

Committee: Scrutiny 1
Date: 10 March 2004
Agenda Item No: 4
Title: Uttlesford Primary Care Trust – Presentation
Author: Ian Orton (01799) 510402

Summary

- 1 This report provides Members with background to the presentation by the Uttlesford Primary Care Trust.

Background

- 2 Members of Scrutiny One Committee requested a briefing on the work of the Uttlesford PCT. The presentation from the PCT will provide information about the planning, provision and operation of the health service,
- 3 The role of UDC with regards to the PCT is one of scrutiny and this falls to be dealt with under the Local Authority (Overview and Scrutiny Committees Health Scrutiny Function). As mentioned above this remit is the scrutiny of planning, provision and operation of the health service. Reg 5(3) provides that this does not allow the scrutiny body to require confidential information which relates to and identifies a living individual unless it can be disclosed in such a way that the individual cannot be identified or the individual consents to its disclosure. Information relating to employment is clearly confidential and the Council is not in a position to insist upon the provision of further information.
- 4 As the scrutinising of health issues is of major importance this report recommends that Scrutiny One have a presentation from the PCT twice a year.

RECOMMENDED that Members note the contents of paragraph of the report and that Scrutiny One receives a presentation from the Uttlesford PCT twice a year.

Background Papers: PCT File $\frac{3}{4}$

Committee: Scrutiny 1
Date: 10 March 2004
Agenda Item No: 5
Title: Contract Management – Scrutiny One Work Programme
Author: Ian Orton (01799) 510402

Summary

- 1 This report provides Members with details of the management of the major contracts within the Council.

Background

- 2 Members of Scrutiny One requested details of the Management of Contracts within the Council as part of the forward plan of the committee. Uttlesford has six major contracts:

• Domestic Waste Collection	£750,000
• PFI Leisure Contract	£250,000
• Street Cleansing	£400,000
• Vehicle Maintenance	£270,000
• Recycling Collection	£230,000
• Housing Repairs	£770,000

- 3 The Domestic Waste and Leisure Contracts are carried out by external contractors and the remaining contracts are partly carried out by the in-house direct services team. The day to day monitoring of these contracts is carried out by client side officers who monitor the contracts to ensure that the contractor(s) are delivering the contract to the specification as agreed by both parties. If the delivery is not to the required specification then the client side officers manage the penalty arrangements that form part of the contractual agreement.
- 4 The above arrangements will change as part of the restructuring being carried out within the Council. As part of this process the in house direct service teams will be transferred to the appropriate executive managers within the authority so for example the housing repairs team who carry out around 45% of housing repairs will be transferred to the housing department and will be directly managed by housing staff.
- 5 Scrutiny Committee should examine this report as an interim document. Procurement Task Group will be considering new ways that contracts are managed to ensure that the authority obtains the maximum value from the

£2.7m that is spent on major contracts each year. The report recommends that Scrutiny Committee receive a report on the management of contracts once the restructuring of the senior management of the council is completed.

RECOMMENDED that

- 1 Members comment on the existing management arrangements of the monitoring of the six major contracts within the Council and
- 2 Scrutiny Committee receives on 22 September 2004 a report on revised contract management arrangements

Background Papers: Contract Files

Committee: Scrutiny 1 – Community & Housing
Date: 10 March 2004
Agenda Item No: 6
Title: Leisure & Cultural Strategy – Progress Report
Author: Sarah McLagan (01799) 510560

Summary

- 1 This report provides the Committee with details of progress made towards the objectives of the revised Leisure & Cultural Strategy. It recommends that Members note progress against the Action Plan.

Background

- 2 In June 2003, the Community & Leisure Committee confirmed its revised Leisure & Cultural Strategy for 2003 – 2005. The revised Strategy acknowledged the work that had been completed during the first three years and consolidated the remainder of the work into a more focused Strategy under headings associated with the Best Value Review of Leisure & Cultural Services and other key issues emerging at that time.
- 3 In September 2003, the Committee confirmed an Action Plan for pursuing the objectives of the revised Strategy and confirmed the priority status of each of the Actions. In addition, each Action was quantified in terms of its “Deliverability”.

