 1

## WEST OXFORDSHIRE DISTRICT COUNCIL

Minutes of the meeting of the  
**Finance and Management Overview and Scrutiny Committee**  
Held in the Council Chamber at 2.00 pm on **Wednesday, 29 June 2022**

### PRESENT

Councillors: Alaa Al-Yousuf (Chair), Hugo Ashton, Michael Brooker, Andrew Coles, Julian Cooper, Harry Eaglestone, Gill Hill, Mark Johnson, Charlie Maynard and Ruth Smith

Officers: Frank Wilson (Group Finance Director, Publica), Elizabeth Griffiths (Chief Finance Officer), Georgina Dyer (Chief Accountant), Jasmine McWilliams (Assets Manager), Michelle Ouzman and Anne Learmonth (Strategic Support Officers).

#### **1 Minutes of Previous Meeting**

The minutes of the meeting held on 13 April 2022 were approved and signed by the Chair as a correct record.

#### **2 Apologies for Absence**

Apologies for absence were received from Councillor Alaric Smith, Councillor Suzi Coul and Councillor Richard Langridge. Councillor Eaglestone substituted for Councillor Mead.

#### **3 Committee appointments and start time for civic year 2022/23**

The Committee confirmed the appointment of Councillor Al-Yousuf as Chair of the Committee and Councillor Alaric Smith as Vice Chair for the civic year 2022/2023.

The Chair proposed a vote of thanks for the outgoing Chair Councillor Cotterill and Vice-Chair Councillor Saul. The vote was unanimous.

Members agreed a start time of 2pm for the Committee for the civic year 2022/2023.

#### **4 Chairs announcements**

The Chair welcomed members to the Committee. He recommended the LGA workbook on effective scrutiny as useful background. The Chair said that the role of the Committee is to act as a critical friend and to add value wherever possible.

#### **5 Declarations of Interest**

There were no declarations of interest received.

#### **6 Participation of the Public**

There were no participation of the public.

#### **7 Committee Work Programme**

The Chair invited any questions or comments regarding the Committee Work Programme.

The Chair highlighted Item 2 on the Committee Work Programme, the Decarbonisation Scheme at the Carterton Leisure centre which was scheduled to go to Cabinet in September. He asked if the Finance and Management Overview and Scrutiny Committee, (FMOS), would have sight of the report before Cabinet. Elizabeth Griffiths, Chief Finance Officer, agreed that it would be helpful for FMOS to see the report and because of the timing of both meetings agreed the report could be circulated by email. The Chair invited FMOS Committee Members to attend the Cabinet Meeting if they had any comments to make directly.

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Councillor Smith asked if the report would be circulated to the Climate and Environment Overview and Scrutiny Committee as it would be helpful when looking at carbon calculations. The Chief Finance Officer said she would arrange this.

The Chief Finance Officer gave further details on the Carterton Leisure Centre Decarbonisation Scheme. A grant of £1.3m was available to carry out the work but the impact of the new heating system might result in other, significantly higher, costs. Discussions with Greenwich Leisure Limited (GLL) had shown that between 2019 and 2023 utility costs were expected to increase by £750,000 across the district's leisure centres. In answer to a question from Councillor Maynard, the Chief Finance Officer confirmed that they were investigating a further solution including a hybrid solution in order to ensure that all outcomes had been optimised. Officers want to see all information to enable them to make an informed decision.

Councillor Coles queried whether users of the leisure centres had returned to pre-pandemic levels. It was confirmed the numbers were still lower. There was considerably more competition now, particularly from gyms which did not have the overheads involved in running swimming pools.

The Chair recognised that the discussion was important. The issue applied to all leisure centres. A report with an in depth business case would follow in September.

The Chair moved onto Task and Finish Group.

The Chair invited the Chief Finance Officer to give an update.

She explained that the Task and Finish group had been set up to look at the Council's Treasury Management Function. Arlingclose, the Council's current Treasury advisors, provided high level advice. Unlike the Oxfordshire County Council pension fund which was actively managed, the WODC funds were more passively managed. The finance team had drawn up a set of criteria that would need to be considered as part of the new contract due in December.

The Chair thanked the members of the Task and Finish group for its useful work. The subject now needed to be part of the FMOS Committee work programme rather than being delegated to a working group. He confirmed that the contract with Arlington Close would come to an end and a decision would be made about the future of the contract ahead of that.

The Chair listed concerns regarding the investment portfolio in particular compatibility regarding ambitions on zero carbon neutrality. He confirmed that climate objectives had been a high priority for the Committee for 3 years and that it was now important for climate objectives to be included on the Work Programme.

The Chair concluded that much of the Committees business would flow from Council and Cabinet but that other topics would come forward during the year. The important consideration was whether or not the Committee could add value.

**Resolved** that the Committee Work Programme be noted.

## 8

### Cabinet Work Programme

The Chair invited comments for The Cabinet Work Programme.

Frank Wilson, Group Finance Director, Publica, confirmed that further discussions were being held with Blenheim Estates and Oxfordshire County Council about the review of options at Hensington Road, Woodstock and a report will be on the Cabinet Work Programme in September.

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The Chair noted that the Agile Work Project is on schedule and would come to the Committee once it had been agreed by Cabinet. It was noted that the draft Developer Contributions SPD document related to Section 106 and that the consultation had been delayed until August. The Group Finance Officer confirmed that the purchase of land at Langel Common was still in the legal stages but that the aim was to complete by the end of July with ideally a long lease to the Wychwood Project following for land management purposes.

It was confirmed that Councillor Rylett would be taking the Funding West End Link Survey to the next Cabinet meeting.

**Resolved** that the Cabinet Work Programme be noted.

9

### **Council Priorities and Service Performance Report 2021-22 Quarter Four**

The Chair invited comments or questions for Council Priorities and Service Performance Report 2021 – 22 Quarter Four.

There was a discussion about the Finance Performance Summary specifically bad debt. The Chief Finance Officer explained the new Credit Controller had made a significant difference. Earlier interventions in the recovery process had been introduced and had reduced debt. She agreed to provide details about how the debt had been reduced or written off. The Chief Accountant agreed to check the figures which did not add up.

Councillors discussed the profile budget. The Chief Finance Officer explained that the information provided is a draft set of accounts that would be sent to Members for approval. The budget profile figures in published reports are seasonally profiled. The final accounts are almost complete and the underspend on the cost of services was confirmed as correct with the surplus largely due to the costs of printing and sending out paperwork during the pandemic. Going forward Councillors would be asked how they wished to receive agenda packs.

Councillor Johnson reported that the dedicated email address set up for the Ukrainian families was not working and he asked how many Ukrainian families were being sponsored. The Chair asked for the question to be answered by officers after the meeting.

There was a discussion about Customer Services targets and officers were asked to clarify if the figures were daily or weekly. The Chief Finance Officer explained that data collection is more difficult where services are shared. The Chair asked that the head of Customer Services attend the next meeting of the Committee to give a presentation on how data is gathered and presented.

The Communities Team was congratulated for work during Covid and the Councillors asked if the team would continue to be funded and staffed. The Chief Finance Officer confirmed that budgets had been agreed in February and that officers were now looking at new initiatives to address the cost of living crisis and other emerging priorities. It was noted that employing staff short term to cover initiatives did not help with staff retention.

Frank Wilson, the Group Finance Director, Publica, agreed that the Council need to collect more data and improve reporting. He said that more data could be added to the Member's Portal.

**Resolved** Council Priorities and Service Performance Report 2021 – 22 Q4 be noted.

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### **Investment Property Review and Outturn 21/22**

The Assets Manager presented the report. The Chair invited Members to ask questions.

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There was a discussion regarding the financial investments. Frank Wilson, the Group Finance Director, Publica, explained that the Council had moved to investing in bricks and mortar in 2008 and would have used capital receipts to fund the Council's spending programme. The Chair clarified that money earned is earmarked for future spending. He added that the topic of Investment will be on the Work Programme and will come to a future meeting of the Committee.

**Resolved** that the Investment Property Review and Outturn 21/11 be noted.

## **II**

### **Members Questions**

The Chair congratulated the new Members on their questions.

The Chair invited Members to ask questions. There were none. The Chair closed the meeting.

The Meeting closed at 3.26pm

CHAIR





Council name	WEST OXFORDSHIRE DISTRICT COUNCIL
Name and date of Committee	Finance and Management Overview and Scrutiny Committee – 28 September 2022. 2pm
Report Number	AGENDA ITEM 6
Subject	UPDATED PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY
Wards affected	All
Accountable member	Cllr. Dan Levy Cabinet Member for Finance Email: <a href="mailto:dan.levy@westoxon.gov.uk">dan.levy@westoxon.gov.uk</a>
Accountable officer	Elizabeth Griffiths Chief Finance Officer/Deputy Chief Executive Email: Elizabeth.Griffiths@westoxon.gov.uk
Summary/Purpose	To present an updated draft Procurement and Contract Management Strategy for comment and consideration by the Committee.
Annexes	Annex A – DRAFT PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY
Recommendation(s)	<i>That the Committee consider the updated Procurement and Contract Management Strategy and recommends it for approval by Cabinet.</i>
Council priorities	Procurement supports all the key Council Priorities: <ul style="list-style-type: none"> <li>• Climate Action: Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity</li> <li>• Healthy Towns and Villages: Facilitating healthy lifestyles and better wellbeing for everyone</li> <li>• A Vibrant District Economy: Securing future economic success through supporting existing local businesses and attracting new businesses to deliver the economic ambitions of the Local Industrial Strategy</li> <li>• Strong Local Communities: Supporting and building prosperous and inclusive local communities</li> </ul>



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	<ul style="list-style-type: none"><li>• Meeting the Housing Needs of our Changing Population: Securing the provision of market and affordable housing of a high quality for a wide range of house holders making their home in West Oxfordshire</li><li>• Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council</li></ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Publica Procurement and Commissioning Board and Executive Management Team.

## **1. BACKGROUND**

- 1.1 The revision of the current Procurement and Contract Management Strategy was partly in response to the Internal Audit recommendation as well as the Team recognising the importance of the Council having a Strategy that incorporated the latest guidance from Government as well as Social Value and climate change.

## **2. MAIN POINTS**

- 2.1 Following Brexit, Central Government advised that an overhaul of the 2015 Public Procurement Regulations would take place in September 2021. The Procurement team were waiting on this guidance before updating the current Procurement and Contract Management Strategy.
- 2.2 An update from Central Government in October 2021 confirmed that the review of the Public Procurement Regulations would not be published until 2023, at the earliest, which the Team felt was too long to wait for. Therefore the proposed Procurement and Contract Management Strategy now incorporates current relevant best practice as well as the latest information from Government. Depending on what comes out of the final guidance, further revisions to the Strategy may be required.
- 2.3 The revised strategy has been developed by a multi-disciplinary group, which included the Council's Chief Finance Officer/Deputy Chief Executive.

## **3. CONCLUSIONS**

- 3.1 The updated Procurement and Contract Management Strategy will ensure that Social Value and the climate change agenda are embedded in both the commissioning and procurement process.
- 3.2 The revised Strategy also reinforces the Council's vision – 'Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council' through the effective commissioning and the procurement of goods, services and works.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications from this report. However, compliance with the Council's Contract Rules will support the best use of taxpayers' money.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no specific legal implications from the report or the Strategy, however the Council continues to have a legal duty to comply with the Public Procurement Regulations.



## **6. RISK ASSESSMENT**

- 6.1 There is a potential risk that the Procurement and Contract Management Strategy may need to be further update when Central Government releases further guidance. The Procurement team will advise accordingly if significant updates are required.

## **7. EQUALITIES IMPACT**

- 7.1 There are no equalities implications from this report.

## **8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

- 8.1 The Strategy has been revised to recognise the importance of climate change and the Council's key priority to become a Carbon Neutral Council by 2030.
- 8.2 The Strategy recognises that supply chains are the biggest contributor to the overall carbon output of local councils and advocates engaging with suppliers at the earliest opportunity to make climate intentions and ambitions clear at the pre-procurement stages is key to reducing the Council's carbon footprint.

## **9. ALTERNATIVE OPTIONS**

- 9.1 Not applicable

## **10. BACKGROUND PAPERS**

- 10.1 Not applicable.

*(END)*

# Procurement and Contract Management Strategy

Approved 2022

By



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WEST OXFORDSHIRE  
DISTRICT COUNCIL

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## Background

Following Brexit, the Government announced its intention for a radical overhaul of public procurement law and a green paper was published on this topic in January 2021. The Government has stated its aim is to provide the UK with a modern, fit for purpose set of rules, to minimise the bureaucratic burden for contracting authorities and businesses, and to facilitate innovation and the participation of SMEs.

However, any change to procurement law is not expected until “at least 2023” but it is important that in the meantime, our procurement activities are undertaken consistently to a high standard and in line with best practice to achieve economic and social benefits for all of our communities.

This Strategy will be further updated as and when new legislation becomes available.

## 1. Introduction

Publica provides Procurement Services to its Partner Councils, Ubico and Cheltenham Borough Homes. The Services include

- Supporting and guiding officers in line with best practices and Procurement principles;
- Commissioning – considering **all** options before a decision has been made to provide a service;
- Assisting with Procurement of the appropriate goods, services or works in line with internal and external policies;
- Effective supplier and contract management;
- Disposal of assets (if necessary).

