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Notice of a Meeting

Strategy & Partnerships Scrutiny Committee
Thursday, 29 November 2012 at 10.00 am
County Hall

Membership

Chairman - Councillor Lorraine Lindsay-Gale
Deputy Chairman - Councillor Ray Jelf

Councillors:	David Turner	Liz Brighouse OBE	Larry Sanders
	Marilyn Badcock	Tim Hallchurch MBE	David Wilmshurst
	Norman Bolster	Caroline Newton	

Notes:

Date of next meeting: 10 January 2013

What does this Committee review or scrutinise?
- Corporate and community leadership; corporate strategies; regional issues
- Local strategic partnerships and District Council liaison
- Social inclusion & equality; services for members
- Finance; procurement; property
- Culture change and customer focus; human resources; communications strategy; information and communications technology
- The elections and appointments functions of the Democracy & Organisation Committee
- The functions of the Pension Fund Committee

How can I have my say?
We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

For more information about this Committee please contact:

Chairman	-	Councillor Lorraine Lindsay-Gale
		E.Mail: lorraine.lindsay-gale@oxfordshire.gov.uk
Committee Officer	-	*Julia Lim, Tel: (01865) 816009*
		julia.lim@oxfordshire.gov.uk

Peter G. Clark
County Solicitor

November 2012

About the County Council

The Oxfordshire County Council is made up of 74 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 630,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:
- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners
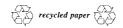
Scrutiny is NOT about:
- Making day to day service decisions
- Investigating individual complaints.

What does this Committee do?

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session

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If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, giving as much notice as possible before the meeting

A hearing loop is available at County Hall.

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AGENDA

1. **Apologies for Absence and Temporary Appointments**

2. **Declarations of Interest - see guidance note on the back page**

3. **Minutes** (Pages 1 - 6)

   To approve the minutes of the Strategy & Partnerships meeting held on 4th October 2012.

4. **Speaking to or petitioning the Committee**

5. **Director's Update**

6. **Broadband Procurement** (Pages 7 - 14)
   10.25

   Graham Shaw (Deputy Director – Customer Services), Lisa Michelson (Broadband Engagement Officer) and Jon Ray (Senior Project Manager) will provide an update on progress with the development of the county's broadband programme and plans for implementation.

7. **Property & Facilities Management Contract Implementation Overview** (Pages 15 - 20)
   10.40

   Following the interest shown by the committee in this contract earlier in the year this item will update the committee on progress to date with the mobilisation and implementation of the contract with Carillion.

   It will be an opportunity for the committee to ask questions and follow up on school meals provision which was previously of particular interest to committee members.

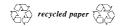   Mark Kemp (Deputy Director – Commercial) will present the update.

8. **Oxfordshire Local Enterprise Partnership (LEP) Update** (Pages 21 - 26)
   11.15

   Cllr Hudspeth and Martin Tugwell (Deputy Director – Strategy & Infrastructure Planning) will provide an update on the work of the Oxfordshire Local Enterprise Partnership.

9. **Update on governance review**
   11.45

   Cllr Lorraine Lindsay-Gale will update the committee on the recent activity undertaken by the committee's governance working group.
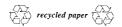
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10. Forward Plan
11.55

The Committee is asked to suggest items from the current Forward Plan on which it may wish to have an opportunity to offer advice to Cabinet before any decision is taken. The current Forward Plan can be found on the Council's website: http://mycouncil.oxfordshire.gov.uk/mgListPlanItems.aspx?PlanId=157&RP=115

11. Close of Meeting
12.00

Declarations of Interest

The duty to declare…..
Under the Localism Act 2011 it is a criminal offence to
(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
(b) provide false or misleading information on registration, or
(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?
The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**
- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.
The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.
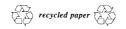
Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned….."*.

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:
Employment (includes*"any employment, office, trade, profession or vocation carried on for profit or gain"*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Rachel Dunn on (01865) 815279 or Rachel.dunn@oxfordshire.gov.uk for a hard copy of the document.

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STRATEGY & PARTNERSHIPS SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 4 October 2012 commencing at 10.00 am and finishing at Time Not Specified

Present:

Voting Members: Councillor Lorraine Lindsay-Gale – in the Chair

Councillor Ray Jelf (Deputy Chairman)
Councillor David Turner
Councillor Marilyn Badcock
Councillor Norman Bolster
Councillor Liz Brighouse OBE
Councillor Tim Hallchurch MBE
Councillor Caroline Newton
Councillor Larry Sanders
Councillor David Wilmshurst

Other Members in Attendance:

By Invitation:

Officers:

Whole of meeting   Sue Scane, (Assistant Chief Executive & Chief Finance Officer)

Part of meeting

Agenda Item	Officer Attending
6,7 & 8	Alexandra Bailey, Senior Performance and Improvement Manager
10	Sean Collins (Service Manager – Pensions, Insurance and Money Management)

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting [, together with a schedule of addenda tabled at the meeting/the following additional documents:] and agreed as set out below. Copies of the agenda and reports [agenda, reports and schedule/additional documents] are attached to the signed Minutes.