Progress towards the Action Plan

- 4 The Appendix sets out the progress that has been made towards each of the Actions. It has emerged that some of the Actions that were required to be

completed during 2003/04 have an ongoing commitment. This is acknowledged with arrows in the 2004/05 columns which indicate that work associated with these Actions will continue during the next financial year. This point is particularly important when considering Actions 2.7, 5.6, 6.2, 6.4 and 6.8, as these were all of High Priority for the Committee.

- 5 With regard to the other High Priorities of the Committee - Actions 1.1, 1.4, 1.6, 1.7, 2.1, 2.2, 4.1, 5.1, 5.2, 6.3, - progress is either "Achieved" or "On Schedule" for achievement.
- 6 Four of the Actions have been categorised as "Uncertain". With regard to three of these (2.5, 2.6, 3.2), Officers have had limited opportunity to progress them due to reduced resources within the Leisure section. It is anticipated, however, that these Actions can be progressed during the next financial year with the appointment of a Leisure Officer. The fourth action which has been categorised as "Uncertain" (6.7) will be considered in the context of the Corporate Plan during 2004/05.
- 7 It is considered that, as a whole, good progress has been made towards most of the Actions. Where there has been slippage, it is due either to the nature of the Action being pursued, or the restricted resources available to pursue it.

RECOMMENDED that the Committee note the progress made towards the Action Plan for the Leisure & Cultural Strategy.

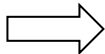
Background Papers: Leisure & Cultural Strategy 2000 – 2005
Revised Leisure & Cultural Strategy and Action Plan
2003-2005, September 2003

Leisure & Cultural Strategy for Uttlesford 2003 – 2005 – Action Plan Progress Report - March 2004

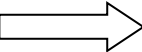
Quality of Life Theme

A = Strong community leadership
 B = More openness through public scrutiny
 C = Improve access to services
 D = Protect the environment & character of the district
 E = Promote tourism & green leisure opportunities
 F = Develop better opportunities for young people

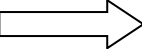
Progress Key












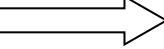
A = Achieved
 OS= On Schedule
 OG= Ongoing
 U = Uncertain
 = To continue to pursue

1. The Objective of the Council is to play its part in the promotion of healthy life style and the enjoyment of cultural and leisure activities by the residents of Uttlesford						
No.	Quality of Life theme	Actions	2003/2004	2004/2005	Progress	Comments
1.1	A	We will analyse local need and plan our service delivery accordingly by carrying out surveys asking local people what they want. Where necessary develop and introduce access & inclusion policies, e.g. pricing & programme policies, which address exclusion/cultural diversity/equality issues and link to corporate objectives.			OS	➤ Officers have carried out surveys of customers attending programmes run e.g. school holiday. In 04/05 CDO to carry out series of Surveys – leisure centres, holiday programme, young people
1.2	B	Consider applying for Quest for Sports Development			04/05	
1.3	C	We will publicise services/events on our Website which will be updated on a monthly basis.			OS	➤ C&L's Webpages are incorporated in UDC's new Website
1.4	C	We will have genuinely collaborative and effective Local Partnerships Agreements with key partners to establish responsibilities and monitor outcomes			OG	➤ Protocol established through Community Safety Working Groups
1.5	CEF	Hold events which will encourage more active, healthier lifestyles in partnership with the PCT			OG/S	➤ 2x Healthy Walks, Healthwise and Bodycare established
1.6	CF	Open new Leisure Centres.			A	➤ Centres opened 08/03
1.7	C	Ensure GP Referral Scheme is operational in all LCs			OS	➤ Final arrangements being made at new Centres
1.8	C	Monitor/review Equal opportunities policies/applications			OG	