Demand for local public services is rising, and cost pressures are increasing, yet government funding to councils has reduced markedly and looking forwards there is great uncertainty surrounding the future of local government funding. It is therefore important that Procurement deliver better results for public services by

- Maximising the value – including the ‘social value’ achieved from every £1 spent;
- Generating income (‘commercialisation’) – where possible;
- Being Innovative and working with Innovative supplier.

In addition, Local Authorities and their communities are faced with many Economic, Social and Environmental challenges.

Publica procurement will provide leadership and make best use of resources through partnership, being effective commissioners and working with budget holders, suppliers and other stakeholders. We will aim to develop a common approach to procurement across all partners ensuring the processes and documentation are standardised and establishing a joint contracts database which will lead to effective commissioning, improved practises and financial savings.

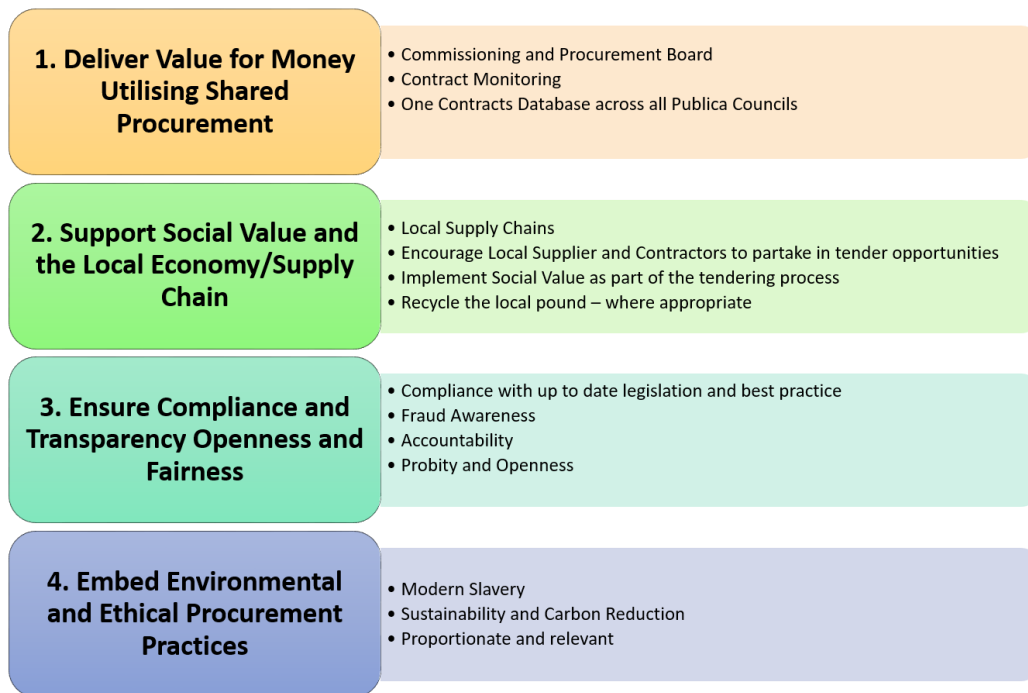
This document sets out Publica's strategic approach to procurement and contract management. It is not intended to be a procurement or contract management manual; however, the principles contained within the strategy should be applied to all procurement activity. Consideration of this strategy is not optional and it should be read in conjunction with the Contract Procedure Rules, Commissioning and Procurement User Guide and other relevant organisational policies.

## 2. Our Vision

Our vision for Procurement and Contract Management over the term of this strategy is to demonstrate value for money through the effective Commissioning and Procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and Councils, whilst minimising the impacts to the environment.

Meeting this vision and ensuring success of this strategy will depend on the implementation and effectiveness of all of the following key principles.





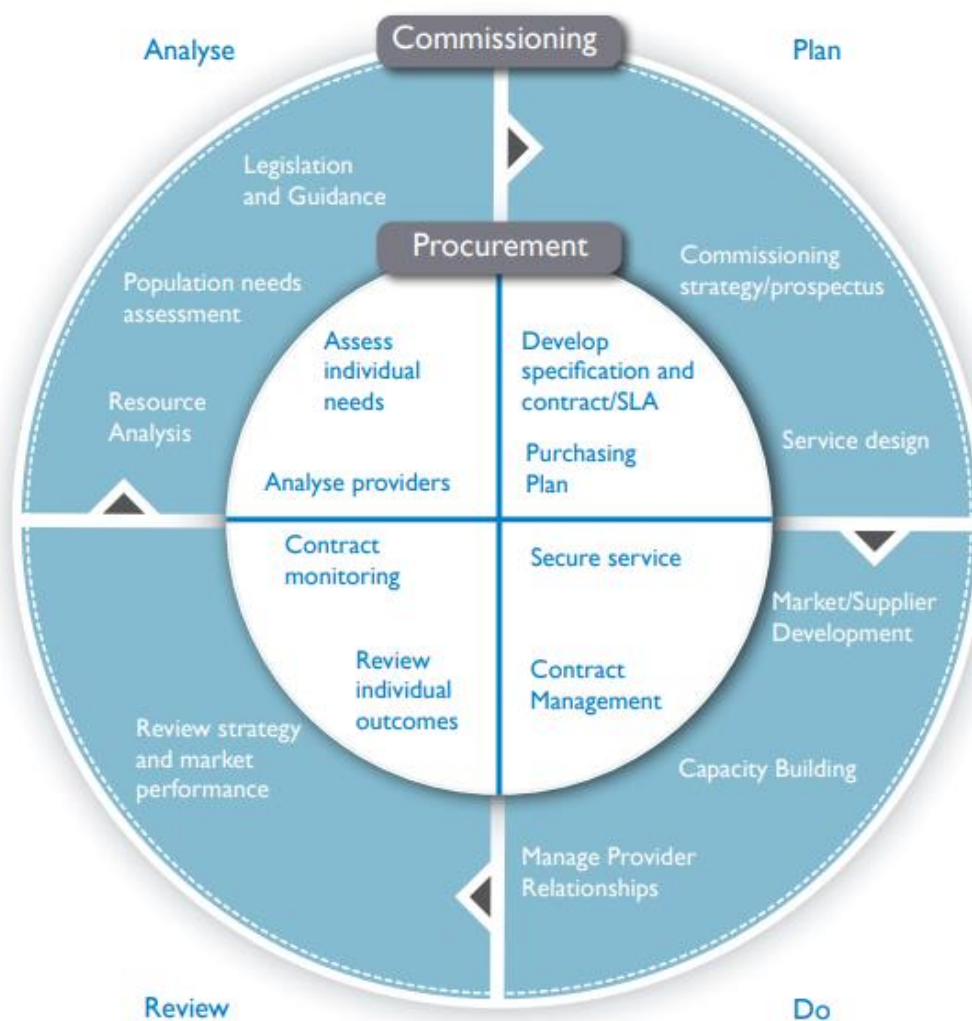
### 3. Effective Commissioning and Procurement

A key Publica Business Priority is to get Commissioning right. [The Publica Commissioning and Procurement User guide](#) sets out the importance and principles of effective Commissioning and Procurement. In addition, Procurement by its very nature is well placed to support delivery of all of the Business Priorities.

Publica is mindful that the impact of procurement is far greater than processes, objectives, principles, and that effective Commissioning and Procurement can incorporate a wide-ranging socio – economic agenda.

To ensure Publica carry out effective Commissioning and Procurement the team will maintain a forward plan with details of upcoming relevant procurements. The forward plan will be a discussion point at Commissioning and Procurement Board who meet on a monthly basis. The Board includes Senior Managers all relevant stakeholders.

### 3.1 Commissioning Cycle



### 4. Procurement and the Climate Emergency

There is now a renewed focus on environmental issues, due to the Climate Emergency, statutory obligations and local authority targets as well as clear links from climate change to economic recovery, jobs, skills, protecting the vulnerable and healthy communities.

Public partner councils have all declared climate emergencies and each are faced with local targets to achieve 'Net Zero' or be 'Carbon Neutral' by 2030. A vital mechanism to respond and contribute to these challenges is **Effective Commissioning, Procuring and Contract Management**.

Supply chains are the biggest contributor to the overall carbon output of local councils and often it is an accumulation of small factors that add up to make a difference. An example of this might be the carbon emissions due to transport of products by suppliers. This often is not something that the councils can control, but it certainly influences the levels of emissions the council contributes to as a whole. One way in which procurement will make a significant change is through influencing the supply chain, and encouraging climate action by suppliers.

Engaging with suppliers at the earliest opportunity to make climate intentions and ambitions clear at the pre-procurement stages is key to reducing the Councils carbon footprint.

The consideration of environmental issues will be embedded in all the Council's procurement of goods, services and works, reducing the impact of activity and enhancing and protecting our environment.

### **Key Actions**

- adopt the principles of resource and waste minimisation for materials, energy, water, air and land in support of carbon reduction and climate change, reusing and recycling wherever possible;
- consider the costs and benefits of environmentally-friendly goods, services and works;
- Challenging at the pre-tender stage the product, material, design and works selected to ensure environmental considerations are part of procurement decision making;
- wherever possible and practicable, specify a requirement in line with nationally or locally agreed specifications; where such exact specification is not possible, enable suppliers to submit offers for environmentally-friendly alternatives;
- work in partnership with other public bodies to maximise sustainable procurement gains through collaboration and information sharing;
- Ensure that all organisations have equal access to procurement opportunities, from larger organisations to SME's and the voluntary sector, in order to ensure fair and equitable opportunities for all.

### **Delivery**

- Utilise the Councils Impact Assessment Tool (IAT) which will consider a wide range of impacts that a procurement or the project it delivers will have on the environment and social factors. Enabling works, materials or services to be reconsidered before procurement commences to limit negative impacts and maximise benefits. Before starting a tender process the IAT will help to identify key environmental opportunities in higher value contracts.
- Mandate that any environmental requirements identified as part of the toolkit process must be included in any tender specification;

- Ensure that all procurements require suppliers to submit information on their environmental policies and practices and for larger contracts, on their key performance indicators;
- Using open tenders to encourage local suppliers, unless there is a specific need or benefit offered by securing contracts via Procurement Frameworks;
- Making ethical considerations using Blueprint for Better Business principles
- Promoting purpose driven and responsible local supply chains;
- Encouraging innovation related to more sustainable goods, works and services, through effective market research and use of outcome specifications.

These actions will be delivered by the qualitative scoring of tenders based on:

- The environmental and sustainability policies that suppliers are demonstrating they are putting into practice. Considering matters like reduced packaging in the supply chain, sustainable travel and locally sourced products;
- Where feasible evaluating whole life costs when sourcing goods and services.

### Contract performance

- Make sure that the relevant climate and sustainability requirements and performance are embedded into the contract and contract monitoring;
- Move towards measuring the carbon emissions and savings that result from the council's contracts.

Championing sustainability in the first instance will allow councils to set expectations and give suppliers the chance to adapt or discuss how they might make improvements. It equally gives suppliers the opportunity to share their climate innovations and insights, and for councils to learn from them.

## 5. Modern Slavery

Procurement Regulations make certain modern slavery offences grounds for mandatory exclusion of bidders from public procurement. (This forms part of the tender evaluation exercise). Standard procurement documentation requires bidders to self-certify their compliance with the Modern Slavery Act 2015.

We are committed to ensuring the suppliers with whom we do business understand the risks of modern slavery in supply chains, and take appropriate action to identify and address those risks, with particular focus on supporting victims of modern slavery.

Modern slavery risks will be addressed during the procurement process: -

- When identifying the need, approach to be taken and the market - **pre-procurement**
- When deciding the requirement - **specification stage**
- When selecting suppliers to invite to tender - **selection stage**.

- When awarding the contract - **award stage**.
- In the performance of the contract - **contract conditions and contract management**.

## 6. Social Value

Publica will take a holistic approach when considering its activities and take into account the wider economic, social and environmental effects of their actions.

In essence, Social Value serves as an umbrella term for these broader effects, and organisations, which make a conscious effort to ensure that these effects are positive, can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general.

Publica and its partner councils should consider social value through their policy and spending decisions to maximise the benefit for their communities.

See Appendix I for Publica Social Value statement

## 7. Contract Management

Contract Management is concerned with the continuous review and management of the contractual terms and/or service level agreement secured through the procurement process to ensure suppliers and partners deliver the outcomes agreed. Managing the contracts and relationships with our delivery partners, is imperative to ensure that:

- the strategic priorities agreed at the outset are delivered in a cost effective and timely manner;
- non-compliance or variation is identified early for escalation and resolution
- risks and costs are managed;
- Contract reviews are undertaken and lessons learnt inform the commissioning and procurement process to ensure continuous improvement.

Officers responsible for managing and monitoring contracts must ensure:

- A copy of the original contracts is accessible to them and reviewed regularly, to ensure they are aware of the contracted terms.
- That contractors' business continuity plans are in place and are reasonable. Periodic reviews of these plans should be undertaken.