57/12 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS
(Agenda No. 1)

None were received from the committee. Sue Scane sent apologies from Cllr Hudspeth who was due to cover the financial monitoring overview.

58/12 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE ON THE BACK PAGE
(Agenda No. 2)

None.

59/12 MINUTES
(Agenda No. 3)

The committee agreed the minutes of its previous meeting on 26th July.

60/12 SPEAKING TO OR PETITIONING THE COMMITTEE
(Agenda No. 4)

61/12 DIRECTOR'S UPDATE
(Agenda No. 5)

The Assistant Chief Executive & Chief Finance Officer, Sue Scane, gave an update on current issues within the Chief Executive's Office of relevance to the committee.

- The locality review meetings in September went well.

- The Councillor Community Budget applications are picking up, budget is for up to end of March 2013. Details of how budgets have been spent will be published. The basic principle is that spend should meet a community need. Sue Scane clarified that this can include highway issues.

- Legal and Democratic Services – national benchmark figures have been released nationally Oxfordshire County Council comes across well with low cost but high performing.

Staff Updates

- New Communications manager to start in mid-November (Eddie Gibb)

- New Corporate Policy manager John Courouble started on 8th October, Maggie Scott will now be part time.

Finance

- Accounts for last year have been signed off successfully.

- still lots of uncertainty around the local government settlement and longer term financial picture for councils. Settlement not expected until mid December - scrutiny budget day will move to 10 January 2013.

62/12 PARTNERSHIP WORKING IN OXFORDSHIRE
(Agenda No. 6)

Alexandra Bailey (Senior Performance and Improvement Manager) presented the September Council paper on partnership working in Oxfordshire, for discussion. She explained that the information it contained was provided by a number of partnerships.

Cllr Newton asked how the information is challenged to ensure it is robust. Alexandra Bailey explained that the partnership landscape had changed and they were increasingly independent with less formal reporting, but Oxfordshire County Council representatives on partnerships are there to challenge as they go along.

Cllr Turner was keen to receive an update on Armed Forces Champions.

It was AGREED that an update on the champions and military partnership working more widely would be added to the scrutiny work plan.

Members of the committee were particularly interested in the progress of the LEP and how it was being held to account.

Sue Scane outlined that LEPs are primarily accountable to central government and explained that the LEP is a partnership involving business, education and the wider public sector therefore decisions were not being taken by business in isolation.

It was AGREED that it would be useful to receive an update on the LEP's work and to involve Cllr Hudspeth and explore the possible attendance of the LEP chairman or vice-chairman at a future meeting.

Alexandra Bailey also AGREED to bring an update on partnerships in general in 6 months' time.

Councillors wanted to be assured that there was rigorous assessment taking place of how partnerships were performing against their priorities.

Alexandra Bailey explained that the Joint Strategic Needs Assessment, to which a new approach was currently being developed, will in future provide an evidence base of need and outcome that could be used to challenge partnerships. She suggested councillors may like to be involved in the JSNA development process.

AGREED that Alexandra would bring back further information on the JSNA to the committee in future.

63/12 VOLUNTARY, COMMUNITY & FAITH SECTOR INFRASTRUCTURE SUPPORT
(Agenda No. 7)

Alexandra Bailey updated the committee on recent changes to the way in which Oxfordshire County Council supports the voluntary and community sector, encapsulated in new £180,000 3 year infrastructure contract.

The contract is outcome based and asks the voluntary sector to join up, deliver more together and do things differently in future. Alexandra Bailey suggested that it might be useful for OCVA (Oxfordshire Community and Voluntary Association) who won the contract to attend a future meeting and explain more about their work and how councillors in their local role an support the voluntary sector and vice versa.

It was AGREED to schedule an update from OCVA at a future meeting.

64/12   CORPORATE PLAN PERFORMANCE AND RISK MANAGEMENT REPORT QUARTER 1 2012
(Agenda No. 8)

Alexandra Bailey presented this report on performance in the first quarter. Councillors asked to give feedback now before the report goes to cabinet.

Councillors noted the report but questioned how valuable it was as it was currently presented.

65/12   FINANCIAL MONITORING OVERVIEW
(Agenda No. 9)

Sue Scane talked through the Cabinet Member's report as Cllr Shouler was unwell.

She highlighted that there was a very small underspend in the council budget overall, she also explained that the council had received a refund from the Department for Education in relation to school funding. An efficiency reserve of £20m has been built up to help manage possible reductions in funding in future.

The Council is in a strong position and currently on track to achieve its agreed savings.

66/12   THE NEW LOOK LOCAL GOVERNMENT PENSION SCHEME FROM APRIL 2014
(Agenda No. 10)

Sue Scane (Assistant Chief Executive and Chief Finance Officer) and Sean Collins (Service Manager – Pensions, Insurance and Money Management) updated the Committee on planned changes to the local government pension scheme. A draft response to an anticipated national consultation on the LGPS was shared with the committee.