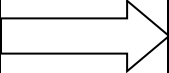



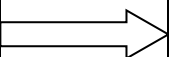



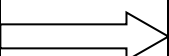



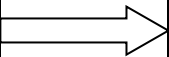
2. The provision of leisure facilities to a high standard						
No.	Quality of Life theme	Actions	2003/2004	2004/2005	Progress	Comments
2.1	CDE	Implement work programme to ensure the restored Bridge End Gardens is completed within budget.			04/05	
2.2	CDE	Publish promotional literature during the restoration of the Gardens and after works has taken place.			OG	➤ BBC Programme -Hidden Gardens. Postcard and Website being developed
2.3	B	Monitor the Leisure Contract to ensure the Contractors meets the standards and objectives within the PFI Contract.			A	➤ See Monitoring Report on Agenda
2.4	BC	Monitor the Leisure Contract to ensure facilities continue to be enhanced to meet customer requirements in line with customer complaints, suggestions and feedback.			A	➤ See Monitoring Report on Agenda
2.5	ACDEF	Advise/support needs of Schools, Parish Council/community facilities in rural areas according to resources available.			U	➤ Very limited advice/ support provided during 03/04 due to insufficient resources
2.6	CF	Negotiate with developers to ensure new housing developments are equip with play sites to NPFA standards under S106 Planning Agreements and managed by Town/Parish Councils			U	➤ Discussions have been limited due to lack of resources during 03/04
2.7	ACF	Attend meetings to provide professional input for the development of an Arts Centre in the district			OG	➤ Advice has been provided when sought
2.8	CF	Seek opinions of young people on Skateboard Park and other facilities. Plan with Partners as appropriate			A/OG	➤ Officers have supported meetings to develop facilities at SW, SM and GD

3. The encouragement of voluntary clubs and organisations by way of assistance to them through grants and advice, and the promotion of their activities						
No.	Quality of Life theme	Actions	2003/2004	2004/2005	Progress	Comments
3.1	BC	Enhance the local leisure/cultural provision/services by promoting and monitoring the Leisure & Cultural Grant Scheme			A	➤ As of beginning of March, Grants provided to 11 organisations, totalling £2,850 of the £4k available
3.2	CF	Contact the Clubs to ascertain level of support/advice required to assist them in attracting new members, developing coaches/tutors.			U	➤ Very limited advice/ support provided during 03/04 due to insufficient resources
3.3	C	Clubs and organisations will be made aware of services available via the website.			OG	➤ To be promoted on Website now it is available
3.4	C	Make clubs aware of the support/advice available, via website and by direct contact, to them when submitting grant applications to external bodies.			OG	➤ To be promoted on Website now it is available
3.5	A	Review level of support and advice given to voluntary sports/arts sector Community Forums e.g. SW Arts Trust and UCSF to enable effective community forums			A	➤ Limited support provided to SWAT – publicity and funding opportunities
3.6	CF	Produce and maintain up to date list of voluntary sector youth and sports organisations in the district on website and at key outlets			A	➤ Directory updated during year – to go on the Website now it is available

4. Work with young people to encourage in them an interest in, and enjoyment of, sporting, leisure and cultural activities						
No.	Quality of Life theme	Actions	2003/2004	2004/2005	Progress	Comments
4.1	ACF	Consult young people on their school holiday sports, arts and Museum events needs. Develop services accordingly to need/resources available			A/OG	➤ As a result changes have been made to programme e.g. introduction of date/time for bookings, provision of more Pottery courses
4.2	ACF	Undertake a needs assessment of young people to assess specific developmental opportunities with regard to sports activities and programmes, available in partnership with clubs, schools, Governing bodies etc			A/OG	➤ Many initiatives introduced e.g. Basket Ball at MRLC, Athletic Club at SWCH
4.3	ACF	Undertake needs assessment to ensure socially excluded young people are supported through targeted sports, arts and Museum initiatives/activities.			A/OG	➤ Sports Outreach Workers targeting groups of young people – established Basket Ball activity at MRLC
4.4	ACF	Support the work of the Youth Services to ensure young people can express their opinion about services and facilities in the district.			A/O	➤ Officers have supported the Youth Forum – first meeting held on 3 March 2004