## 7.1 Contract Management Principles

The following principles will underpin Publica's approach to contract management

- **Ensure that contracts are known and understood by all those who will be involved in their management** – Make sure that adequate resource are identified and appointed well before award of contracts and that there is an effective handover or transition from sourcing to contract management.
- **Be clear about accountability, roles and responsibilities** - Ensure contract ownership, management processes and governance mechanisms are clear with defined roles and responsibilities at appropriate levels of seniority. Make sure contracts have a documented Contract Management Plan.
- **Establish and use strong governance arrangements to manage risk and enable strategic oversight** – ensure that governance structures are proportionate to size and risk of contracts, are suitably empowered and support the business outcomes and objectives.
- **Adopt a differentiated approach based on risk** – distinguish between tactical and strategic contracts and direct the strongest resource to contracts where the risks and rewards are highest. Consider a self-managing approach for lower risk contracts.
- **Manage contracts for business/public service outcomes** – the owners of the required outcomes should be accountable for successful contract performance and should work closely with procurement to manage contracts.
- **Accept that change will happen and plan for it** – develop flexible approaches to change through joint working with suppliers; accept that change will affect both parties during the contract life, but control costs with robust change control mechanisms. Ensure that controls are in place to prevent changes from altering the strategic intent of the contract.
- **Measure and report on performance and use KPI's and data efficiently to incentivise good performance** – administer contracts proactively and efficiently, making maximum use of benchmarking and performance measurement data. Ensure KPIs and incentives are appropriate and proportionate to the contract.
- **Drive continuous improvement, value for money and capture innovation** - actively use contract tools and provisions to leverage the relationship, continually drive value for money and seek out and implement innovative ideas for improvement.
- **Accept that successful delivery of major projects is best achieved through a single fully integrated team** – where the supplier and client work as a single team with one focus, delivery of the successful outcomes.

## 8. Fraud

The Publica partners are committed to countering fraud and corruption and officers who procure goods, services and works must be fully aware of the rules and procedures that support this aim.

Successful counter fraud and anti-corruption arrangements should be the consequence of effective business systems, governance practices and controls, specifically the:

- Contract Procedure Rules
- Financial Rules
- Whistle Blowing Policy
- Employee's Code of Conduct or Business Conduct Policy, and
- Counter Fraud and Anti- Corruption Policy and Fraud Response Plan

Please see Appendix 2

## 9. Freedom of Information Act 2000

The Freedom of Information Act 2000 (FOI) may affect suppliers and contractors to the Council. Procurement related information is likely to be the subject of a number of requests under the FOI Act.

That information must be provided unless it is covered by one of the Act's exemptions.

Requests for information are retrospective which means that any information an external party has provided in the past or may provide in the future will be subject to FOI e.g. contracts, tender documents, development proposals. Personal data is exempt under FOI, because it is already within the terms of the Data Protection Legislation.

## 10. Data Protection

The Data Protection Legislation consist of the UK- General Data Protection Regulation (GDPR) and Data Protection Act 2018(DPA 2018) (and regulations made thereunder) and the Privacy and Electronic Communications Regulations 2003 (SI 2003/2426).

Article 28 of the Data Protection Legislation adds a requirement upon controllers (the organisation who determines the purposes and manner in which personal data is processed) to ensure that certain provisions are included in contracts where there is personal data being passed from one party as the controller to another acting as a processor of that personal data.

The aim of the Article is to ensure that a controller of data who passes personal data to the processor controls how that processor can use that data. In order to achieve this, the Article stipulates that any processing of personal data by a processor shall be governed by a contract containing certain Information.

Procurement will therefore ensure that Data Protection Legislation is addressed where required at each stage of a regulated procurement and recorded appropriately on the Contract register by:

- ascertaining what type of personal data will be held as part of the contract and where that data will reside
- identify how the data will be obtained, how it will be stored and who it will be shared with
- identify which suppliers are affected by Data Protection Legislation and record accordingly on the Contract register

## 11. What is next?

Over the past number of years, the Procurement team have made a lot of service improvements to the Procurement service, however there is still a lot to do. Strategic actions over the coming years include but are not limited to the following;

Task	Details
Category Management	Improve our strategic approach to category management so that we can segment spend into areas which contain similar or related products and services enabling opportunities for consolidation and efficiency.
Regulation	Prepare and adapt to upcoming changes to regulations following publication of the Post Brexit green paper and upcoming white paper.
Spend Analysis	Introduce spend analysis as a process to analyse the historical spend (purchasing) data across Publica to provide answers to questions concerning spend visibility, compliance and control.
Further improve self-serve provision.	Improve self – service provision by establishing in-house frameworks and Dynamic Purchasing Systems for key areas of spend. This will release the procurement team to concentrate on strategic areas of procurement.





## Appendix I - Social Value Statement



## Background

The Public Services (Social Value) Act 2012 (the Act) provides a legal obligation on public bodies to consider how the services they commission and procure, over the thresholds provided for in the Public Contract Regulations, might improve the social, economic and environmental well-being of the local area and how, in conducting procurement it can secure Social Value.

Whilst the obligation only applies to above threshold procurements for services (or mixed contracts where services is a large part of the contract), Officers should consider Social Value in all of the Publica Council's procurement requirements when it is proportionate and relevant to do so.

The aim of the Act is not to alter the commissioning and procurement processes, but to ensure that, as part of these processes, the Publica Council's consider the wider impact of the services delivered. This also includes encouraging Officers to talk to stakeholders, including the local community, to design better services, and explore finding new and innovative solutions.

The Publica Councils have a combined annual spend of \*\*\*\*\* on a range of goods and services. The Act provides a significant opportunity to think creatively about how we can secure wider social, economic and environmental benefits from this spend.

In addition, the Publica Councils want this statement to be the start of a conversation about how we use our wider processes, resources and influence to support value in our local areas.

### 1. What is Social Value?

The Social Value Act does not define what 'Social Value' means. Therefore, the Publica Councils has proposed the following definition of Social Value that links back to the Publica Councils vision:

*Social Value is the wider social, environmental and economic benefits that we will secure from commissioning and procuring activities.*

### 2. The Social Value Model

The Social Value model sets out the Government's Social Value priorities for Procurement. There are five themes and eight policy outcomes, which flow from these themes. These are

Themes		Policy Outcomes
Theme 1	COVID -19 recovery	Help local communities to manage and recover from the impact of COVID-19
Theme 2	Tackling economic inequality	Create new business, new jobs and new skills
		Increase supply chain resilience and capacity
Theme 3	Fighting climate change	Effective stewardship of the environment
Theme 4	Equal opportunity	Reduce the disability employment gap
		Tackle workforce inequality
Theme 5	Wellbeing	Improve health and wellbeing
		Improve community cohesion

There should be a clear 'golden thread' from the government priorities to the development of strategies and business cases for programmes and projects, through to our Procurement specifications.

### 3. How we will deliver Social Value

The Publica Councils procure a wide range of goods and services, and it is recognised that there can be no 'one size fits all' model. This statement should be applied in a proportionate manner and be tailored to reflect the service, goods or works that are being procured. It is the role of commissioners and procurement leads to consider, on a contract-by-contract basis, the potential Social Value outcomes that could be delivered through the procurement exercise and the most appropriate procurement strategy to achieve these.

We will apply Social Value in a way that is fair and transparent to all providers.

In addition, the Publica Councils aspire to ensure that the concept of Social Value is considered in all our organisational change activities including those applying to how we assess services that are delivered directly by the Council.

The Publica Councils contract rules dictate the procurement process to be followed above specific thresholds. Therefore, our approach to Social Value will be as follows:

**Informal – all procurement below £25,000**

Officers will ensure that the specification/statement of requirement takes in to account our Social Value priorities and that all bidders are given the opportunity to contribute to Social Value regardless of the category of the procurement.

**Formal – all Procurements above £25,000**

Officers will ensure that the specification/statement of requirement takes in to account our Social Value priorities and include relevant and proportionate Social Value outcomes that the Publica Councils wish to see from the procurement exercise. Officers may wish to include consultation with community groups to ensure that any practical support is not prescribed but co-created with the community.

Officers will also consider making Social Value a contractual obligation within the specification/statement of requirement where it is appropriate to do so. Examples could include

- Reducing carbon footprint
- Recruiting apprentices for a specific project
- Community wellbeing

Social Value can be included as evaluation criteria and be assessed in line with Price and Quality.

#### **4. Consultation**

It is important that the local communities are engaged in shaping and deciding what is important to them, as well as engaging with the market to understand their ideas for how they can contribute our Social Value policy outcomes. In order to ensure our proposed ideas really do add Social Value we need to engage with communities to understand their existing assets and then use this information to build the Social Value requirements. This will ensure that we are adding and not simply duplicating the value already existing within the community as this could have an adverse impact.

## Appendix 2 - Fraud Awareness



Fraud can occur at all stages of the procurement cycle and can be internal, external or both where there is collusion. Officers must be aware of the risks, detailed below, and the fact that they apply not just to large, high value contracts but also to low level spend. Officers engaged in all stages of the process need to be alert to the possibility of abuse when raising or approving requisitions, when writing or evaluating specifications, as well as further on in the process once the contract has been awarded.

**Pre-tendering risks:**

- **Needs assessment** – Need or timing tailored to benefit a specific supplier
- **Bid tailoring** – Narrow, broad or vague specifications
- **Bid splitting** – To circumvent approval thresholds.
- **Contract waivers** – To circumvent a fair and proper tendering process.
- **Abuse of position/conflict of interest/bribery** – Officers, Members or Suppliers acting inappropriately and for personal gain.

**Tendering/bid evaluation risks:**

- **Leaking confidential information** – staff providing details to contractors for unfair advantage.
- **Influencing the evaluation** – staff influencing an outcome for a preferred supplier.
- **Fictitious companies bidding** – to mislead and influence the evaluation process.
- **Cartels/collusive bidding/inflated bids** – suppliers colluding to influence the outcome.
- **Cover pricing** – obtaining artificially inflated prices to give a misleading impression of the extent of competition

**Post-tendering risks:**

- **Poor Contract Management** – allows abuse and possible fraud by the supplier.
- **Claims for fictitious services/goods** – charging for goods not supplied.
- **Charging for different quality goods/product substitution** – inferior goods supplied for inflated prices and altered contract terms.
- **Fictitious companies/staff/contractors** – diverting payments.

Fraud awareness and training for all staff involved in the procurement process is mandatory and includes training on the fraud indicators officers must be alert to.


To manage the risk of bribery and corruption, procedures for declaring gifts and hospitality and conflicts of interest are also mandatory and the organisation encourages a culture of transparency that is supportive of whistleblowing.

Segregation of duties, a centralised contract register and proactive contract management further mitigate the risk from fraud.

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# Agenda Item 7

 <p><b>WEST OXFORDSHIRE DISTRICT COUNCIL</b></p>	<p><b>WEST OXFORDSHIRE DISTRICT COUNCIL</b></p>
<p>Name and date of Committee</p>	<p><b>Finance and Management Overview and Scrutiny committee: Wednesday 28 September 2022</b></p>
<p>Report Number</p>	<p><b>Agenda Item No. 7</b></p>
<p>Subject</p>	<p><b>2022/23 Update on Treasury Management Advisors Contract</b></p>
<p>Wards affected</p>	<p>All</p>
<p>Accountable member</p>	<p>Cllr Levy, Cabinet Member for Finance Email: <a href="mailto:dan.levy@westoxon.gov.yk">dan.levy@westoxon.gov.yk</a></p>
<p>Accountable officer</p>	<p>Elizabeth Griffiths, Deputy Chief Executive &amp; Chief Finance Officer Tel: (01993) 861188 Email: <a href="mailto:elizabeth.griffiths@westoxon.gov.uk">elizabeth.griffiths@westoxon.gov.uk</a></p>
<p>Summary/Purpose</p>	<p>To advise members of the latest position with regard to the re-tendering of the Treasury Management Advisors contract</p>
<p>Annexes</p>	<p>Annex A</p>
<p>Recommendation</p>	<p>That the Committee consider a) The latest position with regard to the re-tendering of the Treasury Management Advisors contract is noted.</p>
<p>Corporate priorities</p>	<p>Modern Council Services and Sustainable Finance.</p>
<p>Key Decision</p>	<p>2. No</p>
<p>Exempt</p>	<p>3. No</p>
<p>Consultees / Consultation.</p>	<p>4.</p>

## **Update on the Treasury Management Advisors re-tendering of the contract**

### **1. Summary**

- 1.1 The original treasury management advisory contract was initially put in place for a period of 3 years, expiring at the end of 2020 but with an option to extend for 2 years. In November 2020 this was agreed to be extended and the contract is now due to expire on 28<sup>th</sup> February 2023.
- 1.2 Work is currently ongoing between Legal, Finance and Procurement to put in place a revised specification for a new Treasury Management Advisors contract. This contract is expected to be for a period of 3 years, with an option to extend for a further 2 years.

