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AYLESBURY VALE DISTRICT COUNCIL

Democratic Services

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6 October 2015

FINANCE AND SERVICES SCRUTINY COMMITTEE

A meeting of the Finance and Services Scrutiny Committee will be held at **6.30 pm on Monday 12 October 2015** in **The Olympic Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

Membership: Councillor M Rand (Chairman); Councillors B Chapple OBE (Vice-Chairman), J Bloom, J Chilver, B Everitt, A Huxley, S Lambert, E Sims, M Smith, M Stamp and M Winn

NOTE: Please bring your copy of the Quarterly Finance Digest – April to June 2015 (pink cover) to the meeting (Agenda Item No. 7 refers).

Contact Officer for meeting arrangements: Craig Saunders; csaunders@aylesburyvaledc.gov.uk;

AGENDA

1. APOLOGIES

2. TEMPORARY CHANGES TO MEMBERSHIP

Any changes will be reported at the meeting.

3. MINUTES (Pages 1 - 10)

To approve as a correct record the Minutes of the meeting held on 30 June, 2015, copy attached as an appendix.

4. DECLARATION OF INTEREST

Members to declare any interests.

5. AYLESBURY WATERSIDE THEATRE CONTRACT REVIEW (Pages 11 - 16)

To consider the report attached as Appendix B.

Contact Officer: Paul Marston-Weston (01296) 585116

6. HEALTH, SAFETY AND WELL-BEING STRATEGY 2015-18 (Pages 17 - 36)

To consider the report attached as Appendix C.

Contact Officer: David Thomas (01296) 585158



7. QUARTERLY FINANCE DIGEST (Pages 37 - 38)

To consider the report attached as Appendix D.

Contact Officer: Tony Skeggs (01296) 585273

8. WORK PROGRAMME (Pages 39 - 44)

To consider the report attached as Appendix E.

Contact Officer: Craig Saunders (01296) 585043

9. EXCLUSION OF THE PUBLIC

The following matter is for consideration by Members "In Committee". It will therefore be necessary to

RESOLVE –

That under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the Paragraph indicated in Part 1 of Schedule 12A of the Act:-

Aylesbury Waterside Theatre – 5 Year Contract Review (Paragraph 3)

The public interest in maintaining the exemptions outweighs the public interest in disclosing the information because the reports contain information relating to the financial or business affairs of organisations (including the Authority holding that information) and disclosure of commercially sensitive information would prejudice negotiations for contracts and land disposals/transactions.

10. AYLESBURY WATERSIDE THEATRE CONTRACT REVIEW (Pages 45 - 98)

(Category – Paragraph 3 of Part 1)

Councillor Mrs J Blake

Cabinet Member for Business Transformation

To consider the attached confidential information (Appendix A).

Contact Officer: Paul Marston-Weston (01296) 585116

FINANCE AND SERVICES SCRUTINY COMMITTEE

30 June 2015

PRESENT: Councillor Rand (Chairman); Councillors Mrs Bloom, B Chapple (Vice Chairman), Everitt, Huxley, Sims, M Smith, Mrs Stamp and Winn.

APOLOGIES: Councillors Chilver and Lambert.

1. MINUTES

RESOLVED –

That the Minutes of the meetings held on 8 April 2015 and 27 May 2015 be approved as correct records.

2. 2014/15 LEISURE MANAGEMENT CONTRACT – PERFORMANCE REPORT

The Committee received a report on the key outcomes and outputs achieved by the leisure management contract during its second year of operation in 2014/15, as well as an overview of the key suggested actions for 2015/16. Mr Duncan Jefford (Regional Director, Everyone Active), Mathew Nicholson (Area Contract Manager, Everyone Active) and Christine Coppack (Contract Manager, Everyone Active) attended the meeting to present information and to respond to issues raised by Members.

The new leisure management contract for Aqua Vale and the Swan Pool had commenced on 1 April 2013, after being awarded to Sports and Leisure Management. Under their brand name “Everyone Active” (EA), formed in 1987, this organisation now managed approximately 100 centres across the UK on behalf of 28 local authorities.

AVDC provided a monitoring service as part of the contract arrangements and undertook monitoring through regular inspections and monthly contract performance meetings. The contract had realised a betterment to AVDC of circa £620,000 per annum (index linked). £120,000 was achieved through not having to pay a management fee to the leisure centre operator and £508,000 was generated by the fee paid by EA for managing the centres.

The performance meetings discussed a range of performance indicators, as detailed in Appendix A to the Committee report, and related to the following areas:-

- Footfall (user throughput) – there had been an increase in usage during 2014/15 with Aqua Vale recording 644,457 visitors and the Swan Pool (including the all weather pitch) 390,432 visitors. Total patronage for the contract was 1,034,889 improving on last year’s figure by 33,738 visitors, equivalent to 3.26% increase on the previous year.
- Health and Safety – there had been 368 accidents at Aqua Vale this year (an increase of 8.9% on the previous year) with six being RIDDOR reportable accidents. The Swan Pool had recorded 117 accidents (a decrease of 7.87% on the previous year), none of which had been RIDDOR reportable. This represents 2.99 injuries per 10,000 visits. The difference in the number of injuries between the two centres reflects the different range of facilities being

offered with a far greater number stemming from the leisure waters at the Aqua Vale with more minor injuries being sustained by young children.

- Bi-Annual Health and Safety-Report: The Property Manager, Lead Officer Health, Safety, Fire and Resilience, Leisure Facilities Technical Manager and the Contracts Manager for Everyone Active undertook a full audit of the facilities in October 2014. The audit had raised 23 points from the site inspection (accumulative across both leisure centres) and four points from the management system. The Council and Everyone Active were working together in a positive manner to remedy the minor actions raised.
- Comments, Compliments & Complaints – both centres provided various feedback routes for customers: Written Customer Comments Cards, Electronic data pod at reception, via the website – ‘Have Your Say’ & ‘Contact the Manager’ both of which go direct to the Contract Manager & the General Managers of each site. All Comments were recorded and reviewed at the monthly Contract performance meetings with a selection displayed within the centres and shared with customers to demonstrate outcomes.

(Over the last financial year 157 complaints had been received at Aqua Vale (representing 0.024% of centre visits) and 113 at the Swan Pool (representing 0.029% of centre visits).

Annual Comments, Complaints and Compliments Reports – this had been undertaken in December 2014 by AVDC’s Customer Services Liaison Officer and had concluded that the system was working well, and that all comments/complaints were being investigated and responded to in a professional manner. There was a culture on site for providing a high level of service and good customer care.

- User and Non User Consultation Programme – a series of consultation meetings were held with users throughout the year with the main consultation done through user forums held four times a year at both centres, led by the EA Contract Manager and/or site General Managers. The meetings enabled thoughts, ideas, feedback and future site proposals to be discussed in an open manner. Minutes of the meetings were sent to those attending and displayed within the Centres. All operational actions identified were then managed by EA. Other means of consultation were shown in Appendix A in section 4 to the Committee report.
- Utilities – EA was striving hard to reduce the carbon footprint of the centres and have been recognised for their efforts by being accredited with ISO 14001 for Environmental Best Practise. Both with improved sustainable technologies being included in the recent capital projects and improved site housekeeping, EA was reported to have saved £90,000 on utility costs and subsequently saved tonnes of carbon dioxide being released into the environment.
- Swimming Lessons – The swimming lesson programme for both centres was highly successful and Aqua Vale and Swan Pool currently run at approximately 1400 and 1250 pupils respectively.

Following the completion of the Contract’s first year trading, EA had completed an action plan in partnership with AVDC to continue to develop and extend community engagement. This included inviting local partners and schools to visit the Centres to gain valuable knowledge and work experience so to benefit all parties.

EA continued to focus on a comprehensive carbon management strategy with a primary focus on reducing energy consumption and implementing environmental best

practise. Display Energy Certificate (DEC) ratings were currently being renewed on collation of a full year's utility data. The current ratings were an 'F' for Aqua Vale which was an improvement from 'G' prior to the implementation of initiatives. The lower rating was largely due to the large wet-side facilities, which required considerable energy to heat the swimming pools and air to acceptable temperatures. The current rating for Swan Pool was 'C', although this would need to be reviewed when the current building redevelopment works had been completed.

During 2014-15, EA had continued to support the apprenticeship scheme whilst also encouraging staff to apply for and achieve personal development opportunities through the EA Training Programme. The Emerging Managers Programme and the Emerging Heads of Department programmes are currently operating to help provide EA staff with the skills required to reach their full potential. Two Aylesbury colleagues have successfully 'graduated' and now held senior positions.

Following the recent service review within Leisure, EA had agreed to continue and administer the "Passport to Leisure" scheme allowing discounted/free access for local residents receiving a range of benefits or financial support at both the Aqua Vale Swimming and Fitness Centre, Aylesbury and Swan Pool and Leisure Centre, Buckingham. In addition, EA had maintained free swimming for the under 5's.

The leisure centres had also had a positive year due to their actions and initiatives under social/community responsibility. This was evidenced by a series of events whereby free access had been given for use by local and national charities, including The Anthony Nolan Trust, Sports Relief, Oxfam, Florence Nightingale Hospice, and Buckingham Rotary Club. The NHS saw Aqua Vale as a tremendous asset as the centre management allowed the NHS to undertake screening sessions of voluntary customers and improve the number of registered donors.

The EA Contract Manager continues to take an active role in local partnerships to provide support and opportunities on the panel of AV SPAN (Aylesbury Vale Sport and Physical Activity Network) awarding funding or bursaries to talented athletes or coach in the Vale.