The Pension Committee and Cabinet have already welcomed the proposals.

The committee were happy to endorse the draft consultation response contained in the report.

67/12 FEEDBACK FROM GOVERNANCE WORKING GROUP
(Agenda No. 11)

The working group has met twice and considered the feedback received from the member survey as well as looking at how other Councils work.

Cllr Hudspeth joined the last meeting and the members were encouraged by the discussion.

Members are keen to explore cabinet advisory models. The issue of scrutinising education in future is also to be explored.

68/12 FORWARD PLAN
(Agenda No. 12)

An update on LEP at the next meeting.
Voluntary Sector and Military and JSNA to be scheduled.

69/12 CLOSE OF MEETING
(Agenda No. 13)

.... in the Chair

Date of signing   ....

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Strategy & Partnerships Scrutiny Committee – 29 November 2012

OXFORDSHIRE BETTER BROADBAND PROGRAMME – BROADBAND PROCUREMENT

Report by Deputy Director (Customer Services) Environment and Economy

Background

1. It is widely accepted that business and residents need to have unfettered access to online resources and the ability to conduct transactions digitally.

2. Led by the County Council but in partnership with dozens of stakeholders, the Better Broadband Programme aims to bring significantly improved speeds for broadband throughout the county by 2015. Its key focus is to bring superfast broadband (minimum of 24Mbps) to areas where this would not happen as part of the expected market expansion.

3. There are a number of strategic benefits this programme hopes to achieve such as:
    a. Unlocking Oxfordshire's high-tech, high-value economy
    b. Opening up the world to Oxfordshire's Small and Medium Enterprise (SME) community
    c. Enabling our communities and transforming the opportunities of our young people
    d. Broadening access to our public services for our citizens

4. In addition, the business case for the broadband investment includes an Oxfordshire Community Network (OCN) component. The Council has already taken the decision to cease to maintain the OCN from March 2014. Enabling sufficient commercial broadband across Oxfordshire reduces the transition costs associated with dismantling the network. In summary the key advantages are :
    a. Accelerating the Council's move away from the OCN to avoid the costs of maintaining the status quo, estimated at £5 - £7Million
    b. Negating the need to "improve" the OCN at further cost to meet the needs of schools/academies who have no commercial option
    c. Avoiding a further procurement exercise and support contract needed to manage and maintain the OCN from April 2014

5. Work with schools and academies is already underway to support their move away from the OCN and onto commercial broadband options as these become available. By the end of this calendar year, our latest estimate is that 20% of schools and academies will have made this transition.

6. The council is investing £10M in capital funds (which is combined with £3.86M in national funds) to extend and improve the broadband infrastructure to parts of the county which currently suffer from poor or unreliable connectivity.

7. The County Council's role in this programme is to provide a mechanism for investment in improving the infrastructure. This will be accomplished through coordinating national, local authority and community investment, leading on the procurement, as well as leading on partnership and engagement with communities and partners. The 'investment' will be with a private sector partner on an outcome basis (improved digital infrastructure for a number of premises). At the end of the process, the Council will not accrue an asset.

8. In the absence of the proposed programme, it is estimated that approximately one third of the county's premises would remain in areas of market failure with no realistic prospect of a viable broadband service. As a result of this programme, a 'basic broadband' (>2Mbps) would be available countywide with a vast majority of premises across Oxfordshire receiving at least 24Mbps in connectivity speeds.

Procurement Update

9. The programme is taking a Competitive Dialogue approach to agreeing a contract with a private sector partner. The first major stage to determine the participants was completed in October. Closed session negotiations began in November and are expected to continue for several weeks leading up to an agreed contract in the spring. A Cabinet decision on the contract has been timetabled for May.

Partnership Engagement

10. In addition to the capital investment, the programme has pursued other options to improve broadband connectivity across Oxfordshire.
    a. Facilitating the development of a bid for £2.1M to the Growing Places Fund for use in the Enterprise Zone business parks at Harwell and Milton Park.
    b. Collaborating with Oxford City Council to submit their bid of £5M to the Super-Connected Cities fund (a part of the Department of Culture, Media and Sport).
    c. Supporting several communities across the county to bid for over £1.8M in funding from the Department for Environment, Food and Rural Affairs' Rural Broadband Fund.

RECOMMENDATION

11. **The Committee is RECOMMENDED to:**
    (a)   Note the contents of this report

GRAHAM SHAW
Deputy Director (Customer Services) Environment and Economy
November 2012

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Background papers: FAQ included below for information.

Contact Officer: Broadband Engagement Officer Lisa Michelson, T (01865) 815673
lisa.michelson@oxfordshire.gov.uk

Better Broadband for Oxfordshire
Frequently Asked Questions

What is broadband?
Whatever you do on the internet requires information to go to and from your computer. This information reaches your computer via broadband - the better quality broadband the better the internet experience.