### **2. Contract specification and timeline**

- 2.1 A detailed specification has been developed, in consultation between Publica and its partner councils. This is attached as Annex A.
- 2.2 This specification has been split into tiers or levels of duties and support required. Tenderers will be required to quote prices for both the basic level of treasury management services and for an enhanced level of service.
- 2.3 The basic level of service will be for providing generic independent investment advice to the Council on any treasury matters, including investments, performance and benchmarking and the provision of reporting templates. This is in line with the existing level of services currently received from the existing advisors.
- 2.4 The enhanced level of service will include all of the services included in the basic level of service, but also specifically tailored bespoke advice on policies, new legislation, borrowing options, debt restructuring and wider investment opportunities, working closely alongside the in-house Treasury Management Team. It will also support the Council in the development and review of Environment, Social and Governance (ESG) investment criteria and policies.
- 2.5 The Invitations to Tender are expected to be issued in October 2022, with an aim that the contract is put in place for 1<sup>st</sup> March 2023.

**WEST OXFORDSHIRE DISTRICT COUNCIL**

Specification for Treasury Management Services

**SPECIFICATION**

**TREASURY MANAGEMENT SERVICES**

**1<sup>st</sup> March 2023 to 28<sup>th</sup> February 2026 – option to extend for a period of 2 years**

**SCHEDULE OF DUTIES**

The schedule has been split into tiers or levels of duties and support required. Each Council undertakes to sign up to the basic level of services as outlined below in **Section 1**.

Each Council will then have the option of whether to sign up to an enhanced level of Treasury Management Services as outlined in **Section 2**:

**1. Basic Level of Treasury Management Services**

To provide independent investment advice to the Council on any treasury matters, including:


- 1.1 Generic advice to each council on general treasury matters or treasury management related issues, such as weekly sessions on specific issues
- 1.2 Attendance at quarterly meetings with officers to review issues related to borrowing and investment strategies
- 1.3 The provision of generic templates for key strategy reports such as Treasury Management, Capital Strategy and Investment Strategy including Prudential Indicators.
- 1.4 The provision of generic templates for other key reports such as Treasury Management mid-year and Outturn reports, including Prudential Indicators.
- 1.5 Evaluation of investment managers, both their investment performance against appropriate benchmarks and more general performance in carrying out their brief.
- 1.6 Provide independent advice and assistance with the appointment of Fund Managers such as Cash Managers and Money Market Funds based on independent view.
- 1.7 Regular and timely written briefings for officers on treasury management issues such as accounting and SoRP matters, economic outlooks, counterparty risk, regulation and best practice. Comprehensive interest rate forecasts should be included as part of the written economic outlook commentary.
- 1.8 Assistance with the review of treasury management policies and schedules.
- 1.9 Client benchmarking
- 1.10 Timely advice on new legislation and directives.
- 1.11 A timely Credit rating service for individual institutions and countries, including ratings alerts.

- 1.12 Provision of alternative options that deliver the Council's objectives for both borrowing and lending.
- 1.13 Advice on the compilation of prudential indicators
- 1.14 Regular updates on money market rates.
- 1.15 General advice on Balance Sheet analysis and strategic options around fixed asset transactions and loan structures, including general advice relating to capital financing issues and debt management.
- 1.16 General advice and training to Officers and Members on Environmental, Social and Governance (ESG) investment criteria and policies relating to treasury management and investment strategy.
- 1.17 Support on specific queries
- 1.18 Access to training, including general treasury management training for Officers and Members.
- 1.19 Tailored assistance with the review of the treasury management policies and schedules
- 1.20 Timely advice and tailored assistance on new legislation and directives.

## **2. Enhanced Level of Treasury Management Services**

To provide specifically tailored bespoke advice to each Council on treasury matters, including:

- 2.1 Tailored assistance with the review of the treasury management policies and schedules
- 2.2 Timely advice and tailored assistance on new legislation and directives.
- 2.3 Production of a quarterly report, specifically tailored to the requirements of the Council, to present the impact of key issues on borrowing and investment strategies
- 2.4 Quarterly meetings with Officers to present and discuss the report and to issue a further version of the report amended as a result of issues discussed, where relevant.
- 2.5 Attendance at key Council meetings to present the Treasury Management position, where required.
- 2.6 Working alongside Officers and Councillors in the development and review of ESG investment criteria and policies relating to treasury management and wider investment strategy.
- 2.7 Supporting the Council with its cash and liquidity management through providing advice on the management of cash-flow planning and forecasting.
- 2.8 The provision of specifically tailored templates for key strategy reports such as Treasury Management including specific Prudential Indicators (as advised each year).
- 2.9 Tailored advice on borrowing options for the Council, including new borrowing options such as 'green bonds', debt restructuring and benchmarking.
- 2.10 Production of benchmark liability for budget, outturn and in year reporting with implications associated with this.
- 2.11 Development of an annual one-day training programme specifically tailored for each Council and will cover Officers and Members.
- 2.12 Timely alerts where appropriate of external issues affecting the Council's borrowing and investments and suggested actions / mitigations where required.

 <p><b>WEST OXFORDSHIRE DISTRICT COUNCIL</b></p>	<p><b>WEST OXFORDSHIRE DISTRICT COUNCIL</b></p>
<p>Name and date of Committee</p>	<p><b>Finance and Management Overview and Scrutiny Committee – 28 September 2022. 2pm</b></p>
<p>Report Number</p>	<p><b>AGENDA ITEM 8</b></p>
<p>Subject</p>	<p><b>Greenwich Leisure Limited (GLL) response to the energy crisis</b></p>
<p>Wards affected</p>	<p>All</p>
<p>Accountable member</p>	<p>Cllr. Dan Levy Cabinet Member for Finance Email: <a href="mailto:dan.levy@westoxon.gov.uk">dan.levy@westoxon.gov.uk</a></p>
<p>Accountable officer</p>	<p>Elizabeth Griffiths Chief Finance Officer/Deputy Chief Executive Email: <a href="mailto:Elizabeth.Griffiths@westoxon.gov.uk">Elizabeth.Griffiths@westoxon.gov.uk</a></p>
<p>Summary/Purpose</p>	<p>To present an update on how Greenwich Leisure Limited (GLL) are responding to the energy crisis.</p>
<p>Recommendation(s)</p>	<p>That the Committee consider an update on how Greenwich Leisure Limited (GLL) are responding to the energy crisis.</p>
<p>Council priorities</p>	<p>The contract with GLL supports the following key Council Priorities:</p> <ul style="list-style-type: none"> <li>• Healthy Towns and Villages: Facilitating healthy lifestyles and better wellbeing for everyone</li> <li>• Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council</li> </ul>
<p>Key Decision</p>	<p>No</p>
<p>Exempt</p>	<p>No</p>
<p>Consultees/ Consultation</p>	<p>None</p>

## **1. SUMMARY**

- 1.1 The sustainability of public sport and leisure facilities and services is key to levelling up the health of the nation, tackling health inequalities and driving social value to communities.
- 1.2 The COVID-19 pandemic has had a devastating impact on public sport and leisure services. The loss of income from long periods of closure, combined with high monthly maintenance costs, has significantly affected the viability of the sector. Whilst the Job Retention Scheme (JRS) and the National Leisure Recovery Fund (NLRF) provided a lifeline during the pandemic, leisure providers were unable to secure Government support beyond this and both support schemes have long since ended.
- 1.3 Throughout the pandemic, leisure providers made full use of all available financial reserves and support from Councils. The NLRF evaluation puts the subsidy delivered at around £125 million from councils with a similar figure coming from provider reserves. These resources are now exhausted but income in the sector has not returned to pre pandemic levels and is not sufficient to cover service costs.
- 1.4 At a time when recovery was beginning to gain momentum, leisure providers are being hit hard not only by exponentially rising overhead costs, the most significant of these being utilities, but also the recent cost of living pressures on households, which is forcing people to re-evaluate their spending habits. As the cost of essentials starts to exceed their income, it can put even relatively small additional spending beyond their reach. Even if they haven't yet reached this tipping point, fear of it, and what winter may bring, can make people understandably hesitant which impacts on the usage of leisure facilities and participation rates. Coupled with concern from some sectors of the community about the safety of returning to shared spaces and facilities and the change in habits that people were forced to adopt during lockdown, footfall is significantly reduced and consequently revenue is materially short of the levels necessary to cover even normal running costs, so the rapidly rising overheads currently being experienced are resulting in significant and ongoing losses.

## **2. BACKGROUND**

- 2.1 Council leisure providers are being adversely and disproportionately affected because while the small studios and rooms with treadmills and equipment that many smaller private gyms operate have seen an increase in utility costs, the huge halls and large swimming pools that are typically only provided in Council leisure centres have exponentially higher energy demands and are therefore disproportionately affected by the increase in utility costs.
- 2.2 Council provided leisure services run on relatively low margins in order to ensure inclusivity, accessibility and to cater for a wider local need. Some higher income services, for example gym memberships, help to subsidise services such as swimming which operates at a loss for every swim that takes place. Gym memberships in the district have not recovered to pre pandemic levels (<4,000 vs >5,000 pre pandemic) so this subsidy no longer exists. This is a national problem and the energy crisis has now reached a point where some other Councils have had to close loss making facilities. While this will negatively impact on the health and wellbeing of communities, not to mention the recovery and future viability of the sector, the scale of losses in the short to medium term are making these kind of actions unavoidable in some cases.

- 2.3 GLL recognise the serious and significant impact of the current fluctuation in Utility Prices and as a National Leisure Group who operate 135 facilities with public pools and multiple Local Authority Partners – the impact of this National Crisis is being felt by GLL across their whole business. The energy crisis is a national industry threat and all parties are hoping that the government may yet step in to offer support in order to maintain the provision of facilities - but to date no assistance has been forthcoming.
- 2.4 GLL are working in partnership with the Council and regular meetings to discuss the financial pressures being faced and how best to mitigate them have been taking place between the GLL area managers, the Publica operational manager and the Council CFO.
- 2.5 The list below provides some high level context on the challenge GLL face in west Oxfordshire:-
- West Oxfordshire's leisure utility costs for 2019 = £390,143
  - West Oxfordshire's forecast leisure utility costs for 2022/23 is £1.1m
  - The utility forecast is an uplift of 281% of 2019 prices
  - There is currently no clarity or confirmation of any Government support for businesses
  - Trading levels have still not recovered since the pandemic
  - There is an additional trading pressure with new gym provision being delivered in Witney by other private providers
  - The impact of the rising cost of utilities is being compounded by inflation which is causing rising employment costs and supplier costs to the industry

### 3. MITIGATIONS

#### 3.1 Measures being undertaken

- GLL have initiatives underway to reduce energy usage in all sites
- The Council is collaborating with GLL on a targeted marketing campaign to increase usage of the centres and encourage some sectors of the community back to them
- The Council and GLL are jointly reviewing options for energy generation such as solar panels to ease the reliance on external power
- Engineering surveys are being carried out to identify whether changes in heating systems such as air source heat pumps are feasible and would be beneficial to the ongoing costs of running the centres.

#### 3.2 On the basis that swimming pools are a significant driver of the current losses, a short term energy surcharge has been added to prices with a focus on the users of the pool. This can be removed if utility prices fall again and has not been applied to concessionary users of the pool in an attempt to avoid impacting those already hardest hit by the current economic situation.

- £2 added to Health and Fitness memberships

- £5 added to swim only members
- £2 added to main stream lessons
- £1.50 added to pay as you go adult swim
- £0.50 added to pay as you go junior swim
- 

3.3 In addition to the above, as an organisation GLL are also:-

- Working with Sport England and UKActive on engaging with Government agencies on the crisis and support that may be available
- Lobbying MPs to support the industry
- Working closely with their energy providers to manage purchasing risk
- Investigating and implementing energy saving technologies
- Reviewing and developing further options for both short and long term loss mitigations to enable the Council to continue delivering leisure services in the district.

## 4. CONCLUSIONS

- 4.1 GLL as the Council's leisure service manager and indeed the whole leisure industry are facing unprecedented difficulties. The pandemic mandated the closure of leisure facilities and forced people to change their exercise habits. The restrictions of the pandemic may have been removed but customers have not returned to pre pandemic levels. Now, global events have resulted in spiralling energy costs and unprecedented rises in inflation which are all adding pressure to an already struggling sector.
- 4.2 What is clear is that bringing it in house would incur a huge amount of investment because we have neither the skills nor the personnel to run the centres as a Council and some of the advantages levered by the group structure of GLL such as reduced business rates would be lost, resulting in an even more difficult financial situation.
- 4.3 The Council is very dependent on the current leisure contract, which runs to 2027, to provide income that supports other core services. This income is very much under threat.
- 4.4 GLL have been asked to suggest strategies that will secure the provision of leisure services in the medium to long term but also mitigate the losses in the short term. These have not yet been presented but could feasibly include the short term closure of some loss making facilities as some other Councils have done in order to preserve the long term future of the service.

## 5. FINANCIAL IMPLICATIONS

- 5.1 The financial implications are as yet to be clarified. GLL are firm in their commitment to meet their contractual obligations around management fees in 2022/23 but have forecast an inability to pay these ongoing for the remainder of the contract if the current situation does not change.



## **6. LEGAL IMPLICATIONS**

- 6.1 WODC's contractual position is strong and the number of years left on the contract means that we have not been forced to renegotiate our current position which entitles us to management fees and places utility risk firmly with GLL. The reality of the current economic situation though is that the centres are currently running at a loss which is not a sustainable position.