Both leisure centres provide training opportunities for a variety of nationally recognised qualifications and Aqua Vale was a registered training centre for governing bodies, these include: National Pool Lifeguard Qualifications, Health & Safety IOSH, Pool Plant Operators Course, 1st Aid & various Swim teachers' qualifications & CPDs (Continual Personal Development) opportunities.

The swim programme had increased from a 42 week programme to 50 week programme, allowing greater continuity for learner swimmers. Coupled with this, free casual swimming was now offered to those on the programme during the Easter and Summer holidays. This modification to the Contract Specification increased the income generating potential to the Operator and also provided an additional payment to the Council. When the Operator hit the ceiling capacity of the Swim programme (year 3) the Council would receive an additional £12,000 (CPI uplift) per annum.

The Swan Pool re-development project had commenced onsite on 16 February 2015. The Council's chosen building contractor (Balfour Beatty Construction Services UK) had engaged a professional team of construction specialists, adding expertise to the project. The project was making good progress and was on time and on budget with an expected completion date by the end of January 2016. The £2.6m project had been funded by the Council and been awarded a £500,000 grant by Sport England after the Council's Leisure Officers had submitting a successful funding bid.

The Vale Park Bowls Green had been converted into two five-a-side synthetic turf pitches and opened for community use in December 2014. All bookings were made via the leisure centre operator who had reported a good level of interest and usage of the facility. The conversion would save £10,000 per annum in bowls green maintenance charges and provided for an income share arrangement which had been agreed between the Council and the Operator. The anticipated additional income was expected to be circa £15,000 p.a. to the Council after deducting operating expenses. The project had been bought in on budget / on time and was another additional asset the leisure centre could offer to the local community.

The Operator would continue to strive to increase visitor numbers again in 2015/16, and to build a sizable client base for the new synthetic turf pitches at Aqua Vale. However, visitor number would be impacted by the planned capital improvement project at the Swan Pool. Detailed phasing of the project had been agreed between AVDC, BB, and EA to ensure there was minimum disruption to customers and continuity of services.

EA was planning to launch a new GP Referral Scheme, aimed at improving and maintaining the health and mental wellbeing of inactive people with at risk of developing chronic disease. They would also continue to develop a robust succession plan for growth of team members' thereby retaining important local knowledge and experience within the contract and increase customer satisfaction, benchmarked against previous years customer comment cards. The users forum would also be further developed to increase the awareness and opportunities for customers to have greater two-way communications inside and out of this meeting structure.

Under the requirements of the Leisure Management Specification the Aqua Vale undertook the Sport England National Benchmarking Survey (NBS) during April 2015. This was an essential aid to benchmark the centres against similar facilities of a comparable nature, and gain a greater understanding of the users' satisfaction and thoughts on both centres. Over 300 surveys had been conducted over a seven day period at differing times of day to liaise with as many customers from differing user groups as possible to help establish a 'context picture' of the current service provision. At the time of writing the Committee report, the results had not been received. It has been agreed that the Swan Pool NBS will be deferred until 2016, on the grounds that any bench mark survey conducted during the phased capital project would not reflect normal operations.

Members requested further information and were informed:-

- (i) that, as anticipated, there had been a reduction in the footfall at Swan Pool since the re-development project had started. However, EA were doing everything they could to minimise the impact on customers at this time and were confident that the patronage would increase again once the works were completed.

The main target set by Sports England, in approving funding for the project, was that the patronage at Swan Pool would increase by at least 5% year-on – year once the project had been completed. This would be from a base position of October 2013 when the funding application had been submitted. EA and AVDC were confident that these patronage figures were achievable.

- (ii) an explanation was provided on the types of issues that were highlighted in comments and compliments, which often related to suggestions on how to

improve things or new activities that customers would like to see introduced. All comments were reported and reviewed via the monthly contract performance meetings.

- (iii) that all complaints were seen by the EA Contract Manager who ensured that they were investigated and responded to in a professional manner. The performance of the complaints system was audited annually by AVDC.
- (iv) on the different approaches that were used to try and consult with non users.
- (v) that the number of minor accidents (e.g. scraped knee, children bumping into each other in the pool) was very low and, per 10,000 customers was in the mid-range compared to other similar facilities managed by EA.
- (vi) that Aqua Vale could become crowded at peak times such as during school holidays. EA tried to minimise the impact on customers at these times such as having a system of coloured band to time limit centre use. All measures were done in accordance with industry standards and guidelines.
- (vii) that while the positive health outcomes for the community through use of the leisure centres could not be quantified, the centres did work with the NHS on issues such as providing health screening / checks from time-to-time. EA provided a service called 'Everyone Health' which was measuring health outcomes for a number of Councils including in Nottingham and Cambridge and could do this locally however, there would likely be an additional charge for this service.
- (viii) that EA had employed 4 apprentices through the Amateur Swimming Association who had been assisted in achieving nationally recognised qualifications. Two of the apprentices had now graduated to full time positions with EA, one at Aqua Vale and one at Swan Pool.
- (ix) that the two swimming clubs at Aqua Vale continued to be successfully and were working closer together than they had in the past.
- (x) that the two new five-a-side synthetic turf pitches at Aqua Vale were being well used, with the next peak season for use expected to be from this Autumn.
- (xi) that EA did not believe that the leisure centres had reached their footfall capacity. While they were certainly very busy at peak times, more would be done to encourage people to use the centres during off-peak periods.
- (xii) that it would be possible to provide Members with the minutes of the EA/AVDC contract performance meetings.
- (xiii) that the best and most cost effective energy management / environmental friendly technologies had been incorporated with the improvements made to both leisure centres. By their nature leisure centres used large amounts of energy however, the improvements at Aqua Vale had allowed the energy efficiency of the building to improve from 142 to 126 (within the 'F' band) over the last year or two.

RESOLVED –

- (1) That the key outcomes and outputs achieved in the second year of the leisure management contract (2014/15) be noted.
- (2) Members extended their thanks and very best wishes to Christine Coppack who was leaving EA.

(Mrs Coppack having worked at Aqua Vale over the last 7 years and been instrumental in leading on many of the initiatives and improvements).

3. COUNCIL GRANTS PROGRAMME FOR THE VOLUNTARY AND COMMUNITY SECTOR

AVDC had always provided grant funding to voluntary organisations in the District in various forms for example, project funding and/or support for the core costs of voluntary and community organisations delivering services. The current grant programmes included the Service Level Agreements with voluntary organisations; the Community Chest (in partnership with the Vale of Aylesbury Housing Trust); and the New Homes Bonus grant scheme for parish and town councils.

The Committee received a report on the grant funding programmes which included information on grants to voluntary and community sectors via SLAs in 2015/16 (Appendix 1), Community Chest grants April 2014 – March 2015 (Appendix 2) and New Homes Bonus grants awarded in 2013 and 2014 (Appendix 3).

Service Level Agreements (SLAs)

This grants programme had evolved over time and been subject to reviews in 2001 and 2008/9. The amount of money available for grant funding had reduced over time and the council currently allocated around £500,000 from its revenue budget, which provides funding for 18 voluntary and community sector organisations. Each organisation had a SLA with the council which outlined the services being supported by the funding, and the levels of service expected. These were monitored on a six monthly basis.

The funding subsidised a wide range of services, and enabled the recipients to attract additional funding for project work or service provision. One measure of the impact of the council's funding was known as the leverage ratio – i.e. the ratio of the amount of money attracted into the district to every pound 'invested' by the council. The leverage ratio for the council's SLA programme was currently 1:4. Since 2004 the SLA grants had been awarded as three year funding agreements, to provide the recipients with some stability in funding and to be able to plan for the medium term. The only exceptions to this had been where there may have been concerns over performance or the future viability of a service.

From 2013, in response to reductions in the council's grants budget and in anticipation of substantial cuts to Government funding, it was agreed to award two year agreements, with the option to extend for a third year, based on the budget available and satisfactory monitoring returns. Since then recipients have been provided with advice and information about how to reduce their reliance on AVDC funding. 2015/16 is the third year of the agreements and recipients will be asked to reapply this summer.

The application process required organisations to complete an application form and provide a range of supporting information including audited accounts, evidence of good governance, and monitoring information from previous years. In addition applicants were required to show how they were working towards reducing their reliance on AVDC funding.

The AVDC Grants Officer reviewed all of this information, and provided a summary to an informal grants panel. A scoring system was used to provide an indicative score to enable some comparison to be made between applicants. The informal grants

panel made recommendations to the Cabinet Member for Communities, Leisure and Civic Amenities, who made the final decision on the allocation of funding. Membership of the Panel reflected the political makeup of the council and was currently Councillors Cartwright, Mrs Glover, Mills, Hunter-Watts and Mrs Ward.

Applicants were kept informed throughout the process and the final decision was communicated to them by the end of December, in order to provide three months notice of funding for the next financial year.

Aylesbury Vale Community Chest

The Community Chest was established in 2006, when the council transferred its housing stock to the Vale of Aylesbury Housing Trust. AVDC and VAHT agreed to set aside £500,000 each year, for ten years, made available from the VAT generated on the repairs and maintenance expenditure incurred by VAHT. As such, the scheme would operate until March 2017. Between May 2007 and the end of March 2015, £3.61m had been awarded through 626 grants.

A grants officer was employed on a part time basis to administer the Community Chest and provide advice and support to applicants. The full costs of administering the scheme was paid for from the Community Chest fund, leaving a grants budget of £460,000 p.a.

There were 3 grant streams, each of which required the applicant to complete an application form:-

- (i) Micro Grants – up to £1,000 were assessed and awarded on a monthly basis. Applications are assessed by the Grants Officer who made recommendations to the Chief Executives of AVDC and VAHT who made the final decision.