Access to the internet is considered as essential as any household utility such as electricity or water. Using an analogy, to get water to your house, you need pipes. The bigger and better the pipes the more water you get. Broadband speeds are like water pressure – a higher speed makes it more efficient.

What do I have now?
Residents and businesses can connect to the internet via a telephone line, cable TV connection or high-capacity fibre optic cable. But not all broadband across the county is of the same quality. As with the above water analogy, in Oxfordshire some people turn on the tap and they get a trickle while others are getting all the water they need.

What is Oxfordshire County Council doing?
The council is investing £14m to improve broadband 'pipes' around the county. This project has been set up to take advantage of the government's Broadband Delivery UK (BDUK) initiative, which provides funding to help councils improve broadband access where it is currently lacking and where needs might not be met by the private sector.

Why is broadband crucial to Oxfordshire?
For individuals at home, improved broadband can transform lives; services can be easily accessed, families contacted, information shared and businesses run from home.

Broadband-dependent technologies can transform how business operates. Cloud-computing, video-conferencing and social media increase productivity, open up new markets, and enable instant transfer of knowledge.

Oxfordshire has a reputation as a place where people want to live, work and run their own businesses. The county has the largest concentration of research and development activity in Western Europe, and a world-class university.

What difference will better broadband make?
Businesses and residents will not be left behind by poor internet access; they will enjoy broadband that's available like any other utility. People across the county will reap the benefits of being connected; schools will access more resources; businesses can be run from home; families can stay connected; jobs can be found; public services can be easily accessed; business will develop and grow.

How did it come to be that Oxfordshire has these poor areas for broadband? Could the council not have intervened sooner?
Oxfordshire is the most rural county in the South East. Although broadband infrastructure is gradually extending into more rural areas, some parts of the county are being left behind. To date, broadband infrastructure providers have focused their efforts on larger towns and cities due to the large number of potential customers.

A certain amount of funding to improve broadband in the county has become available as part of the Government's BDUK (Broadband Delivery UK) initiative. Prior to this the County Council did not have the opportunity to invest in such a project.

What is the County Council's role in broadband?

The County Council's role is to understand the needs of residents and business and to facilitate improved broadband. It will coordinate national, local authority and community investment, lead on the procurement, as well as engaging with communities and partners.

The investment the County Council makes will ensure that the right outcome is achieved from a private sector partner (improved digital infrastructure for a number of premises). At the end of the process, the Council will not accrue an asset.

County-wide roll-out is set to be completed by 2015. In the meantime, we are ensuring that the needs of communities are well understood by the council and service providers. We are doing this via our consultations with the public and businesses across the county. Visit: www.oxfordshire.gov.uk/broadband to demand better broadband.

What funds is the County Council using to roll out improved broadband to the county?

The public sector capital investment for Oxfordshire (from UK Government and Oxford County Council) is £13.86million (£10 million from Oxfordshire County Council and £3.86 million from Broadband Delivery UK). Part of the funding has come from the decommissioning of the existing Oxfordshire Community Network (the existing network used by schools, libraries and council offices). Our improvements to the broadband infrastructure will help schools to deliver the curriculum and families will have improved access to online resources.

We are also working to leverage contributions from the private sector. The investment may be supplemented with contributions from our local authority partners

There is a lot of talk about things like 'fibre optic broadband' and 'cabinets' – what does this all mean?

Fibre optic broadband is a new type of broadband which uses fibre optic cables to help increase broadband connection speeds. Fibre optics have less interference, keep the signal strength over much greater distances and operate at a higher frequency range. Higher frequency means greater bandwidth, and greater bandwidth means faster connection speeds.

A cabinet is a green box, usually found at the end of a street. It contains the wires needed to connect homes and businesses to broadband and works like a telephone exchange.

If you would like more information or if you are asked technical questions, officers are more than happy to provide more information on how it all works. You can email the project team: broadband@oxfordshire.gov.uk

What about wireless?

Wireless is a way of accessing broadband without needing to plug your computer into a fixed internet connection. It's often available in coffee shops and businesses and many people have it in their own homes to enable them to use their computer in any room.

Where there are wireless connections available, we will take them into account when considering how best to bring broadband to Oxfordshire. In some cases wireless may offer the best solution for a community but for most it will not provide sufficient infrastructure to be reliable.

I have heard people talking about 4G, what is it?
4G is quick internet connection for mobile devices – the fourth generation of wireless mobile communications technology, set to usurp the current 3G network in use today. The basic infrastructure to deliver widespread 4G coverage is several years away from being in place. 4G does not offer the same reliability or capacity as the broadband infrastructure the County Council is investing in, to be delivered by the end of 2015.

How can residents and businesses help to get better broadband?
Residents and businesses are already getting involved. We are seeking their views about their broadband services and future needs. These responses will inform the broadband project; they will help us to understand current broadband coverage in Oxfordshire and identify communities that want better broadband. The greater the number of people who register, the better our negotiating position will be with potential broadband infrastructure providers. To get involved visit:
www.oxfordshire.gov.uk/broadband

Once the broadband programme is rolled out, will Oxfordshire County Council pay my broadband bill?
No, the investment is to improve broadband infrastructure. Residents and businesses will still need to purchase their own broadband services.