## **7. EQUALITIES IMPACT**


- 7.1 As part of the marketing campaign to improve usage of the centres we are reaching out to all sectors of the community to encourage them to make use of the facilities and reap the health benefits of doing so.

## **8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

- 8.1 There may be opportunities to decarbonise some of the energy requirements if this can be demonstrated to be beneficial to the current situation.

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# Agenda Item 9

 <p><b>WEST OXFORDSHIRE DISTRICT COUNCIL</b></p>	<p><b>WEST OXFORDSHIRE DISTRICT COUNCIL</b></p>
<p>Name and date of Committee</p>	<p><b>Finance and Management Overview and Scrutiny committee: Wednesday 28 September 2022</b></p>
<p>Report Number</p>	<p><b>Agenda Item No. 9</b></p>
<p>Subject</p>	<p><b>Service Performance Report 2022-23 Quarter One</b></p>
<p>Wards affected</p>	<p>All</p>
<p>Accountable member</p>	<p>All relevant Cabinet Members</p>
<p>Accountable officer</p>	<p>Giles Hughes, Chief Executive Tel: (01993) 861658 Email: <a href="mailto:giles.hughes@westoxon.gov.uk">giles.hughes@westoxon.gov.uk</a>  Elizabeth Griffiths, Deputy Chief Executive &amp; Chief Finance Officer Tel: (01993) 861188 Email: <a href="mailto:elizabeth.griffiths@westoxon.gov.uk">elizabeth.griffiths@westoxon.gov.uk</a></p>
<p>Summary/Purpose</p>	<p>This report provides details of the Council's operational performance at the end of 2022-23 Quarter One (Q1)</p>
<p>Annexes</p>	<p>Annex A – Service Dashboards</p>
<p>Recommendation</p>	<p>That the 2022/23 Q1 service performance be noted</p>
<p>Corporate priorities</p>	<p>Climate Action: Leading the way in protecting and enhancing the environment by taking action locally on climate change and biodiversity Healthy Towns and Villages: Facilitating healthy lifestyles and better wellbeing for everyone A Vibrant District Economy: Securing future economic success through supporting existing local businesses and attracting new businesses to deliver the economic ambitions of the Local Industrial Strategy Strong Local Communities: Supporting and building prosperous and inclusive local communities Meeting the Housing Needs of our Changing Population: Securing the provision of market and affordable housing of a high quality for a wide range of householders making their home in West Oxfordshire Modern Council Services and Sustainable Finance: Delivering excellent modern services whilst ensuring the financial sustainability of the Council</p>
<p>Key Decision</p>	<p>No</p>
<p>Exempt</p>	<p>No</p>

## I. BACKGROUND

- I.1. The Council monitors service performance each quarter and a report on progress towards achieving the aim and priorities set out in the Corporate Plan is produced at the end of Q2 and Q4. On 13 July 2022, Cabinet agreed to revise the Council Plan and develop an Action Plan that will set out how the priorities in the Council Plan will be delivered.
- I.2. A high level Commissioning Framework was approved by Cabinet in October 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information, including a range of performance indicators, to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.
- I.3. The Council's Chief Executive has received a report on service performance and has assessed it in line with the high level Commissioning Statement. Particular attention has been drawn to the following:
- i. The rising energy prices and higher cost of living is affecting householders, in particular those on low incomes. Although the Q1 council tax collection rate is not dissimilar to the previous year, it may be impacted by the cost of living crisis as we move through the year. In April 2022, the Council started to administer the £150 council tax rebate for homeowners in bands A-D, and those more vulnerable residents in Council Tax bands E to H. The rebate is not being applied to households' council tax accounts. At the end of June 2022, over 90% of those eligible for the mandatory scheme had received their payments. The Council paid out £3,979,700 to 29,797 households. In addition, the Council has set up a discretionary scheme to help those households who are not eligible for the mandatory scheme. Looking further ahead, the Council is already reviewing the Council Tax Support scheme for the next financial year and has completed modelling on further options for supporting residents;
  - ii. The Council's business rates collection figure (in year) is looking healthy at eight percentage points up on Q1 of the previous year. The collection rate was depressed over the previous two years due to the impact of Covid-19 on businesses. The Government will continue to support certain businesses with extended retail relief at 50% during this financial year. During Q1, £1,955,728 of the £2.27m of Covid Additional Relief Fund (CARF) was distributed to 922 businesses that were not eligible for the extended retail relief but have been affected by Covid-19. These businesses will have their accounts credited which will help to reduce the debt owed;
  - iii. In addition to supporting the Syrian and Afghan Resettlement programmes, the Council is supporting the 'Homes for Ukraine' scheme in which people in the UK are sponsoring/hosting a Ukrainian individual or family. At 30 June 2022 there were 156 sponsor properties registered, 133 of which have received their property inspection. The number of new sponsors signing up for the Homes for Ukraine scheme remains relatively low. Although there were no homeless presentations at the end of June 2022, the need for re-matching guests to new sponsors is increasing. A growing national concern is that many sponsors believed they were only 'signing up' for a six-month period and will require guests to find alternative accommodation after this time;

- iv. Affordable housing completions are well ahead of the target at the end of Q1. The ninety-five affordable homes completed included 17 for social rent at Lavender Place, Bampton which were provided by Cottsway in partnership with Oxfordshire Growth Deal and the Council. The forecast for the rest of the year is positive, with higher delivery forecasted for the first three quarters of the year. We understand that developers are still facing challenges in the procurement and supply chain, however there have been no reported adverse effects on the programmed delivery of affordable housing;
- v. Planning performance is continuing to show improvement. The service's improvement programme is making good progress with a range of projects focussed on improving the quality of applications submitted, improving the way the service communicates with customers, and improving the monitoring of workflows using case management tools to help manage resources. In addition, the planning process (validation to determination) has been reviewed by the Planning Advisory Service (PAS) and their report on the findings and recommendations for improvement has been received. The next step is to obtain high level endorsement from the Council and for those five recommendations to be implemented.

## **2. COUNCIL PRIORITIES**

- 2.1. Cabinet agreed on 13 July 2022 to revise the Council Plan and develop an Action Plan that will set out how the priorities in the Council Plan will be delivered. A programme of engagement was also agreed which will inform the development on these two documents that will involve three core activities to run through August and September 2022: A public digital consultation, a stakeholder event and an event for Town and Parish Council. A draft Council Plan will be brought to Full Council on 19 October 2022.

## **3. SERVICE PERFORMANCE SUMMARY**

- 3.1. Overall, performance at the end of Q1 appears positive with improvements continuing to be made in some key services such as benefits and planning.
- 3.2. During 2021-22, workloads were high in some services due to the impact of Covid-19 and a shortage of staff. As the nation emerged from the pandemic, the employment market became buoyant with competitive in particular for qualified professional staff. The retention of staff in some services such as customer services, planning, and the waste crew is expected to remain a challenge.
- 3.3. As we progress through the year, some services including revenues and benefits, and housing support are anticipating that the cost of living crisis could impact on workloads and performance. The Council is reviewing the Council Tax Support scheme in preparation for the next financial year, and the potential options for supporting households on low income.
- 3.4. There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers, and improving the monitoring of workflows using case management tools to help services to actively manage resources.

## Key points by service area themes

### 3.5. Customer services

- The average call wait time in Q1 was relatively high at two minutes and 54 seconds due to high customer contact combined with a shortage of staff. Performance, however, remains within the three minute standard considered good for local authorities (GovMetric). The service supported the roll out of the mandatory £150 council tax /energy rebate to households and the discretionary scheme via a number of channels including telephone, email/electronic and in-person. Advisors provided advice to residents/customers, completed online forms and set up direct debits. Those households which were not on direct debit were required to provide the appropriate documentation which resulted in a higher number of in-person visits to Council offices. Additional resources were allocated to responding to emails. In addition, staff shortage has also contributed to longer average wait times, in particular during the week of the Jubilee bank holidays. Turnover of staff which also includes staff taking opportunities to progress in the organisation impacts on capacity due to the loss of experience.

Resolution: To address the loss of expertise, the training programme has been improved so that new starters complete the core training within a shorter period than previously.

Over the next few weeks, the service will focus on managing demand through improved engagement with other services and fully assessing and understanding the impact of other services' communications with customers/residents on resources in the customer services team throughout the year. This will help to ensure that customer services staff are fully briefed and resources are better managed to meet potential demand. The Channel Choice project, a longer term project, has commenced, and the processes in services with high call volumes are being reviewed to reduce the need for customer contact;

### 3.6. Revenues and Benefits

- Business rates collection rate achieved its target in Q1, and is around eight percentage points higher than the same period of the previous year. The collection rate was depressed over the previous two years due to the impact of Covid-19 on businesses. Although, the collection rate was looking positive at the end of Q1, we can expect the cost of living crisis to impact on businesses as the economy slows down.
- Processing times for Council Tax Support new claims and changes are close to or on target at 21 days (Target: 20 days) and 3.4 days (Target: 5 days) respectively. The usual small backlog of cases at the end of Q4 arising from end of year processing and the closing down of the system is expected to be cleared by early September. Further improvements are expected in the next quarter;
- The average processing time for Housing Benefit changes has not improved as much as Council Tax Scheme processing times as HB is more complex to process. However, it has begun to return to more normal levels (Actual: 7.7 days, Target: 4 days). Performance in the previous year was affected by a combination of factors including high workloads related to both Covid-19 and the implementation of the new benefits system when the average processing time exceeded 20 days for the majority of the year before improving to just over 14 days at year end.

During the quarter both the Revenues and Benefits teams together with some additional temporary staff were supporting the roll out of the £150 council tax rebate. There is further work over the next few weeks to administer the discretionary scheme.

Resolution: Workloads in the service are being managed and additional temporary staff were brought in to support the Council Tax rebate roll out. The OpenPortal which provides a facility for clients to self-serve was officially launched in January 2022, and is improving the customer journey, and has started to reduce the number of phone calls. Further work is being undertaken by the Customer Experience Improvement Team to ensure that the right systems are in place as well as improving the way the Council communicates with customers, for example via the websites, forms and letters.

- 3.7. The service dashboards that are relevant to the work of this Committee are attached at **Annex A**.

#### **4. LOCAL GOVERNMENT OMBUDSMAN REVIEW 2021-22**

- 4.1. The latest Annual Review Letter for West Oxfordshire District Council sets out the complaints that were made against the Council in 2021/22, as well as the outcome of those complaints
- 4.2. In total, the LGO received seven complaints/enquiries about this Council, which related to Benefits and Tax (three) and Housing (two), Corporate Services (one) and Planning and Development (one). In the previous year, the LGO received 11 complaints/enquiries, six of which related to Planning and Development.
- 4.3. During the first wave of the Covid-19 outbreak, the LGO temporarily paused its casework for three months to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. This will have reduced the number of complaints the LGO received and decided in the previous year.
- 4.4. Nine decisions were made by the LGO in 2021/22; two complaints were closed after initial enquiries; four complaints were referred back to the Council for a local resolution, and three complaints were investigated in detail. Of the three complaints that were investigated in detail by the LGO, one was upheld.
- 4.5. The upheld case was related to Benefits and Tax. The Council was found to be at fault because it issued the complainant with a council tax bill and failed to notify them of their right of appeal to the Valuation Tribunal. The Council agreed to reissue the bill with the relevant appeal information and to update its website and council tax bill letter so it provides information about council tax liability appeals.