A short monitoring form was sent with the funding documentation for return within six weeks of the grant being spent. In 2014-15, 44 applications had been submitted, of which 42 were successful, a success rate of 95%. The 42 micro grants awarded totalled £35,776. The leverage ratio for those grants was £5.75 for every £1 granted.

- (ii) Project Grants – grants of up to £25,000 were available three times a year. Applications were assessed by a grants panel, which consisted of three AVDC Councillors and three officers from the Trust. From June 2015, panel members are Councillors Mrs Blake, Irwin and Powell representing AVDC and the Head of Finance, Director of People and Performance, and Head of Community Services from VAHT.

A detailed monitoring form is sent out one year after the grant was awarded, unless the grants officer was notified that the project had a different timescale. In 2014-15, 26 project applications had been considered by the panel, of which 21 were successful, this is an 81% success rate. The 21 project grants totalled £267,100. The leverage ratio for those grants was £8.81 for every £1 granted.

- (iii) Three Year Revenue Grants – Grants of up to £20,000 per year, for three years, were assessed by the grants panel. The final round of 3 year revenue grants had been awarded by the panel in 2013.

A mid-year monitoring visit was made by the grants officer, then a year-end monitoring return was submitted by each recipient, showing progress against targets set and including revised targets and budget for the following year. Satisfactory monitoring returns enabled the panel to approve the next year's

funding payment. 12 revenue grants had been awarded for 2014-17, a total of £157,000. The leverage ratio for these grants is £9.02 for every £1 granted.

In total, £459,876 of Community Chest grants had awarded during the year, contributing to investment in local voluntary and community sector projects worth £3.97m, an average leverage ratio of £8.64:£1.

The Grants Officer produced an annual report on the Community Chest, providing information about the grants awarded, which was available on the council's website at www.aylesburyvaledc.gov.uk/communitychest. Full details about eligibility and criteria were also available using that link. The 2014/15 report would be available in August.

New Homes Bonus

The council received an annual New Homes Bonus allocation from central Government based on the number of properties added to the council tax base in the previous year, including new builds and empty properties being brought back into use. AVDC had agreed that 20% of the allocation would be set aside as an annual New Homes Bonus grant scheme to support parish and town councils affected by housing growth, and to allow projects to be delivered that would make a positive difference to Aylesbury Vale residents. The scheme had been running since 2013.

The application process required the submission of an expression of interest from the parish/town council, in order to prompt a conversation with the Grants Officer about the project, prior to a full application by 30 September. An informal grants panel considered applications and makes recommendations to the Cabinet, which made the final decision about funding. The grants panel included three district councillors and two parish representatives nominated by the Aylesbury Vale Association of Local Councils. Membership of the panel for 2015 is Councillors Strachan, Town and Lambert and two AVALC parish representatives, John Gilbey and Nick Heirons.

The amount of funding available for the scheme in 2015/16 was £938,000 plus £192,404 unallocated in 2014/15. In the first year of the grant scheme the total amount available was £491,000, and in 2014/15, a budget of £784,487 was available.

The NHB funding scheme was open to parish and town councils that could evidence that they have been affected by housing growth. Applications did not necessarily have to come from the area in which the growth has occurred, as it was recognised that those affected were not always within the area taking the growth. Turweston was a good example, where traffic from developments outside the village affected its residents.

To date no application has been refused, but some have been deferred pending further detail of the project.

Voluntary Sector Compact

This council had signed the Buckinghamshire Compact, an agreement between the statutory and voluntary sectors setting out a number of principles and good practice guidelines which both sectors had agreed to adopt, with particular commitments around funding and procurement, volunteering and consultation.

The council sought to comply with the Compact, particularly in relation to funding by providing multi-year funding agreements, and by keeping grant recipients informed

about all funding decisions. For example, the council always aimed to provide three months notice of decisions in relation to Service Level Agreements. In return it required evidence of good governance and regular monitoring information and the delivery and outcomes of the services provided by grant recipients.

Members requested further information and were informed:-

- (a) that information was not available on the gross value added as a result of the grant funding provided. While it was difficult for the voluntary sector, largely due to capacity issues, to measure this, the Council and partners were looking at how they might measure the social value of activities. The Council always encouraged organisations to monitor their activities and outcomes achieved.
- (b) that unallocated NHB was ring-fenced and carried forward to the next year.
- (c) that up to 100% of NHB projects and up to 50% of Community Chest projects could be funded through those grant schemes. The cut off date for expressions of interest for NHB projects this year was 30 September. While no NHB applications had been refused to date, some had been deferred pending further details of the project so Councils were encouraged to submit their EoI as soon as possible.
- (d) that the amount of SLAs had not increased over the last 6 years, i.e. had not been subject to an inflationary or annual increase. One or two organisations, i.e. the Multicultural Centre, Aylesbury and Aylesbury Dial A Ride had seen a reduction in their funding. Any decisions to change the level of funding were based on evidence / facts.

RESOLVED –

That the report be noted.

4. WORK PROGRAMME

The Committee was provided with information including their Terms of Reference, current issues timetabled to be reported to the Committee, and a Recommendations Tracker (i.e. information monitoring recommendations and on the implementation of actions agreed at previous meetings), to assist Members in putting together a future work programme.

During discussions, it was agreed that the following items should be included onto the work programme:-

8 October 2015

- Waterside theatre – management contract review (including terms and conditions).
- Capital Programme.
- Equalities Report.
- Quarterly Finance Digest – April to June 2015.

16 November 2015

- Budget Setting (2016/17) report
- Business rates (general report), including information on rate relief available, what the Council can do to help local businesses.
- Quarterly Finance Digest – July to September 2015.

14 December 2015

- Budget Scrutiny – Cabinet’s initial proposals for 2016/17.

To be timetabled:

- Outcome of the pilot, Superfast Rural Broadband project.
- Business Case for Aylesbury Vale unitary status.
- Treasury Management Action Plan 2015-16 / Strategy for 2016/17.
- Public Sector Equality Duty.
- Report on how AVDC Councillors might be empowered to act and be recognised as community leaders.
- Services provided by local Citizen’s Advice Bureaus.

Members who had any further items of interest that they would like included on the future work programme were asked to provide the details to Democratic Services.

RESOLVED –

That the work programme of the scrutiny committee as discussed at the meeting be agreed.

AYLESBURY WATERSIDE THEATRE – YEAR 5 CONTRACT REVIEW

1 Purpose

- 1.1 To advise the scrutiny committee of the outcome of the 5 year review of the Aylesbury Waterside Theatre contract.
- 1.2 Cabinet considered information including the detailed confidential report from Artservice Ltd at their meeting on 1 September 2015 and agreed on new financial terms and other proposals for the management and operation of the Aylesbury Waterside Theatre by the Ambassador Theatre Group (ATG). The new arrangements will become effective from October 2016.
- 1.3 The Cabinet Member for Resources, Finance and Compliance has agreed to delay implementation of the new terms / contract conditions with ATG until it has been reported to the scrutiny committee at this meeting.

2 Recommendations

The Scrutiny Committee is asked to:

- 2.1 Note the new financial terms and other proposals that have been agreed for the management and operation of the Aylesbury Waterside Theatre by the Ambassador Theatre Group, as set out in the Cabinet report.
- 2.2 Indicate any comments that it wishes the Cabinet Member to take into consideration in finalising the new terms / contract conditions with the Ambassador Theatre Group.

3 Supporting information

- 3.1 The report attached as an Appendix to this report was submitted to Cabinet on 1 September, 2015. The five year review of the Aylesbury Waterside Theatre (AWT) contract with the Ambassador Theatre Group (ATG) has been conducted in accordance with the provisions of the current 15 year contract. The contract commenced in October 2010 and included a six year funding agreement which terminates on 9 October 2016 and a formal contract review in year 5. The existing contract remains in force until October 2025.
- 3.2 The Council engaged the services of a theatre consultant to help with the review and to provide independent expert advice regarding the options and opportunities. Artservice Ltd were commissioned to review the original submission, evaluate what had been delivered and comment on the options and a suggested course of action. The detailed confidential report from Artservice was considered by Cabinet as part of their deliberations and is attached as a confidential Appendix to the scrutiny agenda.
- 3.3 The principal reason for bringing this report to the scrutiny committee is to inform Members on the future direction for the management and operation of the theatre, prior to the required contract documentation being updated with the Ambassador Theatre Group.

Contact Officer
Background Documents

Paul Marston-Weston (01296) 585116
None.

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AYLESBURY WATERSIDE THEATRE - YEAR 5 CONTRACT REVIEW

Councillor Mordue

Cabinet Member for Finance, Resources and Compliance

1 Purpose

- 1.1 The purpose of this report is to advise Cabinet of the outcome of the 5 year review of the Aylesbury Waterside Theatre Contract and to agree the proposed financial terms and other items jointly proposed by the Council and the Ambassador Theatre Group.

2 Recommendations

- | |
|--|
| <ol style="list-style-type: none">2.1 Cabinet is recommended to agree the financial terms and other proposals set out in this report and to instruct Officers to progress the required updated Contract documentation with the Ambassador Theatre Group for the management and operation of the Aylesbury Waterside Theatre. |
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3 Executive summary

- 3.1 The five year review of the Aylesbury Waterside Theatre (AWT) contract with the Ambassador Theatre Group (ATG) has been conducted in accordance with the provisions of the current 15 year contract. The contract commenced in October 2010 and included a six year funding agreement which terminates on 9 October 2016 and a formal contract review in year 5. The existing contract remains in force until October 2025.
- 3.2 A comprehensive review has been conducted by a specialist Theatre and Arts Consultancy, Artservice which has looked at the original submission from ATG and the actual delivery over the last five years. The conclusion reached was that ATG has delivered a first class programme of events and productions but that it has taken considerably longer to build audiences than was expected at the time of the bid.
- 3.3 Over the last 5 years a very strong relationship has been forged between the Council and ATG. The Council recognises the important role the theatre undertakes in terms of town centre regeneration and economic benefit. Furthermore, the Council has been very happy with the quality and range of programme and events offered, consequently, officers have met with ATG senior management to negotiate more favourable terms. The full details of the contract review and the revised financial terms will also be considered by the Finance and Services Scrutiny Committee on 12 October 2015 as part of their scheduled work programme.