How will the County Council decide which company to use to put in the broadband infrastructure?
We intend to test the market through the tender process to get the best value for money in meeting our requirements. The tender process is a formal way of finding a broadband provider that will be able to deliver the County Council's broadband programme to bring better broadband to Oxfordshire by the end of 2015. We want to ensure that all areas of the county benefit as equitably as possible from better broadband and to minimise the risk of the chosen supplier merely 'cherry picking' the most favourable economic areas.

If there is a need, can't the market meet this need, leaving the council to use its money on its core services like social services?
Oxford County Council's broadband programme will future-proof communities and will improve their lives. For example, services such as Telehealth will enable remote monitoring of health within people's homes, avoiding costs in expensive healthcare.

Broadband has a significant role to play in developing local communities and the way that people use services. This will make it easier for people to access public services, develop new skills with e-learning courses, work from home, stay in touch with friends and family, connect rural communities and their businesses, etc.

As part of our vision for a more connected Oxfordshire we need an infrastructure capable of supporting the ever-increasing demand for information and services to be online.

What is the starting point as far as current coverage is concerned?
Without the County Council's intervention it is estimated that approximately one third of the county will remain without broadband speeds above 24Mbps (this is what you need to stream video, share high quality photos, download large files and video conference, for example).

The table below shows broadband coverage by district and number of premises. The results are from a recent survey conducted with different broadband providers. This chart shows broadband coverage prior to the infrastructure investment by the County Council's programme.

Districts/coverage	Total number of premises	Premises that would have superfast without intervention	Premises within intervention area	% of total premises in intervention area
Cherwell	62,525	45,030	17,495	28%
Oxford	60,815	57,697	3,118	5%
South Oxfordshire	59,993	29,974	30,019	50%
Vale of White Horse	53,893	34,165	19,728	37%
West Oxfordshire	48,215	24,660	23,555	49%
Oxfordshire	285,441	191,526	93,915	33%

Oxford County Council is aiming to improve broadband for all premises in the county and to deliver broadband speeds of above 24Mbps to at least 256,800 premises.

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Strategy & Partnerships Scrutiny Committee – 29 November 2012

PROPERTY AND FACILITIES MANAGEMENT CONTRACT:
IMPLEMENTATION OVERVIEW

Purpose

This report provides Members with an overview of the performance of the recently commenced Property and Facilities Management Contract. It seeks to reassure Members that mobilisation has been successful and that initial teething issues are being managed.

Background

1. On the 19th April 2012 Oxfordshire County Council signed a 10 year contract with Carillion supported by Capita Symonds (CCS) to take responsibility for all Property & Facilities (P&F) operational activities and some property strategy activities. The operating model required the Council's P&F Client Team to co-locate with CCS to fully realise the efficiencies offered. The contract operational start date was Sunday the 1st July 2012, providing a 10 week mobilisation period from contract signing.

2. During mobilisation an OCC/CCS Joint Steering Group met weekly to monitor and manage progress against the agreed change management plan and programme, and reported to Huw Jones Director for Environment & Economy.

Overall Position

3. Overall, the mobilisation of this large and complex contract has been in line with the Council's expectations. However, as with any major change, issues occur which need to be addressed; and where these come to light through customer complaints these are logged and tracked through the P&F Helpdesk. These are then dealt with by CCS service teams, and reported to the Deputy Director – Commercial to ensure the Council is made aware of any on-going or systemic issues.

4. The contract is monitored through a structured management approach with the most senior of which is the Partnership Board (attended by OCC Members and senior officers and directors from Carillion) the Property Service Operations Board (which is chaired by the Deputy Director – Commercial) and Service Stream specific meetings between CCS specialist staff and the OCC Client team.

Detailed Update - Operational

5. **Operational office location.** Cuffas Lea House on the Oxford Business Park was agreed to meet the Council's co-location criteria for operations.

6. **Transfer of staff.** The main focus for HR was the successful transfer of circa 720 staff (635 direct from OCC) into the CCS operation, and the OCC/CCS joint HR team worked closely with Unison throughout.

7. **Operating structure.** A Transition phase from contract commencement until December 2012 was agreed, during which the normal operating structure is to be developed and instigated. The new operational structure will include ten area based Facilities Managers responsible for the delivery of Catering, Cleaning & Engineering within their specific geographic region.

    Within the professional services teams for Design & Construction, Estates Management and Energy a competency based assessment has been carried out. A specific CCS service improvement plan for the team that transferred from Mouchel has been implemented.