#### **5. LEGAL IMPLICATIONS**

- 5.1. None

#### **6. RISK ASSESSMENT**

- 6.1. None

#### **7. ALTERNATIVE OPTIONS**

- 7.1. None

#### **8. BACKGROUND PAPERS**

- 8.1. None

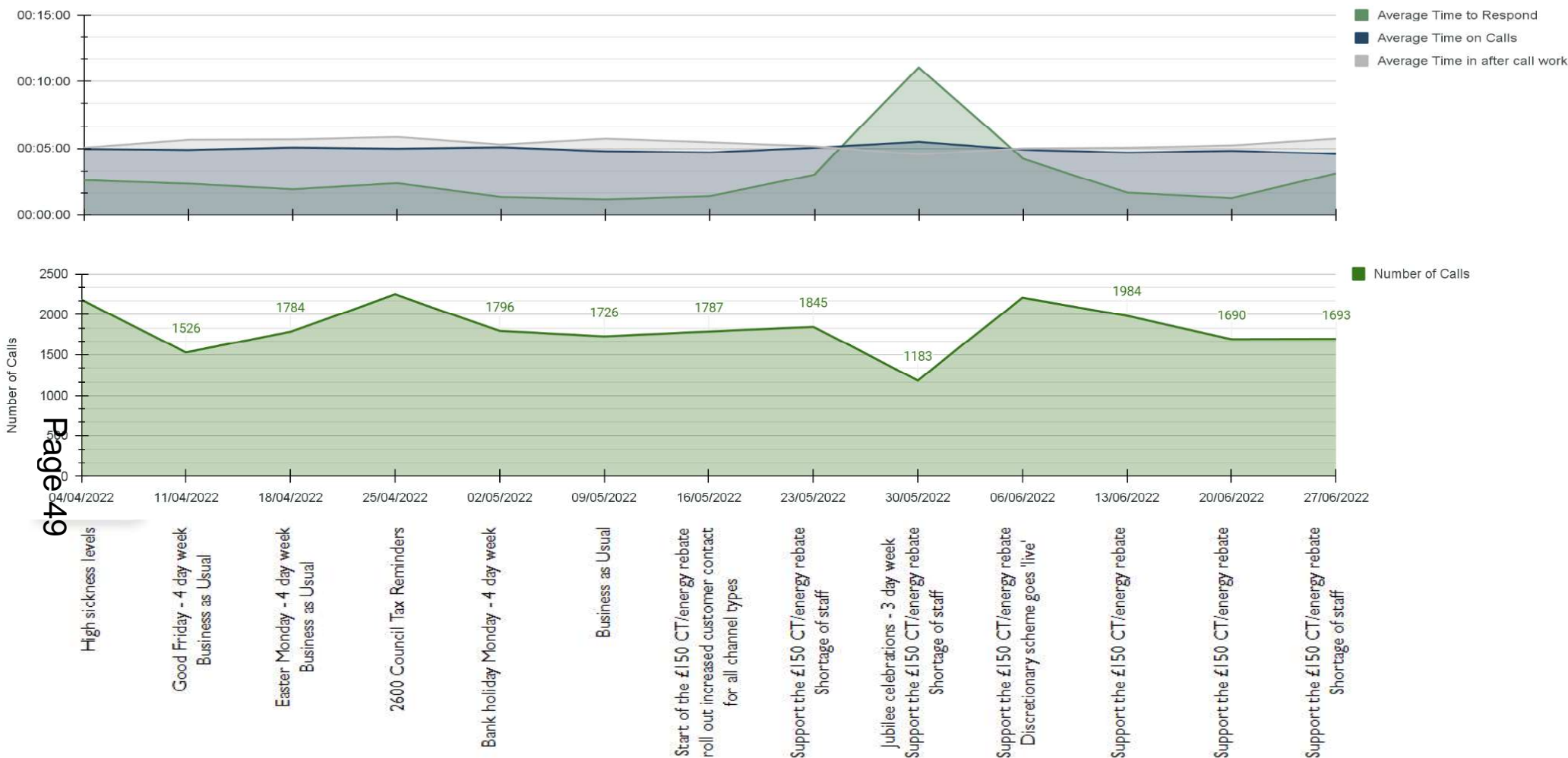
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Satisfied

# Customer Services Quarter 1



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Service delivery can be affected by a range of factors both within the service and in other services. For example, shortage of staff, new systems, how the Council communicates with residents /clients.

Call volumes spiked during the week of 25 April following the mail out of 2600 council tax reminders.

The roll out of the £150 council tax /energy rebate to households commenced in mid-May contributing to an increase in customer contact via all channels over a number of weeks and especially during the roll out of the discretionary scheme during the week of 6 June. Advisors provided advice to residents and customers on

the scheme, completed online forms and set up direct debits. Those households which were not on direct debit were required to provide the appropriate documentation which resulted in a higher number of F2F visits to Council offices. Additional resources were allocated to responding to emails.

The average time to respond spiked in the week of 30 May due to a shortage of staff. Call volumes appear lower for that week due to the Jubilee bank holidays (3 day week).

Over the next few weeks, the service is focusing on managing demand through improved engagement with other services; and better understanding the impact of other

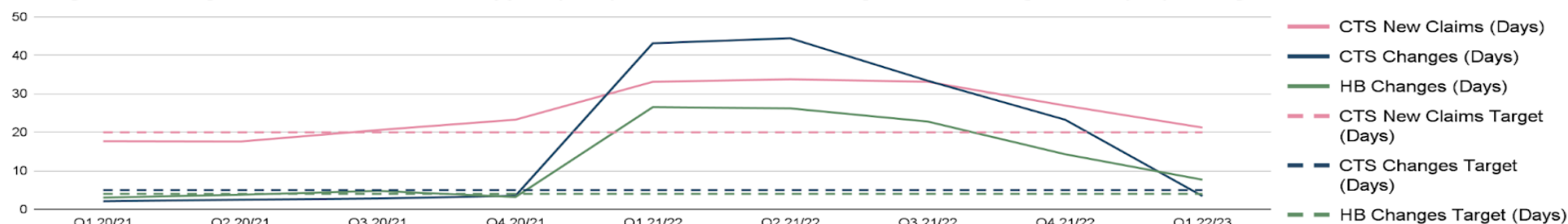
services' communications with customers/residents on resources in the customer services team throughout the year.

As part of the Channel Choice project and the Customer Experience Improvement programme, processes in services that have high call volumes are being reviewed and streamlined where possible to reduce call volumes and the need for customer contact

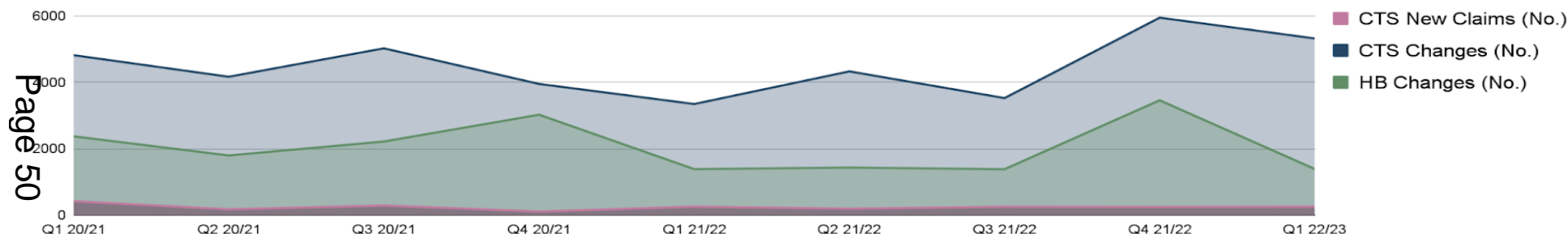
Note: The response time, on call time, and after call time data include data for West Oxfordshire specific staff and shared staff, based on a 60% - 40% split respectively. This arrangement helps to improve resilience in the service.

# Revenues and Benefits Quarter I

Average Processing Times For Council Tax Support (CTS) New Claims and Changes and Housing Benefit (HB) Changes

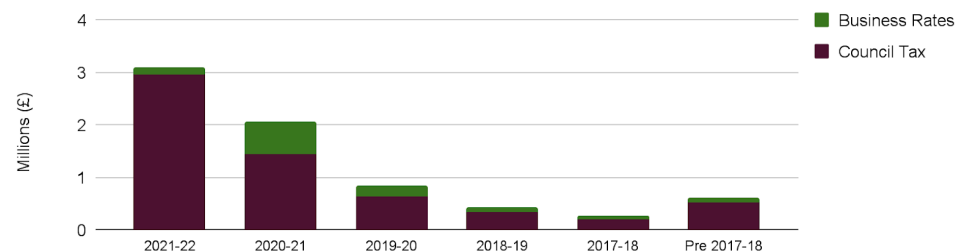


Number of Council Tax Support (CTS) New Claims and Changes and Housing Benefit (HB) Changes Assessed



22/23 Collection Rates				
	Council Tax		Business Rates	
	Actual	Target	Actual	Target
QTR	32.6%	23%	35.8%	25%
YTD	32.6%	23%	35.8%	25%

Council Tax & Business Rates Aged Debt



Qtrly Aged Debt	
% Change Council Tax	
-10.7%	
% Change Bus. Rates	
-63.1%	

Significant improvements have been made in benefit processing times. The number of CTS changes is increasing due to a rise in Universal Credit claims attributable to both the natural transfer from legacy benefits and potentially the cost of living crisis. Both council tax and business rates collection rates appear healthy, in particular business rates collection rate is up eight percentage points on Q1 of the previous year. The collection rates were depressed over the previous two years due to the impact of Covid-19 on households and businesses, and the pause in recovery action. By the end of Q1, over 90% of eligible households had received the £150 council tax rebate to help with the rising cost of living, and £1,955,728 of the £2.27m of Covid Additional Relief Fund (CARF) was distributed to 922 businesses that were not eligible for the extended retail relief. These businesses will have their business rates accounts credited which will help to reduce the debt owed. Although the grant relates to the previous year, the timing of the receipt may mean it is used to offset the current year's account. There is a dedicated team in place for the recovery of rates who are up to date on cases; and reduced previous years' council tax debt by around £733,000 and business rates by around £2.09m or 63% since the previous quarter. Business rates outstanding debt is expected to fluctuate until around December 2022 due to the impact of CARF.

# WODC FINANCIAL PERFORMANCE SUMMARY

VARIANCE TO BUDGET	£k			
Service Area	Original Budget	Profiled Budget	Actual Exp.	Variance (under) / over
Democratic and Committee Services	1,058	367	377	10
Environmental & Regulatory Services	507	118	112	(6)
Environmental Services	7,106	632	809	177
Finance, Human Resources & Procurement	922	248	234	(14)
ICT, Change & Customer Services	1,924	761	753	(8)
Land, Legal & Property	903	344	366	22
Leisure & Communities	661	324	311	(13)
Planning & Strategic Housing	1,528	222	249	27
Revenues & Housing Support	1,049	146	148	2
Investment Property and Retained Services	(2,218)	(2,037)	(1,967)	70
<b>Total cost of services</b>	<b>13,440</b>	<b>1,125</b>	<b>1,392</b>	<b>267</b>
<b>Plus:</b>				
Investment income receipts	(1,139)	(119)	(122)	(3)
<b>Cost of services before financing:</b>	<b>12,301</b>	<b>1,006</b>	<b>1,270</b>	<b>264</b>

## AGED DEBT SUMMARY

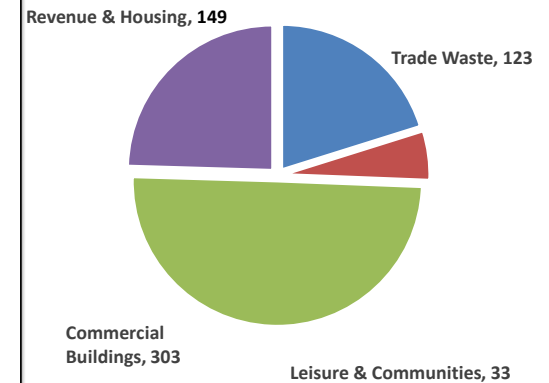
	Jun-22	Mar-22	Movement vs. prior period		
<b>Invoices</b>	<b>1,140</b>	<b>1,241</b>	<b>-101</b>	<b>-9%</b>	<b>↓</b>
<b>£k</b>	<b>608</b>	<b>718</b>	<b>-110</b>	<b>-18%</b>	<b>↓</b>

### Aged Debt Summary:

- Q1 position highlights the volume of outstanding invoices and the amount of aged debt reducing in comparison to the 2021/22 position. Many invoices are raised on a subscription basis and so the volume of invoices produced increases dramatically at different points in the year i.e. Trade Waste in April & October and Investment Property rents quarterly.

- Aged debt continues to reduce, which is positive, but there is a possibility that as cost of living continues to be a difficult situation and utility prices rise we may see our debt profile increasing again.

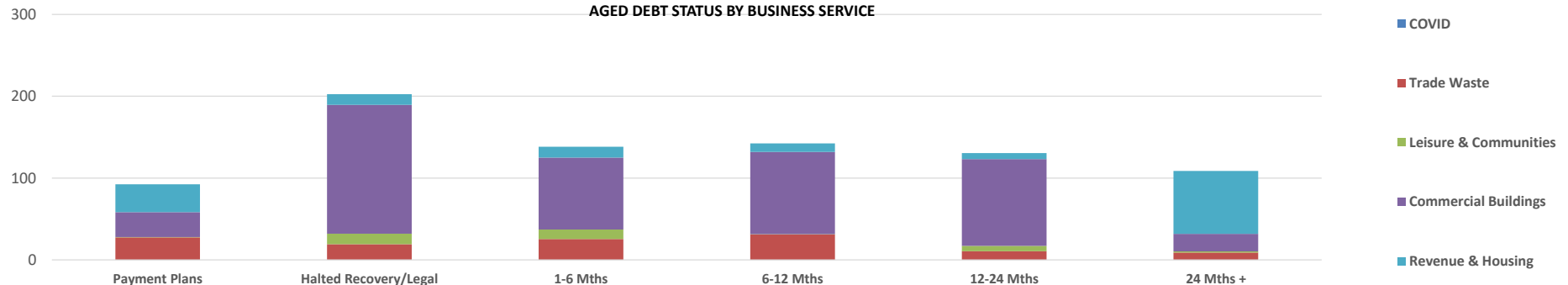
## AGED DEBT BY BUSINESS SERVICE




### Overall Summary:

Q1 results show an overall overspend compared to budget. Performance in some areas is a continuation of what was seen in 2021/22 i.e. Car Parking, Bank Charges and Land Charges but other areas such as Development Management and Green Waste are unexpectedly behind budget. While timing is expected to bring Development Management back above target in the year, Green Waste is expected to be overspent at year end. The overspend seen in the Q1 results is not due to general inflation, which has not materially impacted our expenditure yet. What we have seen is a reduction in income due to a decrease in the uptake of some chargeable services. We expect the general revenue position to worsen as we see inflation inevitably increase salaries and other overheads.