4 Supporting information

- 4.1 The current contract with Ambassador Theatre Group (ATG) to manage the Aylesbury Waterside Theatre (AWT) commenced on 10 October 2010 for a period of 15 years, with an option to extend the contract by a further 5 years by mutual consent.
- 4.2 The initial annual management fee payable to ATG was agreed at £350,000 p.a. with a 3% uplift each year from October 2011. The contract includes a review in year 5 to consider how the contract is performing and to review the current financial arrangements. Any agreed changes will become effective

from October 2016. There is currently no financial agreement beyond September 2016 although the contract remains in force until October 2025.

- 4.3 The Council accepts that with the world wide recession and less disposable income since 2010, it has taken ATG much longer to establish AWT in the market place and to develop audiences, group bookings and repeat business.
- 4.4 Overall, the Council is very pleased with the quality and range of programme on offer at the theatre which is as good or better than other major provincial theatres around the country.
- 4.5 Equally, the Council realises that the contract entered in to in 2010 is no longer affordable and the Council wishes to negotiate a better financial deal in the future.
- 4.6 The Council has engaged the services of a theatre consultant to help with the review and to provide independent expert advice regarding the options and opportunities. Artservice Ltd has been commissioned to review the original submission, evaluate what has been delivered and comment on the options and a suggested course of action.
- 4.7 The detailed confidential report from Artservice has been completed and is included as a confidential appendix. The Consultant's report concludes *"Despite the challenges, the Waterside Theatre programme has achieved some considerable successes and brought to Aylesbury work of the highest national and international standing, along with a string of household celebrities and performers, as well as some of the UK's finest companies and actors. In addition, it has provided a top quality amenity for the local arts, voluntary and business communities and run an extensive programme of learning and participatory activities that have reached thousands of local residents and children and young people in particular."*
- 4.8 The options of re-tender, establish a charitable trust, in house operation, partnering with an existing trust or local authority or including in a larger cultural/leisure contract have all been considered and in terms of the way forward, the report recommends *"continuation of the current agreement with ATG, via re-negotiation of the lease and terms of the management agreement is the most sensible option and will allow the Council to continue the good relationship it has built up with ATG and to build on the foundations laid in the first 4-5 years of operation. The option of granting a longer lease should be explored with a view to encouraging some capital investment in the Theatre to upgrade and re-design key areas of operation with a view to increasing income from ancillary trading, hires and events and making the second space more suitable for live arts use by amateur, community and educational organisations"*.
- 4.9 Regarding the management fee, the consultant comments *"The annual subsidy paid to ATG is in line with national average for this type of management arrangement, however there may be scope to reduce it if the Theatre can build on the encouraging estimated financial outturn for 2014/15, and if it can increase income from ticket sales and ancillary trading and events. There is a limit to how much cost cutting is advisable in flexible areas of the budget such as staffing and marketing, as cutting costs further could have a negative impact on performance and, especially on the Theatre's ability to generate increased ticket sales; to undertake commercial development function; and to increase trading income"*.
- 4.10 In terms of other operators, there are only 1 or 2 comparable theatre management companies in the market place. ATG is the accepted market

leader and is also the largest theatre management company in the world following the recent merger and financing changes. It is thought there would be little to be gained by terminating the current contract with ATG and going out to the market place.

- 4.11 Furthermore, this could result in a worse/more expensive outcome for the Council in terms of cost and quality and scope of programme offered. The best scenario is to negotiate new acceptable terms with ATG. In summary, the Council is very happy with the quality and range of service provided by ATG but wishes to renegotiate the contract on more favourable and less expensive terms.
- 4.12 The consultants report was received in June and discussed with Cllr Howard Mordue and the Director of Finance. In order to meet the contract deadlines, informal negotiations were conducted at local level between AVDC and ATG to find common ground, clarify expectations and work through various scenarios. These were discussed with Cllr Mordue and AVDC,s Director of Finance to seek agreement in principle.
- 4.13 As a result of these informal discussions, formal contract review meetings have taken place between AVDC and ATG on 25 June and 30 July 2015 and a series of joint proposals were discussed and agreed. The meetings have been very positive and ATG took away the proposals for discussion and agreement with ATG MD Rosemary Squire and other members of the board.
- 4.14 The ATG board has now considered the proposals and are in support of the joint recommendations. These proposals should be considered as a package and represent the best negotiated outcome for the Council. The details are given below;
- 4.15 **Proposals Jointly Agreed by AVDC and ATG**
- a) That AVDC continues to acknowledge and champion the theatres' pivotal role and contribution to the development of Aylesbury town centre and night time economy.
 - b) That AVDC continues to use its' best endeavours to ensure that coach drop off and pick up arrangements remain a high priority and that signage, way-marking and the public realm continue to be improved wherever practicable, for visitors, both pedestrians and by vehicles to the theatre.
 - c) That AVDC continues to work with ATG to seek affordable solutions to reduce maintenance and utility costs for mutual benefit.
 - d) To confirm the 6 year Funding Agreement from October 2016 until 31 March 2023 as detailed in the confidential appendix.
 - e) To include a formal review of the contract in year 5 (2021/22) to seek a new funding Agreement for the remaining period of the contract and any other relevant considerations at that time.
 - f) ATG will pay AVDC an agreed percentage of the gross proceeds arising from the Building Levy once ticketed admissions exceed the threshold of

250,000 p.a., payable annually in arrears in order to help with maintenance costs, as detailed in the confidential appendix.

- g) AVDC and ATG will each make an agreed annual payment to the “Special Maintenance” sinking fund in accordance with the current contract Agreement in new contract years 1 – 6, as detailed in the confidential appendix
- h) All Contract Terms and Specification to be updated to reflect date changes and to remain as now except those details referred to above or that have been previously jointly agreed during the first five years.

4.16 The AVDC negotiating team are very pleased with the outcome of the negotiations and consider that these are the best terms and outcome possible for the Council at the present time.

5 Options considered

5.1 The Contract Review has included a comprehensive report by a Theatre and Arts Consultancy, Artservice. The options of re-tender the contract, establish a charitable trust, consider in house operation, partnering with an existing trust or local authority or including in a larger cultural/leisure contract have all been considered. The option to negotiate with ATG is recommended by the Consultant.

6 Reasons for Recommendation

6.1 The negotiated new terms and financial agreement are considered the best terms available at this time and provide the Council with a much improved financial arrangement and also provide for a further review in 5 years time.

7 Resource Implications

7.1 The effect of accepting these proposals mean that the Council will reduce substantially the cost of the management fee over a tapering 5 year period This arrangement provides ongoing savings to the Council and also allows ATG to continue to build audiences and visitors to the theatre whilst ensuring a first class quality programme of events is offered to residents and visitors to the district.

Contact Officer
Background Documents

Paul Marston-Weston 01296 585116
Confidential documents and files in Leisure Services

HEALTH, SAFETY AND WELLBEING UPDATE

1. Purpose

- 1.1 To allow Finance and Services Scrutiny Committee to review the 2014-15 Annual Health and Safety Report and Health Safety and Wellbeing Strategy 2015-2018 prior to consideration by Cabinet.

2. Recommendations / For Decision

- | | |
|-----|---|
| 2.1 | Note the content of both reports contained in Annex 1 and 2 |
| 2.2 | Make any relevant comments or suggestions with regards to the reports for consideration by Cabinet. |

3. Supporting Information

- 3.1 The annual health and safety performance report has been produced on an annual basis since 2004. This is the first time a strategy has been produced for Health, Safety and Wellbeing.
- 3.2 This strategy has been produced to raise the profile of Health Safety and Wellbeing across the council and to focus work in this area over the next three years.
- 3.3 The strategy will ensure a consistent approach to addressing health safety and wellbeing risks across the council.
- 3.4 The AVDC Health Safety & Wellbeing Committee (HS&WC) has provided comment and content of the action plan. This strategy and action plan has been approved by the Strategic Occupational Safety, Health and Wellbeing Forum (SOSHW Forum).
- 3.5 The Council has taken opportunity to fully embrace 'Wellbeing' as defined by the Chartered Institute of Personnel and Development (CIPD)¹ and recognises the importance of having a sustainable workforce.

4. Resource Implications

- 4.1 Resource implications for developing individual work streams would vary. Much strategic and co-ordination work would be expected to be done by the Health, Safety and Emergency Resilience Manager. However, some of the healthy life work streams would be carried out by staff in People and Payroll.
- 4.2 Agreeing work streams through the Strategic Occupational Safety and Health Forum allows for resources from elsewhere to be re-prioritised if required.
- Annex 1 Annual Health And Safety Report 2014-15
Annex 2 Health, Safety and Wellbeing Strategy 2015-18

Contact Officer: David Thomas, Health, Safety and Emergency Resilience Manager
(01296) 585158

Background Documents: none

¹ It represents a broader bio-psycho-social construct that includes physical, mental and social health - <http://www.cipd.co.uk/NR/rdonlyres/DCCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf>

Annual Health and Safety Performance Report



2014-2015
(Covering 12 month period to 31.03.15)

Produced by David Thomas
Health, Safety and Emergency Resilience Manager
16.09.15

Introduction and Overview

Aylesbury Vale District Council is committed to the highest standards of health, safety and welfare for all its employees, visitors, contractors and members of the public. We have tried to maintain consistent standards of risk control and risk acceptability across a diverse range of services during this lengthy period of financial constraint.