8. **Service continuity.** A "lift and shift" approach of all operations was adopted at the start of the contract. This was particularly important for the front line services such as Food with Thought (FwT); for which positive feedback was received from the media and schools during the early part of autumn term. This approach also was applied to projects planned for completion over the summer. However it was recognised that this would not achieve the co-ordinated approach to service delivery and service improvement required from this long term contractual arrangement.

    A significant challenge was the work transferred from the outgoing service provider, including approximately 600 reactive works orders at various stages of completion, the planned work required to be completed over the summer period, and numerous capital projects at various stages of design or construction. With a few exceptions this demand was met. Exceptions included some legacy schools and Fire and Rescue Service work. Lessons learnt from this initial phase will be used to inform the implementation of the target operating model. Additional legacy issues in facilities management, including cleaning provision and termination of local arrangements are being addressed as part of the early programme work.

9. **Communications.** There are a number of areas under the contract where communication needs to improve. This is partly due to legacy arrangements but is an important area that needs addressing. Having established and operated a Transition Communications Plan, CCS and the P&F Client team are currently reviewing communications requirements for various stakeholders and scenarios with the intention of introducing substantial improvements.

10. **Information management and property assets.** CCS has developed a comprehensive suite of data storage and information management systems. These systems will support the activity and records required to effectively manage the Council's property assets and services under the contract. The systems and data will fully go live at the end of the Transition period in December 2012 and be accessible to the Council's P&F Client team as well as the CCS staff delivering the services.

    As part of the mobilisation and implementation of the contract, CCS has undertaken an *asset verification* survey of the Council's Corporate and Schools estates to identify all 'fixed assets' (fixed mechanical and electrical building services within a building) within the buildings and to allot each asset a unique reference number. This new level of information will allow improved maintenance and service frequency task allocation, as well as more accurate cost data.

    CCS has also undertaken *condition surveys* of the Corporate and Schools estates to provide up to date and comprehensive knowledge of the condition and maintenance liabilities of the estate. The surveys are updated by CCS as maintenance and project work is carried out. Having this quality of information will enable better informed decisions to be made about investment in the estate (this is programmed to be achieved by January 2013 and the updates will be on-going).

11. **Performance Management.** In accordance with the terms of the contract the KPIs and OPIs included within the tender documents are currently being reviewed. Amendments to these measures will be informed by CCS's experience from similar contracts elsewhere and with the experience gained from the first four months of the new operation. Change and revision will only be accepted if it improves contract control and quality and has no additional risk to the Council.

12. **Statutory Compliance.** CCS is reporting on the current status of statutory compliance at service transfer, and will develop a Management Plan and programme of activity to achieve consistent statutory compliance. Current compliance issues particularly around health and safety and the Equality Act are being managed by Carillion and monitored by the Property Service Operations Board through the service/contract risk register.

13. **Sustainable Communities.** CCS is committed to a number of actions and targets relating to Sustainable Communities, one of which is achieving at least 60% use of Oxfordshire based suppliers over the 10 year life of the contract. After the first 4 months of the contract 43% has already been achieved. Appendix 1 shows the draft Sustainable Communities programme.

14. **Strategic Asset Management Plan.** CCS is in the process of reviewing and developing a Strategic Asset Management Plan. The

approach to be adopted was approved by the Capital and Asset Programme Board on the 9ᵗʰ October 2012; the approach will include a series of meetings with Deputy Directors across the Council to establish future business and service needs prior to a presentation to Cabinet.

Detailed Update - Finance

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15.   The asset rationalisation programme will deliver the MTFP savings on property costs through to the end of 2014/15. The Council is starting to implement 'agile working' (this will start with a review of office based staff and use of new technology) across the organisation, and this will inform the Council's office strategy and lead to additional opportunities for savings beyond the MTFP period through further rationalisation of the estate.

16.   **General.** In a full year the contract will realise the MTFP forecast savings of £550k. However, due to the part year implementation from 1st July 2012, in 2012/13 the savings will be £410k.

 Members of this Committee are asked to:
   1. **note the report and the work being undertaken by officers and Carillion & Capita Symonds to ensure the on-going performance of the contract will be managed appropriately**

Mark Kemp
Deputy Director - Commercial
Environment & Economy

November 2012

Appendix 1 – Sustainable Communities draft programme

2012 Quarter 4	2013 Quarter 1	2013 Quarter 2	2013 Quarter 3	2013 Quarter 4
Appoint Community Engagement Co-ordinator Contact SMEs Preparation for Meet the Buyer Event	Meet the Buyer event			
	1 SME Development Workshop	1 SME Development Workshop	1 SME Development Workshop	1 SME Development Workshop
	1 Local Supply Chain Surgery	Guest speaker to SME & 3rd sector events		Guest speaker to SME & 3rd sector events
Contact schools with extension works planned to review opportunities for pupil presentations Contact BITC Contact Education Business Partnership	2 work experience placements	2 work experience placements	2 work experience placements	2 work experience placements
	Education Sessions (15 hrs) 2 Primary School event (possibly ICE Bridge)	Education Sessions (15 hrs) 2 Careers events with heli-pad game	Education Sessions (15 hrs) 2 Secondary School Event " into Engineering" with construction games	Education Sessions (15 hrs) 2 Careers events with heli-pad game
	1 project site tour to be arranged	1 project site tour to be arranged	1 project site tour to be arranged	1 project site tour to be arranged
Catering and Cleaning managers to develop programme	4 back to work trials for catering and cleaning staff/engineers undertaking career breaks	6 back to work trials for catering and cleaning staff/engineers undertaking career breaks	4 back to work trials for catering and cleaning staff/engineers undertaking career breaks	4 back to work trials for catering and cleaning staff/engineers undertaking career breaks
	Staff Professional Development Database completed and mentors allocated across CCS	Review any mentoring with SMEs at the Local Supply Chain Surgery and Development Workshops		
				1 SME Dragon's Den