## AGED DEBT STATUS BY BUSINESS SERVICE



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 <b>WEST OXFORDSHIRE DISTRICT COUNCIL</b>	<b>WEST OXFORDSHIRE DISTRICT COUNCIL</b>
<b>Name and date of Committee</b>	<b>Finance and Management Overview Scrutiny Committee 28 September 2022</b>
<b>Report Number</b>	<b>Agenda Item No 10</b>
<b>Subject</b>	<b>Scrutiny Work Programme 2022/23</b>
<b>Wards affected</b>	<b>All</b>
<b>Climate and Environment  Accountable member / Group Manager Lead</b>	<b>Councillor Norman MacRae, Chair Climate and Environment Overview and Scrutiny Committee</b> Email: <a href="mailto:norman.macrae@westoxon.gov.uk">norman.macrae@westoxon.gov.uk</a>  <b>Group Manager Lead: Bill Oddy, <a href="mailto:bill.oddy@publicagroup.uk">bill.oddy@publicagroup.uk</a></b>
<b>Economic and Social Accountable member / Group Manager Lead</b>	<b>Councillor Andrew Beaney, Chair Economic and Social Overview and Scrutiny Committee</b> Email: <a href="mailto:Andrew.beaney@westoxon.gov.uk">Andrew.beaney@westoxon.gov.uk</a> <b>Group Manager Lead : Jon Dearing, <a href="mailto:jon.dearing@publicagroup.uk">jon.dearing@publicagroup.uk</a></b>
<b>Finance and Management  Accountable member / Group Manager Lead</b>	<b>Councillor Alaa Al-Yousuf, Chair of Financial Management Overview and Scrutiny Committee</b> Email: <a href="mailto:alaa.al-yousuf@westoxon.gov.uk">alaa.al-yousuf@westoxon.gov.uk</a>  <b>Group Manager Lead: Phil Martin, <a href="mailto:phil.martin@publicagroup.uk">phil.martin@publicagroup.uk</a></b>
<b>Accountable Officer</b>	<b>Andrew Brown, Business Manager - Democratic Services</b> Email: <a href="mailto:Andrew.brown@publicagroup.uk">Andrew.brown@publicagroup.uk</a>
<b>Summary/Purpose</b>	To provide the Committees with an update on the Scrutiny Work Programme 2022/23.
<b>Annexes</b>	<a href="#">Annex I</a> - Work Programme for 2022/23
<b>Recommendation</b>	That the Committee notes the Scrutiny Work Programme.
<b>Corporate priorities</b>	To enable the Committee to review the Scrutiny Work Programme and support the Council's priorities to protect the environment whilst supporting the local economy, to meet the current and future needs of residents and to provide efficient and value for money services, whilst delivering quality front line services.
<b>Key Decision</b>	No
<b>Exempt</b>	No
<b>Consultees / Consultation</b>	None

## **1. BACKGROUND**

- 1.1. At the meetings of the Scrutiny Committees in May and June 2022 the committees gave consideration to the development of their work programmes for the year. These work programmes have been brought together in a single document to provide visibility of the work of Scrutiny across the three committees.

## **2. MAIN POINTS**

- 2.1. Committees are asked to consider the work programme, along with the Cabinet work programme, and decide if there are any items that they wish to prioritise or deprioritise.
- 2.2. When an item is considered by a committee, the Committee can decide whether to submit recommendations to Cabinet.
- 2.3. The Scrutiny Work Programme is intended to provide clarity to the organisation and the public about the priorities of the committees and when different items will be considered but it does need to be a flexible document that enables Scrutiny to respond to new or emerging issues and priorities during the year. As such, committees will be able to review their work programme at each meeting. The inclusion of a standing agenda item for Members' questions also provides the opportunity to raise relevant issues.

## **3. FINANCIAL IMPLICATIONS**

- 3.1. There are no financial implications arising directly from this report. Requests from Scrutiny for reports to be produced for consideration at meetings will place demands on officer capacity. Committees are urged to be mindful of the limitations of the organisation and to prioritise effectively, having regard to the advice of supporting officers.

## **4. LEGAL IMPLICATIONS**

- 4.1. None

## **5. RISK ASSESSMENT**

- 5.1. Not applicable.

## **6. CLIMATE CHANGE IMPLICATIONS**

- 6.1. Whilst there may be climate change implications arising from specific items within the Work Programme, there are none arising directly from this report.

## **7. ALTERNATIVES/OPTIONS**

- 7.1. In accordance with the Constitution of the Council, Committee has the power to investigate any matters it considers relevant to its work area, and to make recommendations to the Council, Cabinet or any other Committee or Sub-Committee of the Council as it sees fit.
- 7.2. The agreement of a Scrutiny Work Programme, which is regularly reviewed, is considered to be good governance practice and promotes openness and transparency.

## **8. BACKGROUND PAPERS**

- 8.1. None.

## Finance and Management OS 28 September 2022

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	New Procurement and Contract Management Strategy	Report	Councillor Levy / Ciaran Okane	September 2022	
2	Treasury management update	Report	Councillor Levy / Elizabeth Griffiths	September 2022	
3	Greenwich Leisure Limited (GLL) response to energy crisis	Verbal Update / Report	Councillor Aitman / Councillor Levy	September 2022	
	Decarbonisation Scheme Carterton Leisure Centre	Cabinet Report	Councillor Arciszewska / Councillor Levy / Hannah Kenyon	September 2022	<b>Pushed back to December.</b>

## Finance and Management OS 7 December 2022

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	Agile working	Report	Councillor Prosser / Councillor Levy / Giles Hughes	When required	
2	WODC Service Design Options (Ubico)	Report	Councillor Levy / Elizabeth Griffiths	Before Cabinet	Will go to Climate and Enviro Scrutiny too.
3	Carbon Action Plan Project Expenditures	Report	Councillor Prosser / Vanessa Scott / Andrew Turner	When required	Carry forward to December
4	2023/24 First Draft Budget and Medium Term financial Strategy	Cabinet Report	Councillor Levy / Elizabeth Griffiths	14 December 2022	
5	Decarbonisation Scheme Carterton Leisure Centre	Cabinet Report	Councillor Arciszewska / Councillor Levy / Hannah Kenyon	September 2022	Pushed back to December.
6	Service Performance Report – Quarter 2	Quarterly Report	Councillor Levy / Elizabeth Griffiths / Bill Oddy	Quarterly	Report for comments or clarity

Further meeting dates: 1 February 2023, 12 April 2023



Finance and Management suggestions for future workstreams 2023

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments

Finance and Management Regular Reports:

Regular Reports	Further Information	Comments	Lead Officer / Cabinet Member
Service Performance Report – Quarter 1	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 2	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 3	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 4	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.

Climate and Environment O/S 29 September 2022

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	Annual Ubico update	Presentation	Councillor Arciszewska / Beth Boughton (Ubico)	Annually	Contract review – 50 minutes
2	Carbon Action Plan – update on one project	Verbal update and supporting documentation	Councillor Prosser / Hannah Kenyon / Andrew Turner	Every committee update on one project	Introduction of new Climate change Manager, strategic update, and key project focus – 30 minutes
3	Flood update	As Required	Councillor Arciszewska / Laurence King / Phil Martin	When Required	Brief verbal update. Has the OCC/WODC formal arrangement document been signed by all parties and is place - 40 minutes
4	Service Performance Report – Quarter I	Quarterly Report	Councillor Levy / Elizabeth Griffiths / Bill Oddy	Quarterly	Report for comments or clarity – 20 minutes

## Climate and Environment OS 8 December 2022

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	WODC Service Design / delivery Options	Report	Bill Oddy / Scott Williams / Dan Levy	December 2022	Scrutiny to review options. - 75 minutes Will go to FMOS Scrutiny too.
2	Carbon Action Plan – update on one project	Verbal update and supporting documentation	Hannah Kenyon / Andrew Turner / Councillor Prosser	Every committee update on one project	Project - EV Charging Points, energy costs, private residents - 30 minutes
3	Flood update	As Required	Laurence King / Phil Martin / Councillor Arciszewska	When Required	15 minutes
4	Service Performance Report – Quarter 2	Quarterly Report	Dan Levy / Elizabeth Griffiths / Bill Oddy	Quarterly	Report for comments or clarity – 20 minutes
5	Air Quality Update	Verbal Update	Phil Measures	December 2022	Phil Measure to provide a verbal update - 15 minutes

Further meeting dates: 23 March 2023

Climate and Environment suggestions for future workstreams 2023

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	Local Plan	Report	Giles Hyghes / Chris Hargreaves /		Update on the Local Plan
2	Environment Act	Report			Councils actions on the new act
3	Governments initiative of zero recycle cost for residents	Verbal update	Councillor MacRae / Scott Williams	When there is news to share. Initiate began 2019 but is behind due to the pandemic, review 2022	Verbal update due from Scott Williams when there is news to share. See link for current details: <a href="https://www.gov.uk/government/news/government-sets-out-plans-to-overhaul-waste-system">https://www.gov.uk/government/news/government-sets-out-plans-to-overhaul-waste-system</a>

Climate and Environment Regular Reports:

Regular Reports	Further Information	Comments	Lead Officer / Cabinet Member
Service Performance Report – Quarter 1	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 2	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 3	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 4	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy Bill Oddy or Frank Wilson on hand for questions.

## Economic Overview and Scrutiny 8 September 2022

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	Youth Needs Assessment Active Oxfordshire	Update	Councillor Aitman / Andy Barge / Heather McCulloch	When Required	Emmylou Brossard
2	Active Oxfordshire - creating a Movement for Movement	Update and Presentation	Councillor Aitman / Andy Barge / Heather McCulloch	When Required	Josh Lenthall
3	REEMA North Site, Carterton update (Jon Wooden, Deputy Head Estates)	Written Update	Councillor Saul / Giles Hughes Jon Wooden	When Required	Regular committee written update
4	Greenwich Leisure Limited (GLL)	Annual Update	Councillor Aitman / Reps from GLL to attend	Annual	Members to provide questions up front to GLL
5	Service Performance Report – Quarter 1	Quarterly Report	Councillor Levy / Elizabeth Griffiths / Bill Oddy	Quarterly	Report for comments or clarity

## Item 4 - Questions to GLL

Question	Raised by	Answer from GLL
1. Can I again raise a question regarding disability access particularly to the	Councillor Jill Bull	

<p>Windrush Leisure Centre. Hoist equipment out of use / changing bed broken</p> <p>2. After having meetings with them previously it was agreed that communication would be better and if equipment was out of use we would be informed so as not to disappoint service users on arrival at the centre.</p> <p>3. Also regarding the new system of booking on line - this is not accessible to all and needs to be looked at again.</p> <p>4. It would be helpful to have a status update on the Carterton football playing fields which have been out of action for a while.</p> <p>5. What is the trend on visitor numbers?</p> <p>6. Is there information on how visitors travel to the leisure centres, and whether this could be made easier?</p> <p>7. Do the leisure centres have a role in our response to the cost of living and energy crisis?</p>	<p>Councillor Jill Bull</p> <p>Councillor Jill Bull</p> <p>Councillor Charlie Maynard</p> <p>Councillor Rosie Pearson</p> <p>Councillor Rosie Pearson</p> <p>Councillor Rosie Pearson</p>	
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## Economic Overview and Scrutiny 24 November 2022

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
1	Upgrade to WO public space CCTV provision & monitoring arrangements	Verbal update – timescale requested by the Committee	Councillor Saul / Andy Barge	Verbal update – timescale requested by the Committee	
	Refugee Update	Update	Phil Martin / Paula Massey	Verbal update – timescale requested by the Committee	To keep the committee up to date on the work being carried out to support the refugees.
3	Parking Strategy	Update	Councillor Arciszewska / Maria Wheatley	Cabinet in January 2023	
4	Food Strategy – Working Group	Brief or Scoping document	Councillor Aitman / Andy Barge / Heather McCulloch	Committee to be updated	Completion by 23 February 2023
5	Service Performance Report – Quarter 1	Quarterly Report	Councillor Levy / Elizabeth Griffiths / Bill Oddy	Quarterly	Report for comments or clarity
6	Enforcement Update		Kelly Murrey		



Further meeting dates: 23 February 2023, 25 May 2023

	REEMA North Site, Carterton update (Jon Wooden, Deputy Head Estates)	Written Update	Councillor Saul / Giles Hughes Jon Wooden	When Required	Regular committee written update
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Economic suggestions for future workstreams 2023

WP	Title	Format	Cabinet Member / Lead Officer	When	Comments
Page 66	RAF Brize Norton	As required	Councillor Saul / Giles Hughes	AS REQUIRED	Business model for housing on site – last update given May 2022
	Health Care Provision in Oxfordshire	Ongoing	Councillor Aitman / Andy Barge / Heather McCulloch	As required	Health Care Provision in Oxfordshire
3	Local Police with status update	Verbal update	Chair		
4	WODC Housing in for a briefing on WODC housing work, responsibilities, current status and future				

**Economic Overview and Scrutiny Regular Reports:**

Regular Reports	Further Information	Comments	Lead Officer / Cabinet Member
Service Performance Report – Quarter 1	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy  Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 2	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy  Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 3	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy  Bill Oddy or Frank Wilson on hand for questions.
Service Performance Report – Quarter 4	To give the Committee the opportunity to comment on the quarterly Performance Monitoring Report.		Elizabeth Griffiths / Councillor Levy  Bill Oddy or Frank Wilson on hand for questions.