The Council requires the co-operation and full compliance of all employees as an essential part of its successful management of risks and promoting a culture of continual improvement in health and safety performance.

Aylesbury Vale had a mild winter for the second year running resulting in the reduction of accidents in Recycling and Waste that occurred in 2013-14 continuing in 2014-15. We have continued as client for a number of construction projects, the most significant being the development of the University Campus (Aylesbury Vale) and the refurbishment of Swan Pool (Buckingham).

We have started a review of many of our health and safety arrangements including safe working practices and training following a reportable accident within our recycling and waste service. The scope of the investigation was sufficiently broad to look at gaps in our wider management systems demonstrating the importance of embedding health and safety into all aspects of work management.

The organisation has access to its own internal competent Chartered Health and Safety resource, a role shared with Emergency Planning and Business Continuity.

This report has been produced in line with the HSE/Government targets for revitalising Health and Safety and the reduction in workplace accidents and ill health. It is based upon previous Local Government Employer (LGE) guidance.

Neil Blake (Leader) AVDC

Andrew Grant (Chief Executive) AVDC

1. Corporate Management

The Leader of the Council fulfils the role of “Health and Safety Director” at member level. The Health and Safety Policy and its associated arrangements detail the roles and responsibilities of everyone throughout the whole organisation. The Chief Executive (as Head of Paid Service) is ultimately responsible should there be any occupational health and safety failings. Health and Safety comes under the responsibility of two Cabinet Members, the Cabinet Member for Environment & Waste and Cabinet Member for Finance, Resources and Compliance who both act as ‘Health and Safety Champions’ at Member Level.

The Health and Safety champion at Corporate Board Level is the Director responsible for Business Assurance who also chairs the Strategic Occupational Health and Safety Forum held three times a year.

2. Statistical Information

In House Services

The tables below show injury information for the period 2010/11 to 2014/15.

Year	Injured Person				Total
	Employee	Contractor, on AVDC site	Agency	Member of the Public	
2014/15	37	2	0	17	56
2013/14	50	1	2	24	77
2012/13	69	1	3	10	83
2011/12	44	0	0	14	58
2010/11	68	1	1	8	78

There are categorised as follows;

	Near Hits and Incidents	Injury accidents				Fatal Accidents	Total	‘Non work activity’ accidents ¹
		No Loss Time	1-3 days absence	Over 7 ² days absence	RIDDOR ³ Defined major			
2104/15	11	28	3	4	0	0	46	10
2013/14	9	39	2	12	0	0	77	15
2012/13	7	60	4	3	1	0	75	8
2011/12	7	35	5	7	0	0	54	4
2010/11	4	52	4	12	0	0	72	6

¹ These include sporting injuries or injuries such as a trip or slip in a public area such as in Market Square or in parks

² Until 2013/14 the reporting criteria for accidents due to time lost was more than 3 days

³ RIDDOR + Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Absence due to industrial accident (days off)	
2014/15	174
2013/14	118
2012/13	49
2011/12	115
2010/11	166

- Statistics are sensitive to a handful of incidents to a small number of individuals; the smaller the organisation the greater the impact to the overall figures one accident can have
- AVDC has received no enforcement notices or fees for intervention during the year
- AVDC reported 8 accidents to the HSE during 2014-15.
- Four accidents resulted in an employee being unable to work for more than 7 days within our Recycling and Waste Service. One of these accidents resulted in losses and costs in excess of £38 000.:
- There were four accidents to members of the public on AVDC premises, primarily children using play equipment.
- Regarding Employers Liability Claims the council received no claims for injury both for motor claims and employers liability.
- The council received 22 public liability claims from members of the public resulting in only 2 settled or on going claims. The settled claim including damages was £12 572.

Contracted Services

Our grounds maintenance and horticulture contractors had 6 non reportable⁴ accidents in 2014/15 compared with 3 during 2013/14

Everyone Active, who manage and operate the AVDC facilities Aqua Vale and the Swan Pool had 14 non reportable accidents in the 12 months up to 31/03/15

3. Partnerships/ Benchmarking Working

There are no formal benchmarking groups for health and safety. Since AVDC left the South East Employer's Organisation we have less contact with regional colleagues. due to differences in how other district/borough authorities are structured and operate services, it has not been possible to compare Occupational Health and Safety Performance on a like for like basis. It has also resulted in reduced opportunity to share knowledge and compare practice.

⁴ Reportable to the HSE

We have maintained positive relationships with Cherwell and South Northamptonshire District Councils. AVDC officers participate and share information through “The Local Authority Waste Occupational Health and Safety (LAWS) Forum” which is the main channel to the HSE and the WISH⁵ Forum.

4. Joint Consultation

The Health Safety and Wellbeing Committee (HSWC) meets on a quarterly basis with minutes copied to the “Council and Staff Consultative Committee”. Members of the HSWC are encouraged to become involved in consultation, comment on corporate guidance, be service area leads and to take part in corporate initiatives. Members of the HSWC are also included when inspections are carried out.

Within the Waste and Recycling Service there are quarterly staff /management meetings that cover both Health, Safety and Wellbeing issues but also other employee /employer issues

5. Work related (Occupational) Ill Health Issues

The impact for absence arising out of work related ill health is significantly higher than those from traditional “single event” accidents at work – such as work related stress, musculoskeletal disorders, dermatitis etc. This is why the management of workplace (Occupational) Ill Health issues are considered key by the HSE’s to reduce ill health absence arising out of work activities. Members recognise the importance of reducing work related contributory effects into ill health as a sensible business approach. The complication with ill health absence is that it is multi causal with components including work, home life and natural physical deterioration. The Council does routinely analyse its sickness absence with a view to improving working conditions.

The Council saw a number of restructures over 2014-15 and has sought to engage staff at all levels of the organisation. It carried out an initial survey of staff in order to measure the causes of work related stress. There was a slight increase in absence due to mental health issues of 4.8% (to approximately 0.7 days/employee) for staff working in office environments although the level more than doubled in the ‘Waste and Recycling’ service giving an overall increase of 37.25% when compared with 2013/14 from 1.0 to approximately 1.8 days/employee. Approximately 4.7% of the headcount or 23 members of staff had periods of absence in this period.

⁵ <http://www.hse.gov.uk/waste/wish.htm>

Absence due to musculoskeletal disorders and back conditions reduced by an overall of 8% (to approximately 1.5 days/employee, accounted for by a reduction of 19.8% in Waste and Recycling when compared with 2013/14.

With the organisation going through dramatic process of change the main challenge is managing the antecedents (causes) of work related stress; Demands, Control, Support, Relationships, Change and Role. The Council is using the HSE's management standards approach as its methods of risk assessment.⁶

6. Progress on actions agreed for 2014-15

Over the past year progress on the objectives set for 2013-14 has been made as follows:

- Complete the development of the appropriate training course for waste supervisors and managers including an accident investigation module. This has been completed and has been developed as a national course approved and peer reviewed by both the Institution of Occupational Safety and Health (IOSH) and the Chartered Institution of Wastes Management (CIWM).
- Complete the trade collection site specific risk assessment process. This process is underway and is due for completion during 2015-16
- Review our occupational health contract to incorporate appropriate ergonomic support. We have been advised that we have a 'pay as you go' contract. We have used their ergonomic specialist for DSE assessment but are also have the freedom to use 'back in action' who are a one stop shop for those who require an assessment and chair.
- Carry out a review of stress using the HSE Management Standards to set baseline standards and to inform any strategic improving process where applicable. This has been completed and reported.. The results have informed an agreed follow up action plan which is now ongoing.
- Carry out a further 'body mapping' survey of our recycling and waste operatives. This has been completed with an action plan agreed with the Service Manager.
- Carry out an audit of our legal obligations regarding commercial properties covering health and safety, and fire safety legislation. We have cross referenced the legislation applicable to ourselves as a landlord and commenced 3 year programme of inspections and audits of premises
- Include accident statistics for Leisure and Community Spaces Contracts. Statistics have been provided from 'Everyone Active' and 'SITA/John O 'Conner' . Future Annual council reports will include their data and allow year on year comparisons.

⁶ <http://www.hse.gov.uk/stress/standards/index.htm>

7. Strategic Action plan 2015-16

Members are committed to creating a good health and safety culture through consultation and communication. AVDC is committed to providing an excellent working environment and being a leading District Council.

With this in mind Members, through the Strategic Occupational Forum have set key objectives for 2015/2016 as part of the three year Strategic H&S plan.

Additional to this, managers and supervisors require the assistance of the competent health and Safety resource, such as accidents, concerns with contractor performance, facilitating and delivering training etc., that occur during the year.

Further Information and Contact

Any questions arising out of this report should in the first instance be directed to David Thomas, the Health Safety and Emergency Resilience Manager based in Business Assurance.

Tel: 01296 585158,

e-mail: dthomas@aylesburyvaledc.gov.uk.