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Strategy & Partnerships Scrutiny Committee – 29th November 2012

LOCAL ENTERPRISE PARTNERSHIP

Report by Director for Environment and Economy

Context

1. The purpose of this paper is to provide members with an update on the work of the Oxfordshire Local Enterprise Partnership.

2. The Oxfordshire Local Enterprise Partnership was established at the beginning of 2011. The initial basis for the Partnership was developed in response to an initial invitation from Government. Ministerial approval for the Partnership was received in March 2011, making it one of the first Partnerships to be established in the Country.

3. A review of the governance and working arrangements was undertaken towards the end of 2011. This reviewed the Partnership's progress during the set up phase and enabled changes to be put forward that reflected experience. It also enabled the implications of an enhanced role for the Partnership to be taken into account: an enhanced role arising out of further Government initiatives.

4. Revised governance and working arrangements were agreed by the partners and came into effect from May 2012. At the same time the Chairmanship of the Partnership passed from Martin Dare-Edwards to Adrian Shooter.

5. The primary aim of the Partnership is to support the creation of more private sector jobs in Oxfordshire. It provides leadership in encouraging enterprise in the Oxfordshire economy, helping to create more sustainable, value-adding jobs and removing barriers that inhibit growth.

6. A key consideration right from the establishment of the Partnership has been the importance of ensuring that it adds value, that it does not duplicate existing activity, and that its activities are prioritised.

7. It is a partnership between the business community and local government that operates as an unincorporated association. The governance structure comprises an Executive Board, Programme Sub-groups and the Forum. The Executive Board is responsible for preparing an annual business plan on behalf of the Partnership and for ensuring that its agreed priorities are taken forward.

8. The Forum is a group of senior business leaders in Oxfordshire that meet with the Chairman and Vice Chairman at least twice a year. The Forum provides the opportunity for business leaders to influence the strategic direction of the Enterprise Partnership over time. In addition the Chairman of the Partnership is committed to meeting with the Leaders of all the Local Authorities on a regular basis.

9. Secretariat and administrative support for meetings of the Partnership is provided by County Council staff. A broad range of partners are involved in the detailed work associated with the work priorities of the Partnership.

The Executive Board

10. One of the key changes introduced with the new governance and working arrangements was to strengthen the accountability of individuals nominated to the Executive Board. Executive Board members comprises representatives from the business sector, the education sector and the public sector.

11. Business sector representatives are a combination of nominations from business-led partnerships in the major areas of economic growth – Bicester, Oxford (and environs) and Science Vale UK – and nominations by representative business organisations – such as the CBI, IoD, Federation of Small Businesses.

12. The Oxfordshire economy benefits substantially from the investment made by the Colleges and Universities in supporting and fostering an enterprise culture. It is on this basis that the Executive Board has representatives from Oxford University, Oxford Brookes University and Oxford/Cherwell Valley College.

13. Public sector representation on the Executive Board comprises the Leader of Oxfordshire County Council and two nominees made by the District Council Leaders. The latter are currently the Leader of South Oxfordshire District Council (in her role as Chairman of the Spatial Planning and Infrastructure Partnership) and the Leader of Oxford City Council.

14. Each Board member is expected to

   a) Attend a minimum of 80% of Board meetings per annum

   b) Act as a champion for one (or more) of the Partnership's priority areas of work – 'the programme'

   c) Communicate with and represent the collective interests of the programme on which they are leading

d) Act as a conduit for the flow of information to/from the Executive Board about their programme.

15. Appointments to the Executive Board are made on a non-executive basis. The Chairman and Vice-Chairman of the Executive Board are elected by their peers. Voting is on the basis of 'one member, one vote' with the Chairman holding the casting vote.

16. The working relationship between the Enterprise Partnership and the Spatial Planning and Infrastructure Partnership has been strengthened under the new governance and working relationships – with the Chairman of each being a member of the other Partnership and a protocol setting out in greater detail the working relationship.

17. The new governance and working arrangements also strengthen the link with the skills agenda, with the Chairman of the Oxfordshire Skills Board a member of the Executive Board.