**CABINET (EXECUTIVE) WORK PROGRAMME**  
**INCORPORATING NOTICE OF DECISIONS PROPOSED TO BE TAKEN IN PRIVATE SESSION AND NOTICE OF INTENTION TO MAKE A KEY DECISION**

**September 2022 – February 2023**

*Published 21 September 2022*

By virtue of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, local authorities are required to publish a notice setting out the key executive decisions that will be taken at least 28 days before such decisions are to be taken. The Regulations also require notice to be given of any matter where it is proposed that the public will be excluded during consideration of the matter.

This Forward Plan incorporates both of these requirements. In the interests of transparency, it also aims to include details of those items to be debated by the Cabinet that relate to either policy/budget formulation, matters which will be subject to a recommendation to the Council, and other matters due to be considered by the Cabinet. This programme covers a period of four months, and will be updated on a monthly basis. The timings of items may be subject to change.

It should be noted that although a date not less than 28 clear days after the date of this notice is given in each case, it is possible that matters may be rescheduled to a date which is different from that given provided, in the cases of key decisions and matters to be considered in private, that the 28 day notice has been given. In this regard, please note that agendas and reports for meetings of the Cabinet are made available on the Council's website at [www.westoxon.gov.uk/meetings](http://www.westoxon.gov.uk/meetings) five working days in advance of the meeting in question. Please also note that the agendas for meetings of the Cabinet will also incorporate a necessary further notice which is required to be given in relation to matters likely to be considered with the public excluded.

There are circumstances where a key decision can be taken, or a matter may be considered in private, even though the 28 clear days' notice has not been given. If that happens, notice of the matter and the reasons will be published on the council's website, and available from the Council Offices, Woodgreen, Witney, Oxon, OX28 1NB.

**Key Decisions**

The Regulations define a key decision as an executive decision which is likely –

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

The Council has decided that a cost or saving of an amount greater than £50,000 is necessary to constitute expenditure or savings which are significant for the purposes of this definition.

Please note that if a matter is approved by the Council following a recommendation from the Cabinet, that decision will not be a key decision.

### **Matters To Be Considered in Private**

The great majority of matters considered by the Council's Cabinet are considered in 'open session' when the public have the right to attend.

However, some matters are considered with the public excluded. The public may only be excluded if a resolution is passed to exclude them. The grounds for exclusion are limited to situations where confidential or exempt information may be disclosed to the public if present and, in most cases involving exempt information, where in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The definitions of these are set out in the Council's Constitution.

### **Documents and Queries**

Copies of, or extracts from, documents listed in the programme and any which subsequently become available are (subject to any prohibition or restriction on their disclosure), obtainable from the following, and this contact information may also be used for any queries.

Democratic Services - Email: [democratic.services@westoxon.gov.uk](mailto:democratic.services@westoxon.gov.uk) Tel: 01993 861111

## West Oxfordshire District Council: Cabinet Members 2022/23

Name of Councillor	Title and Areas of Responsibility
Andy Graham (Leader)	<b>Leader of the Council:</b> Policy Framework; Corporate Plan; Executive functions; Strategic Partnerships; Representation on Regional and National Bodies; Oxfordshire Partnership Board; Future Oxfordshire Partnership; Oxfordshire Local Enterprise Partnership; Oxfordshire Leaders; Publica & Ubico; Democratic Services; Communications; Legal Services; Emergency Planning; Data Protection; FOI; and Counter Fraud.
Duncan Enright (Deputy Leader)	<b>Economic Development:</b> Inward investment; Business Development; Visitor Economy; and Town and Village regeneration.
Dan Levy	<b>Finance:</b> Finance & Management; Council Tax and Benefits; Efficiency Agenda; Performance management of the Council; Asset management; Investment Strategy; and South West Audit Partnership.
Carl Rylett	<b>Planning and Sustainable Development:</b> Local Plan; Government planning policies and guidance; Conservation and Design; Design and Historic Environment; Landscape and Biodiversity; Strategic Housing; Development Management; and Ensuring planning policies meet 2030 requirement.
Mathew Parkinson	<b>Customer Delivery:</b> Parish and Town Empowerment; Equality and Diversity; Customer Services; ICT and services; Councillor Development; and Broadband.
Joy Aitman	<b>Stronger Healthy Communities:</b> Community; Community Revenue Grants; Voluntary sector engagement; Sports and Leisure facilities; Health and Safety; Public art; Facilities Grants; Community and Public Health; Healthy Communities; Health Improvement Board; Accountable Member for Refugee Resettlement Programme; and Young People.

Geoff Saul	<b><i>Housing and Social Welfare:</i></b> <i>Housing Allocations; Homelessness; Provision of affordable homes; Sheltered Housing Accommodation; Safeguarding – Community Safety Partnership; Crime and Disorder; Neighbourhood Policing; Scrutiny of Police and Crime Commissioner; and Assets of Community Value.</i>
Lidia Arciszewska	<b><i>Environment:</i></b> <i>Energy Advice; Flood alleviation and sewage; Environmental and Regulatory; Environmental Partnership; Waste collection and recycling; Street Scene (cleansing, litter and grounds maintenance); Car parking; Air Quality; and Land, food, farming.</i>
Andrew Prosser	<b><i>Climate Change:</i></b> <i>Renewable energy and retrofit investment; Biodiversity across the District; Carbon neutral by 2030; Fossil fuel dependence reduction; Local, national and county wide liaison on climate; Internal liaison on Climate Change; and EV Charging Rollout.</i>

For further information about the above and all members of the Council please see [www.westoxon.gov.uk/councillors](http://www.westoxon.gov.uk/councillors)

### Key Decisions Delegated to Officers

Item	Delegated decision	Decision Maker	Delegated by	Exempt?	Decision due
Outline Business Case to Improve Openness and Transparency in Council Business and Support Agile Working and Decarbonisation Measures	Final decision on a replacement heating solution	Chief Executive in consultation with the Leader and Cabinet members for Climate Change and Finance	Cabinet, 13 July 2022	No	By 31 March 2023
Budget Monitoring Report Year End Outturn	To allocate funding from the Project Contingency Earmarked Reserve to fund ad hoc investigation, advice and consultancy services for potential investments and projects	Chief Finance Officer	Cabinet, 13 July 2022	No	No end date
Recovery and Investment Strategy Proposal	Final terms of the acquisition	Chief Executive in consultation with the Chief Financial Officer and the Cabinet member for Economic Development	Cabinet, 13 July 2022	Yes	By 30 Sept 2023
Settlement of Legal claim	Key decision on a settlement of a legal claim due to the value and detail, this decision will be exempt	Head of Legal Services – Susan Gargett		Yes	By 29 Sept 2022

## Business for Cabinet Meetings

Item for Decision	Key Decision?	Exempt?	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Review of Monitoring Officer arrangements	Yes	No	Cabinet	21 Sept 2022	Cllr Graham, Overall Strategy	Giles Hughes		
Performance Monitoring Report Q1– 2022/23	No	No	Cabinet	21 Sept 2022	Cllr Levy, Finance	Elizabeth Griffiths		
New Lease at Unit 1 Talisman Business Centre, Bicester	Yes	Yes	Cabinet	21 Sept 2022	Cllr Levy, Finance	Jasmine McWilliams		
Implementation of local connection criteria and fee regime for the self-build register	No	No	Cabinet	21 Sept 2022	Cllr Rylett, Planning & Sustainable Development	Murry Burnett / Chris Hargraves		
Review of West Oxfordshire District Council's Hackney Carriage Table of Fares	No	No	Cabinet	21 Sept 2022	Cllr Duncan Enright	Jon Dearing		
Section 13A Council Tax Discount Appeals	No	Yes	Delegated Decisions	4 Oct 2022	Cllr Levy, Finance	Mandy Fathers		
Commercial Investment in Solar PV	No	No	Cabinet	12 Oct 2022	Cllr Dan Levy	Andrew Turner		
Data Retention Policy	No	No	Cabinet	12 Oct 2022	Cllr Graham, Overall Strategy	Claire Hughes		



Item for Decision	Key Decision?	Exempt?	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Proposed Property Acquisition under the Council's Investment Strategy	Yes	Yes	Cabinet	12 Oct 2022	Cllr Levy, Finance	Elizabeth Griffiths		
Council Tax Exceptional Hardship Policy	Yes	No	Cabinet	12 Oct 2022	Cllr Dan Levy Finance	Mandy Fathers	Portfolio Holder, Leader, Monitoring Officer, Legal Services, Group Manager Residential Services	
Combe Village Design Statement (VDS)	No	No	Cabinet	12 Oct 2022	Cllr Rylett, Planning and Sustainable Development	Chris Hargreaves		
Review of Grant Schemes	Yes	No	Cabinet	16 Nov 2022	Cllr Aitman, Stronger Healthy Communities	Andy Barge		

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Item for Decision	Key Decision?	Exempt?	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Disposal of Play Areas in Witney Town Council	No	No	Cabinet	16 Nov 2022	Cllr Arciszewska, Environment; Cllr Levy, Finance	Jasmine McWilliams		
Council Tax Support Scheme proposals for 2023/2024	Yes	No	Cabinet Council	16 Nov 2022 18 Jan 2023	Cllr Levy, Finance	Mandy Fathers		
Rural England Prosperity Fund	No	No	Cabinet	16 Nov 2022	Cllr Graham and Cllr Enright	Claire Locke		
Flood Management Service Review	No	No	Cabinet	16 Nov 2022	Cllr Arciszewska Environment	Phil Martin		
West Oxfordshire Playing Pitch Strategy	No	No	Cabinet	16 Nov 2022	Cllr Aitman, Stronger Health Communities	Scott Williams		
Waste Service Review and Redesign	Yes	No	Cabinet Council	14 Dec 2022 18 Jan 2023	Cllr Arciszewska, Environment	Scott Williams	Climate & Environment Scrutiny	

Item for Decision	Key Decision?	Exempt?	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Review of Options- Hensington Road, Woodstock	No	No	Cabinet Council	14 Dec 2022 11 Jan 2023	Cllr Graham, Overall Strategy	Claire Locke		
Performance Monitoring Q2	No	No	Cabinet	14 Dec 2022	Cllr Levy, Finance	Elizabeth Griffiths		
2023/24 First Draft Budget and Medium Term Financial Strategy	Yes	No	Cabinet	14 Dec 2022	Cllr Levy, Finance	Elizabeth Griffiths	Finance and Management Scrutiny	
Affordable Housing Delivery Options	No	No	Cabinet	14 Dec 2022	Cllr Saul, Housing & Social Welfare	Caroline Clissold		
Approval of upgrade to West Oxfordshire's public space CCTV provision and monitoring arrangements	Yes	No	Cabinet	14 Dec 2022	Cllr Saul, Housing & Social Welfare	Andy Barge		
Counter Fraud and Anti-Corruption Policy	No	No	Cabinet	14 Dec 2022	Cllr Levy, Finance	Emma Cathcart		
Approval of Council Tax base and 2023/24 Budget Update	Yes	No	Cabinet Council	11 Jan 2023 15 Feb 23	Cllr Levy, Finance	Elizabeth Griffiths		
Revised Council Plan	Yes	No	Cabinet Council	11 Jan 2023 18 Jan 23	Cllr Graham Overall Strategy	Giles Hughes	Scrutiny (TBC)	

Item for Decision	Key Decision?	Exempt?	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Final Budget Recommendations	Yes	No	Cabinet Council	8 Feb 2023 15 Feb 2023	Cllr Levy, Finance	Elizabeth Griffiths		
Q3 Performance Report	No	No	Cabinet	8 Feb 2023	Cllr Levy, Finance	Elizabeth Griffiths		
Homelessness Prevention Grant 2023/24	Yes	No	Cabinet	8 Feb 2023	Cllr Saul, Housing & Social Welfare	Caroline Clissold		
Equality, Diversity & Inclusion Policy	No	No	Cabinet	8 Feb 2022	Cllr Parkinson			

#### Other business for Council Meetings

Item for Decision	Exempt?	Decision – Maker	Date of Decision	Lead Member	Lead Officer	Consultation	Background Documents
Constitution Working Group - terms of reference and appointment of members	No	Council	19 Oct 2022	Chair of Constitution Working Group	Susan Sale		
Recommendations from the Constitution Working Group	No	Council	19 Oct 2022 18 Jan 2023 26 April 2023	Chair of Constitution Working Group	Susan Sale		
Programme of Meetings for 2023/24	No	Council	19 Oct 2022/16 Nov 2022	Cllr Andy Graham	Andrew Brown		

Appointment of Independent Persons	No	Council	18 Jan 2023	Chair of Standards Sub-Committee	Susan Sale		
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