Appendix 1 Accident Performance

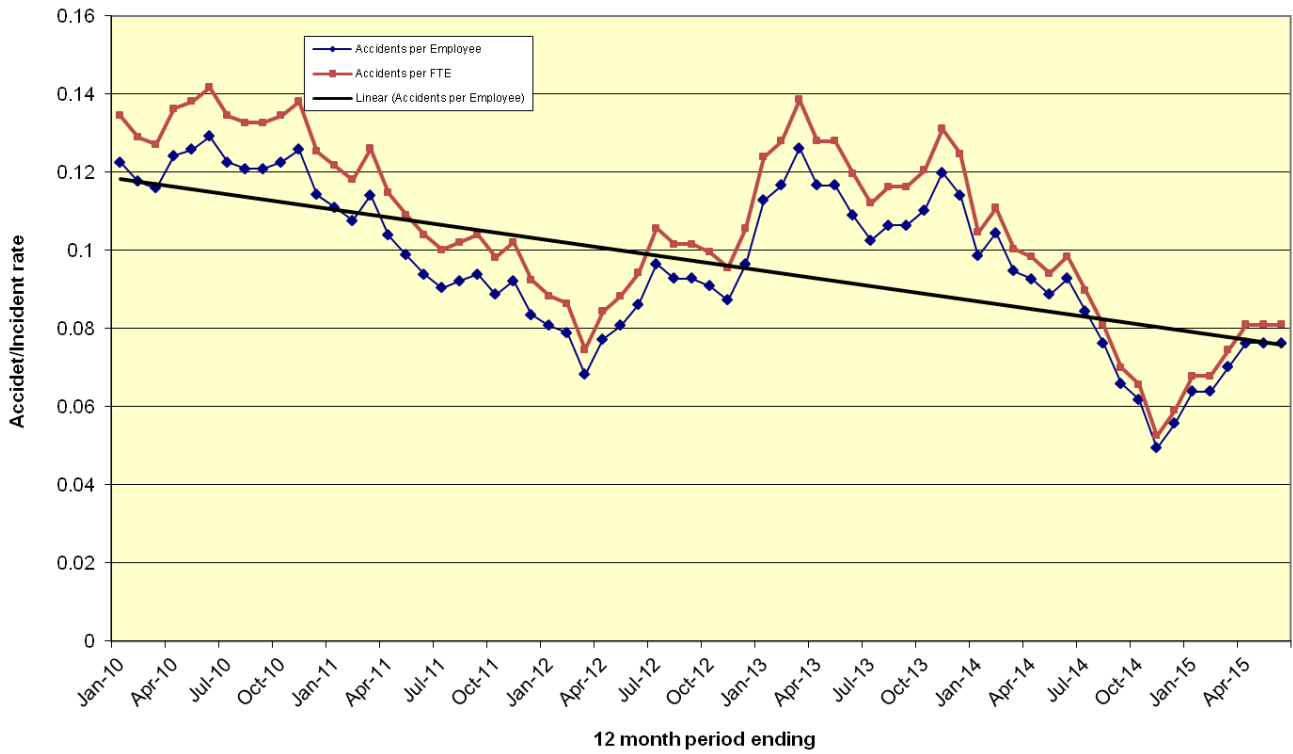


Figure 1 All accidents per employee 2010-2015

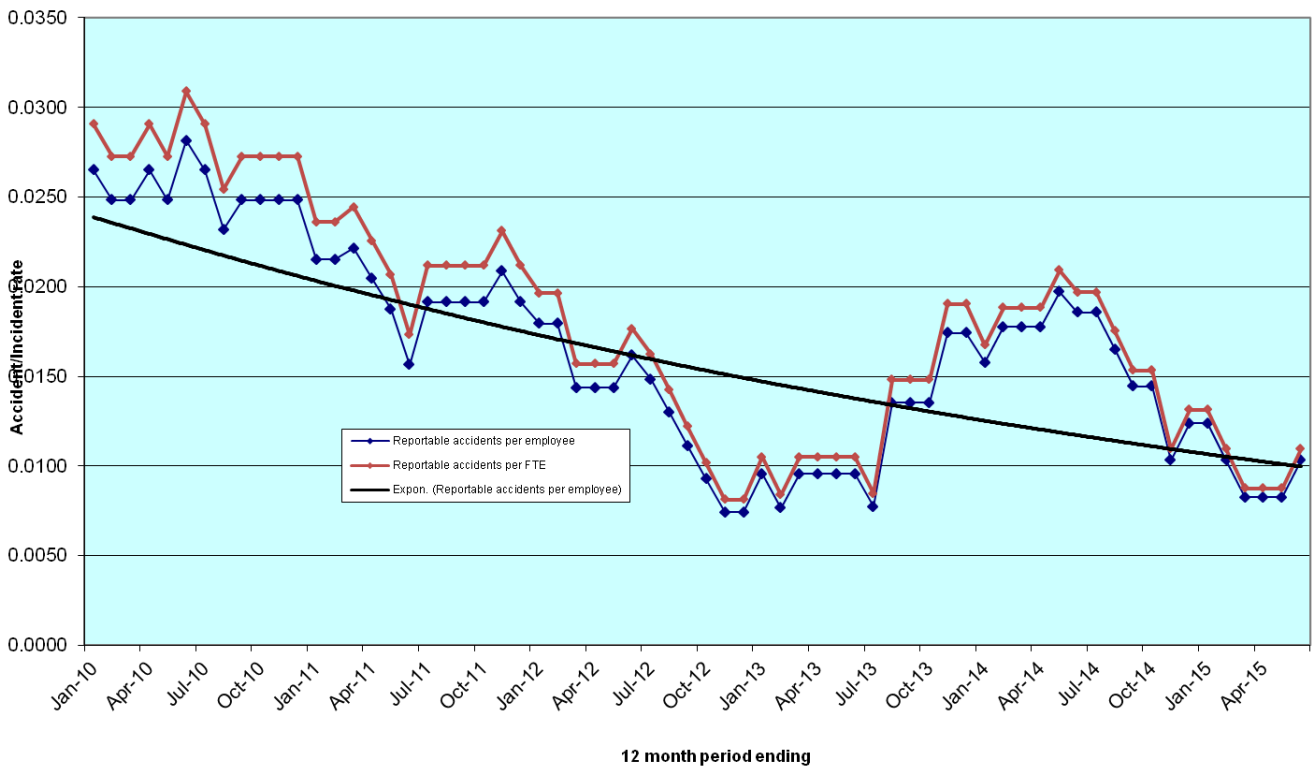


Figure 2 Reportable accidents per employee 2010-15⁷

⁷ Using RIDDOR classifications prior to 2103

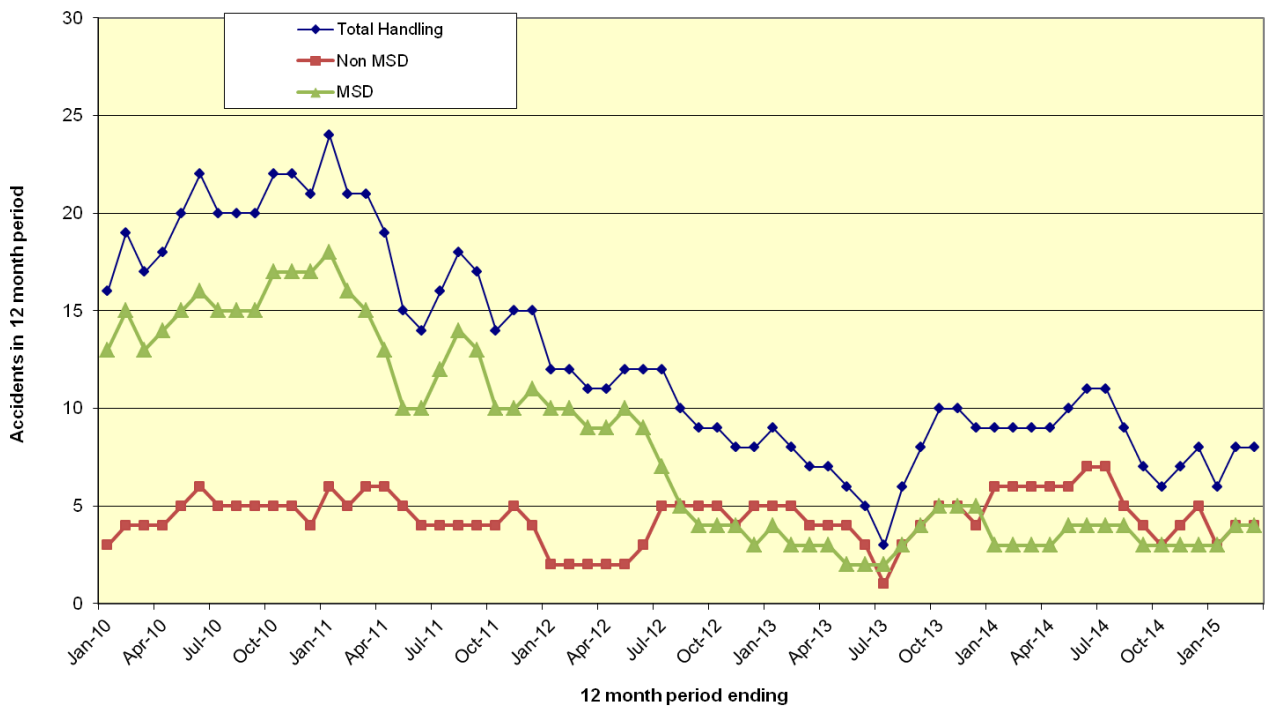
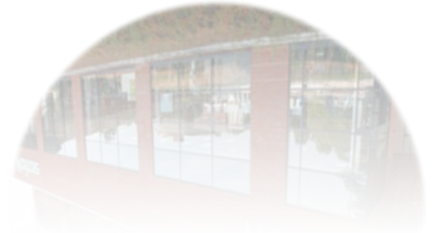


Figure 3 Comparison of manual handling accidents and injuries within Recycling and Waste 2010-2015

Health and Safety and Wellbeing Strategy 2015-2018



Health Safety and Wellbeing Strategy 2015-2018

1. Overview

Aylesbury Vale District council is committed to create a safe and healthy working environment which allows an employee to flourish and achieve their full potential for the benefit of themselves and the Council. This includes physical, mental and social health.