Core Funding

18. In September 2012 the Government announced that Enterprise Partnerships will receive core funding of £250,000 per annum for the remainder of this Parliament. This additional resource will enable the Partnership to push ahead with its core areas of work.

19. Details of the funding are still emerging from Government and the Executive Board is still considering how it will allocate this funding. The Government guidance is clear that it sees the core funding to be in addition to existing levels of support provided by the private and public sectors. It is also clear that the nature of the Partnership should not be fundamentally changed as a consequence of the availability of core funding.

Work Priorities

20. The Executive Board has prioritised its activities centred around a discrete number of work streams, each of which is led by a 'champion' who is a Board member:

Skills	Adrian Lockwood
Innovation	Ian Walmsley
Inward Investment	Nicholas Grant
Business Support	Phil Shadbolt
Access to Finance	Ian Wenman
Infrastructure	Adrian Shooter
Broadband and Digital	Margaret Coles

21.   Each champion is responsible for defining the scope of the work stream and for pulling together partners (from both [private and public sector) to work on identifying the actions that need to be taken forward.

Investing in the Oxfordshire Economy

22.   The Government has set out an important role for the Enterprise Partnership in helping identify investment priorities and in allocating funds.

23.   The stronger working relationship between the Enterprise Partnership and the Spatial Planning and Infrastructure Partnership is enabling progress to be made towards having a single, prioritised, list of strategic infrastructure requirements. Arriving at a single prioritised list will help ensure consistency of approach in the allocation of the funds available to support the Oxfordshire economy

24.   The Enterprise Partnership was awarded £8m as part of the Government's Growing Places Fund. The Partnership has used this to set up a 'revolving fund': allocating monies to deliver infrastructure that enables economic growth to take place and then recovering the initial investment so as to enable the funds to be recycled and a further investment to be made elsewhere in Oxfordshire.

25.   In order to administer the Growing Places Fund the Enterprise Partnership has established an Infrastructure Funding Sub-Group. Through this the Partnership invites proposals to be submitted for consideration. Proposals are independently checked and assessed prior to being considered by the Sub-Group. The County Council is the accountable body on behalf of the Partnership for the Growing Places Fund: a requirement for the Fund being that the monies are public sector funds.

26.   The initial call for proposals led to the Partnership allocating funds to 3 projects that will support economic growth in and around the Milton Park and Harwell Science Park campuses. The Partnership has recently issued a call for further proposals to be put forward for consideration.

27.   The Enterprise Partnership was successful in securing Enterprise Zone status for parts of Milton Park and Harwell. A key benefit of the Enterprise Zone is the fact that Government has guaranteed that any growth in the business rates (arising out of economic growth) is fully retained within Oxfordshire for the benefit of the Oxfordshire economy.

28.   The scale of the growth planned within the Enterprise Zone is such that the funds retained within the Oxfordshire economy could be in the order of £150-200m over the next 20 years. The Enterprise Partnership is working closely with Science Vale UK to ensure that the potential of the Enterprise Zone is realised. To that end the Enterprise Partnership has prioritised use of the funds generated by the Enterprise Zone to invest in the infrastructure needed to enable its potential to be realised. However ultimately the funds generated

by the success of the Enterprise Zone will bring benefits across the whole of the Oxfordshire economy.

29.   The Partnership has also been championing investment in infrastructure elsewhere in Oxfordshire with Highways Agency funding (matched in part by the County Council) secured to deliver further improvements at M40 Junction 9. A bid to Government in support of the 'super connected city' bid for Oxford has been submitted in partnership with the City and County Councils – an announcement on this is expected as part of the Government's autumn statement.

30.   The Government has announced that in future it will devolve the allocation of funding for local transport 'major' schemes to Local Transport Board. Until now the allocation of funds for these schemes – typically in excess of £5m – has been made by the Department for Transport in response to proposals submitted by Local Transport Authorities.

31.   Under the new arrangements Local Transport Boards will be established to allocate a sum of money identified for the local area. The Board will be a partnership between the Local Transport Authority (the County Council), the Enterprise Partnership and potentially a number of other partners. Proposals for the governance arrangements for Local Transport Boards have to be submitted to the Government by the end of the calendar year.

32.   The Enterprise Partnership, along with the City Council and County Council has been invited to come forward with a proposal for a second-wave 'city-region deal'. The prospectus issued by Government identifies 5 tests that any proposal must focus on:

- Reducing regulation, creating well functioning markets and promote an enabling environment for business and boost private sector growth and investment
- Strong governance across the functional economic area, so that decisions necessary for the growth of the area as a whole can be taken quickly and effectively
- The ability to harness significantly greater private sector input, expertise and resources
- The political commitment and readiness to put resources into delivering the deal
- Driving efficiency in the use of public money in the area and doing more with less.

33.   Discussions are at an initial stage and are currently focused on identifying the potential theme that might underpin a proposal from Oxfordshire. Deadline for the submission of an Expression of Interest is 15 January 2013.

The Committee is invited to note the progress being made by the Local Enterprise Partnership

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