The council fully engages and consults with staff on all levels and is committed to developing motivated and flexible staff with coaching, training and support all available. The Council has an occupational health contract, offers health checks and has regular health promotions.

Occupational health safety and wellbeing has corporately been identified as one of the critical areas of risk that the Council has to manage. With work related accidents accounting for less than 25% of all workplace absence and the remainder being accountable to ill health the management and reduction of ill health needs to be a priority.

The Council also understands the importance of managing the effects of 'presenteeism'¹, with (hidden) costs estimated at between 28% and 80% greater than absenteeism² and increased risks when carrying out safety critical work such as refuse collection vehicle driving.

2. Policy

Our aims are to manage the risks arising out of our work activities sensibly and proportionately to create an environment in which members, management, staff and Trade Unions work collaboratively together. We have effective management arrangements that protect employees and the public from injury and reduce staff sickness and ill health costs. AVDC manages risks through its Occupational Health and Safety Management System (OHSMS) and ensure that staff understand and adhere to suitable Safe Systems of Work.

This strategy sets out the core themes that shall be developed over the next three years to embed our organisation's OHSMS and details the risk priorities that we shall be concentrating on in 2015/16 supported by actions to allow us to monitor performance. This strategy will be reviewed and refreshed each year, thereby remaining a three year rolling, forward looking, flexible plan which supplements the routine or "business as usual" health and safety (H&S) activities at AVDC. Appendix 1 illustrates how AVDC integrates H&S with wellbeing to create a holistic process and the skills from a number of service areas.

¹ Presenteeism is the act of attending work while sick or unfit for work- and/or for more hours than is required, causing reduced and/or unsafe performance

² Absenteeism in employment law is the state of not being present that occurs when an employee is absent or not present at work during a normally scheduled work period.

3 Organisation

3.1 Control

The responsibility for implementing and monitoring day to day health and safety arrangements is identified in arrangements and delegated through the management chain. All staff have an individual responsibility to follow these arrangements and to contribute to sustainable and safe delivery of our services.

The Intranet contains information on health and safety at AVDC , including detailed responsibilities for health and safety management.

Individual line managers and staff members need to be aware of:

- This strategy along with our core themes and risk priorities
- The health and safety arrangements which are particularly relevant to them and their staff
- The availability of assistance through competent staff such as the Health Safety and Emergency Resilience Manager
- Health safety and wellbeing initiatives planned for the year ahead
- Training opportunities that are available to support them and staff in their role

3.2 Communication & Cooperation

Health and safety arrangements and other documents are promoted and published on the intranet. Staff engagement and collaboration on health and safety is partly achieved through the Health, Safety and Wellbeing Committee meetings, and also, importantly through local management meetings where Health and safety issues are discussed.

Communication and engagement with our staff will form one of our core themes of focus. We will develop our communications based on desired outcomes to target our staff in all parts of the Council using appropriate media and messages to ensure that everyone is engaged.

3.3 Competence

The Health, Safety and Emergency Resilience Manager is ultimately deemed the 'competent person' to provide advice to the SOSHW Forum. Additionally there are other officers and external specialists, who ensure that surveys and inspections of properties and equipment as required are carried out with any defects remedied. All line managers at AVDC are required to manage health and safety as part of their normal job as identified in the H&S Management System. AVDC promotes continued development of staff with training available and advertised through a variety of means.

Raising the level of competence through development of our staff will form one of our core themes of focus. All staff, from Directors to our front line staff, need the skills to be able to assess risk and apply sensible risk management principles.

The Health, Safety and Emergency Resilience Manager liaises closely with staff in People and payroll on issues such as absence management and training/competence.

4. Planning and implementation

Our strategy aligns with the Health and Safety Executive (HSE) strategy 'Be part of the solution' launched in 2009 and the Local Government Association (LGA) response to this strategy 'securing effective local government leadership on health and safety'.

We will focus our attention on encouraging strong leadership through active management, raising the competency of our staff and the promotion of collective ownership to create healthier, safer workplaces. We shall target risk priorities over and above our 'business as usual' risk management and implement effective measuring and monitoring systems.

Our core themes are set out in the table below along with the SOSHW Forum member responsible for championing them.

- (i) Working with the workforce (communication and engagement), championed by a representative from People and Payroll. Ensuring that staff become engaged with initiatives and participate in health promotion activities.
- (ii) Leadership, championed by the Chair of the Strategic Health, Safety and Wellbeing Forum. Demonstrating strong leadership from our most senior managers whilst creating accountability and ownership for H,S & Wellbeing amongst our staff, partners and contractors.
- (iii) Building Competence, championed by the Director responsible for Organisational Development. Supported by competent H&S assistance, managers and supervisors ensure that our staff have the right skills and experience to assess risk that arise from their work and identify the best ways to manage H&S within the workplace.
- (iv) Healthier, Safer Workplaces (through Compliance) Through providing information, monitoring and supervision of H&S, giving us confidence that we have risk controls in place that enable the organisation to operate safely. Using data to inform our decisions and drive improvement programmes where gaps are identified.

Our risk priorities for the three years are set out below along with the SOSHW Forum member responsible for championing them. From here workflows are translated into an annual work plan (Appendix 2), refreshed each year

Risk Topic	SOHSWF Champion	Why is it one of our risk priorities
1. Management of Work related Stress	H,S & Emergency Resilience Manager	Mental Health is one of our largest contributors to sickness absence. Although progress has been made in relation to stress management and raised awareness, there is much more to do in order to embed and sustain the required level of change. Tackling our absence, helping our staff to be healthy and able to work is good for our staff and good for AVDC.
2. Recycling and Waste Operations	Strategic Operations Manager	AVDC operates its own recycling and waste service. This work activity is the UK's most dangerous with at least ten people killed every year nationally. Policies and procedures are out

Risk Topic	SOHSWF Champion	Why is it one of our risk priorities
		of date and require updating and cross reference to corporate Policies and Procedures. A review of training and the provision of training is required.
3. Corporate Properties	Property and Facilities Manager	AVDC has a portfolio of approximately 50 properties; each with their own risks. The council has landlord for its commercial properties as well as operational responsibility for its own offices and needs to ensure that they are being maintained through competent contractors
4 Refresh and Review of OHS Management System	H,S & Emergency Resilience Manager	Over the last 5 years our, processes, including risk assessments arrangements and safe systems of work, face to face training, e-learning, communication and information have become out of date. This information needs updating with an internal audit programme established.
5. Organisational and Staff Development / Engagement	Chair of the Strategic Health, Safety and Wellbeing Forum	The development of staff as the council transforms itself as an organisation. The council engages with staff through a number of forums and is important to ensure that the physical and mental health of staff is maintained. Develop Health and Safety Leadership
6 Health & Wellbeing	Chair of the Strategic Health, Safety and Wellbeing Forum	Routinely analyse sickness absences with a view to improving working conditions The most challenges are within the waste and recycling service and there is a need to develop a health surveillance programme for Staff. This is a national industry priority and will include, noise vibration, fit person screening and functional capability testing. Tackling our absence, helping our staff to be healthy and able to work is good for our staff and good for AVDC.
7 Contract Management and Contractors	Property and Facilities Manager Community Spaces Manager	We engage the services of a large number of partners and suppliers with reliance on the use of a number of contractors as we divest our services. We are also a facilitator for voluntary and community projects. We therefore have a duty as client champion and lead on to risk management, setting out standards in our contracts, monitoring the performance against these standards to secure good practice.

5 Measuring Performance

The Director championing Health and Safety ensures that the SOSHW Forum monitors progress against the corporate targets, that directorate information will be collated and monitored quarterly that is presented to the SOSHW Forum to formally monitor corporate progress against our plan at its four in-year meetings.

Appendix 2 contains the action plan for 2015/16 which sets out our SMART targets and where applicable our leading and lagging indicators for monitoring our progress.

A red, amber, green, and blue (RAGB) rating shall be recorded against each action in the action plan providing a measure of implementation:

- (i) Blue – Action completed
- (ii) Green – On track to be completed within the timescale set
- (iii) Amber – Action may exceed deadline, but no further intervention is required at this stage, or there is a circular process.
- (iv) Red – Action unlikely to be completed during the timescale set (less than 20% chance of being completed within deadline) or is now unachievable with or without additional intervention.

Actions and progress against the targets shall be reported to Chair of the SOSHW Forum level through the on a quarterly basis. Transformational Board will be alerted if there are any serious issues outside of the normal quarterly reporting by the Chair of the SOSHW Forum.

6. Audit and Review

AVDC will measure performance against the core themes and risk priorities.

If new issues emerge during the year which require attention, the SOSHW Forum will review priorities and advise Transitional Board (TB) as necessary to make sure we are always channelling resources most efficiently.

The Annual Safety, Health and Wellbeing report shall be produced in June each year in order that it can be approved by TB each July , endorsed by Cabinet each August, presented to Full Council each September before being published on our intranet.

This strategy and its associated action plan will be reviewed annually to ensure that it remains current as the organisation undertakes transformational change.

Review date 31/03/18

Appendix 2 – Health Safety & Wellbeing Action Plan 2015-16

The strategy requires that the seven risk priorities are reviewed each year along, with elements of them becoming the annual action plan. The four core themes run for the three years of the strategy. The progress of the strategy for each year is reported in the annual safety, health and wellbeing report. Progress is monitored at the SOHSW Forum.

No	Theme	Priority	Actions	Owner	Date By	Status /Indicators
1	Leadership	Refresh and Review of OHS Management System	Develop this Health, Safety and Wellbeing and present to Finance and Services Scrutiny Committee for agreement	H,S & Emergency Resilience Manager	30/09/15	
2	Compliance	Recycling and Waste Operations	Complete the recommended actions following the accident within the Waste and Recycling Service ; this to include review of procedures, risk assessments and safe systems of work.	Strategic Operations Manager	31/03/16	
3	Compliance	Recycling and Waste Operations	Complete Trade Waste Route /Site risk assessment process	Strategic Operations Manager	31/12/15	
4	Communication & Engagement	Health & Wellbeing/Stress	Carry out a quarterly programme of healthier lifestyles/activity , diet & health promotions	Organisational Development Manager	31/03/16	
5	Communication & Engagement	Health & Wellbeing/Stress	Encourage staff to create ongoing Personal Development as a partnership between staff and employer	Organisational Development Manager	31/03/16	
6	Competency	Recycling and Waste Operations	Ensure all waste supervisors receive the Health and Safety Training using the training developed over the past two years.	H,S & Emergency Resilience Manager	30/11/15	

No	Theme	Priority	Actions	Owner	Date By	Status /Indicators
7	Compliance	Refresh and Review of OHS Management System	Develop and implement a plan for the review of all Health and Safety Arrangements with consultation using the new policy compliance software- 2 year process	H,S & Emergency Resilience Manager	31/03/17	
8	Competency	Organisational and Staff Development	Provide health and safety training for Workshop Staff	H,S & Emergency Resilience Manager	31/12/15	
9	Leadership	Organisational and Staff Development	Facilitate health and safety training for Directors.	H,S & Emergency Resilience Manager	31/03/16	
10	Communication & Engagement	Stress	Progress the findings from the HSE 'Management Standards' report, repeating the survey where necessary as a tool to manage Mental Health (Stress) Absence – circular process	H,S & Emergency Resilience Manager	n/a	
11	Communication & Engagement	Health & Wellbeing	Develop a health surveillance programme for Staff within Recycling and Waste – 2 year process	Strategic Operations Manager with H,S & Emergency Resilience Manager	31/03/17	
12	Compliance	Refresh and Review of OHS Management System	Review the use and effectiveness of the Lone Worker Devices with a view to retendering in March 2016.	Business Assurance	28/02/16	

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QUARTERLY FINANCIAL DIGEST – APRIL TO JUNE 2015

1 Purpose

- 1.1 This report presents the Quarterly Financial Digest for the period 1 April to 30 June 2015.

2 Recommendations

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| 2.1 Members are requested to consider the Digest and its contents. |
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3 Supporting information

- 3.1 This report presents the financial digest covering the period from 1 April to 30 June 2015 for members' consideration. The financial digest has been circulated separately.
- 3.2 The Digest presents the current position after the first quarter point of the year together with the latest estimate of the expected outturn. At the end of the quarter there was no change to the predicted year-end position, which was for no contribution to or from balances.
- 3.3 The Council spent £331,857 less on the provision of services than allowed in the budget. The majority of the reduced spend related to salary savings, which will be reflected in the September Digest by way of new forecast figures.
- 3.4 There were a few areas that spent more than currently budgeted, one was in Accountancy where additional staffing costs were incurred on the implementation of the new finance system, TechOne, which went live on the 1st June.
- 3.5 Other areas included Building Control where the cost of hosting the Idox system has increased and the Chief Executive's section where preparatory work on Unitary status and consultancy costs around the Assessment Centre have been incurred.
- 3.6 The last area is the Play Services function which still continues to be funded by AVDC as negotiations continue with regards to its transfer to a third party provider.
- 3.7 As reported throughout last year, budget holders' are asked continually to review all of their areas and to reforecast their budgets both positively and negatively in order to have as accurate a year end position as possible for the September Digest.
- 3.8 As well as the revenue budget the digest, on page 13, also reports the level of reserves and provisions and any movements that have been made during the quarter. During this quarter there has been no movement in reserves and so the balance remains at £27.7m. As in most years reserve movements tend to be in the last quarter so the position shown in this digest is not unexpected.
- 3.9 On page 15 there is information on the level of investments and borrowings during the first quarter. No new borrowing has been taken out during the quarter and so the current level remains at £28.5m.
- 3.10 The council had £38.5m invested at the end of the quarter, in a combination of banks and building societies.

3.11 This Committee is requested to consider the contents of the Quarterly Financial Digest.

4 Options considered

4.1 The report deals with issues of factual reporting and so options are not appropriate.

5 Resource implications

5.1 The resource implications are as detailed within the digest. The digest represents the main forum for reporting budget performance to members.

6 Response to Key Aims and Objectives

6.1 Budget monitoring helps us to ensure resources are deployed in a way that is consistent with our key aims and outcomes.

Contact Officer
Background Documents

Tony Skeggs 01296 585273
None

FINANCE AND SERVICES SCRUTINY COMMITTEE – 2015/2016 WORK PROGRAMME

Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
Reported quarterly	Quarterly Finance Digest	1, 2	Committee (standing item)	To monitor expenditure (variances to date, expected outturn) against the in-year budget (Tony Skeggs)	To monitor the current budgetary position & make recommendations, as appropriate.	Varies according to the Service area
Considered at all meetings	Work Programme planning	NA	Committee	To discuss and prioritise items for inclusion on the future work programme.	To put together the future work programme for the next 12-18 months	Dependent upon the service / issue being scrutinised
16/11/2015 14/12/2015	Budget Planning & Draft budget 2016/17	1	Committee, Cabinet	To look at draft budget proposals and feed back comments to Cabinet (Andrew Small)	To make recommendations to Cabinet	Cabinet (collectively)
12/10/2015	Capital Programme review	1	Committee, Cabinet	Annual review of the capital programme (Andrew Small)	To make recommendations to Cabinet	Cabinet (collectively)

* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
12/10/2015	Review of contract for management of the Aylesbury Waterside theatre	1, 2	Committee	To review the arrangements for renewing the contract (Paul Marston Weston)	To make recommendations to Cabinet, as appropriate	Cabinet Member for Finance, Resources and Compliance.
12/10/2015	Health, Safety and Well-Being Strategy 2015-18	4	Committee	To comment upon the draft strategy (David Thomas)	To make recommendations to the Cabinet Member, as appropriate	Cabinet Member for Environment and Waste
16/11/2015	Business Rates	1, 2, 3	Committee	Update report, including on rate relief available, how the Council can help local businesses (Andrew Small)	To monitor and comment upon the current position	Cabinet Member for Finance, Resources and Compliance
2015, following pilot in 2015	Funding for further Broadband rollout in Aylesbury Vale – Results of the pilot scheme NOTE: Broadband issues are being reported to the Economy & BD Scrutiny as a part of ED activities.	1	Committee	As agreed by Council on 3/12/2014, to review the pilot scheme results to enable an assessment to be made of the business case before proceeding with the continued rollout	To make recommendations to Cabinet, as appropriate	Cabinet Member for Resources

* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
Reported in 2014 & 2015, Next review date TBC	Treasury Management Review 2015-16 and Strategy 2016-17	1, 2	Committee	Review the Treasury Management Policy (Andrew Small)	Comment upon the performance of the Policy over the last 12 months	Cabinet Member for Finance, Resources and Compliance.
TBC	Business Case for Aylesbury Vale unitary status	1, 2, 3	Committee	Update report, particularly re. new working arrangements (Andrew Grant)	To monitor the current position	Cabinet Member for Finance, Resources and Compliance
TBC	Public Sector Equality Duty	1, 2, 3	Committee	Update report, particularly re. new working arrangements (Alan Evans)	To monitor the current position and comment on the latest PSED report.	Cabinet Member for Leisure, Communities and Civic Amenities
Reported in 2013 & 2014, Next review date TBC	Cloud computing	1, 2, 3	Committee	Update report, particularly re. new working arrangements (Alan Evans)	To monitor the current position	Cabinet Member for Finance, Resources and Compliance
Reviewed in 2013 & 2014 Next review date TBC	Sickness absence management in AVDC	2	Committee	Annual performance monitoring of staff sickness (Bob Matthews)	To monitor the position & make recommendations, as appropriate.	Cabinet Member for Finance, Resources and Compliance

* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
Reviewed in 2013 & 2014 Next review date TBC	Performance management of staff at AVDC	2	Committee	Monitor progress made in embedding arrangements over the last 2 years (Bob Matthews)	To monitor the position & make recommendations, as appropriate.	Cabinet Member for Finance, Resources and Compliance
Reviewed on 30/6/2015 2016 review date TBC	Leisure Management Contract – Year 2 Review 2014/2015	2, 3	Committee	To review the contract after the third year of operation (Paul Marston-Weston)	To review and comment upon contract arrangements after the second year of operations	Cabinet Member for Leisure, Communities and Civic Amenities
Reviewed in 2014 Next review date TBC	Horticultural / street cleansing contract (monitoring)	1, 2	Committee	To review the contract after the third year of operation (Gareth Bird)	To make recommendations, as appropriate	Cabinet Member for Leisure, Communities and Civic Amenities

* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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Date of meeting	Item	Scrutiny Indicator *	Requested by	Purpose of Review (Responsible Officer / Member)	Expected Outcome	Relevant Cabinet Member
TBC	Review of advice services in Aylesbury Vale / Access to Customer Services	2, 3, 5	Councillor Winn Councillor Stuchbury	1. Review of activities 2. Highlight any AVDC service delivery issues that have come across in casework. 3. Review impact on customers after 12 months of new arrangements for accessing AVDC services	To make recommendations, as appropriate	Cabinet Member for Community Matters
TBC	Empowering AVDC Councillors to act and be recognised as community leaders	4	Committee (on 30.06.2015)	As stated in Item title		

* Scrutiny Indicator Key

1: Holding to account	2: Performance management	3: Policy review	4: Policy development	5: External scrutiny
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