5. The maintenance of Saffron Walden Museum as a first class museum, offering advice to voluntary museums and individuals in the District as well as conserving and displaying it's collections						
No.	Quality of Life theme	Actions	2003/2004	2004/2005	Progress	Comments
5.1	BCDF	Work towards requirements of Phase III to ensure the Museum maintains its fully Registered Status			OG	➤ Awaiting confirmation of criteria from Resource
5.2	ACD	Support and advise the Saffron Walden Museum Society to achieve improving the services to the customer in line with the BV Action Plan			A/OS	➤ Corporate Membership /newsletter launched
5.3	ACDE	Undertake an assessment to provide, according to need & resources available, appropriate advice and assistance to other museums and heritage organisations.			A/OG	➤ Discussions with groups have confirmed ongoing requirement for support/advice
5.4	CDEF	Progress towards Strategic Plan regarding Management, Buildings and Site, Collections, Displays and Visitor Services.			OS	
5.5	C	Implement Marketing Strategy. Attend relevant meetings/seek opportunities for benchmarking, marketing joint working with partners			OG	➤ Marketing Strategy/ Audience Development Plan being produced for HLF bid.
5.6	CD	Produce/present project plans for a Resource Centre/Museum			OG	➤ Project Plan/HLF bid being developed for submission Autumn 2004

6. The promotion of tourism in Uttlesford and the provision of information to enable both visitors and residents to enjoy the many things Uttlesford has to offer

No.	Quality of Life theme	Actions	2003/2004	2004/2005	Progress	Comments
6.1	BCE	Monitor and review services of TIC to ensure it continues to operate to nationally Networked facility standards of good practice			A/OG	
6.2	C	Develop/implement new Marketing Strategy to target specific markets, "packages" products and promotes and publicise the district, including through signage			OG	➤ Strategy framework drafted – to be developed through Corporate Plan work & EEDA Marketing Strategy
6.3	CE	Attend relevant meetings/seek opportunities with partners e.g. accommodation & attraction providers, contribution to marketing initiatives and projects			OG	➤ Tourism Forum meetings held 2x per year. Exhibitions supported – attendance & resources
6.4	CE	Promote accommodation standards to non-compliers. Lobby RTB to introduce statutory standards			OG	
6.5	CE	Support and advise other Visitor Information services in the main towns in the district by providing appropriate professional expertise and advice to assist with their service maintenance and development			OG	➤ Tourists are the main user of Thaxed CIC
6.6	ACE	Through the Tourism Forum identify need of local providers of facilities and accommodation			OG	➤ Tourism Forum / TF Sub-Groups working to Action Plan
6.7	CE	Identify gaps in transport services and improve service through collaborative partnership working.			U	➤ To be pursued through actions in Corporate Plan
6.8	DE	Produce leaflets, with partnership organisations, promoting walking in Uttlesford			OS/OG	➤ Series of circular walk leaflets being developed

Committee: Scrutiny 1
Date: 10 March 2004
Agenda Item No: 7
Title: Service & Financial Planning Process 2005/06
Author: Ian Orton (01799) 510402

Summary

- 1 This report provides Members with details of the Service & Financial Planning process for preparing the 2005/06.

Background

- 2 Members will be aware that the process for Service and Financial Planning for one year begins virtually a year before that date is reached.
- 3 Attached at Appendix A are the broad timeslots for Service & Financial for 2005/06. Members will have the opportunity to scrutinise the process and to make recommendations that will be passed onto the Resources Committee for consideration.

RECOMMENDED that Members comment on the suggested timescale for Service & Financial Planning for 2005/06.

Background Papers: Service & Financial Planning 2005/06

Appendix A

UTTLESFORD DISTRICT COUNCIL

Timescale for Service & Financial Planning

2005/2006

Document and Process	Date	Who Will Consider Documentation	Comments
Service Plans for 04/05	Completed by February 2004	Senior Management Team and Policy Committees	
Service & Financial Planning process	8 th March 2004 10 th & 31 st March 2004	Senior Management Team Scrutiny Committee(s)	
Consult broad growth areas with the four state of the district meetings	Mid April to late May 2004	Resources Committee	
Member Workshop Service & Financial Planning 05/06	24 th May 2004	Member Training and Development	<ul style="list-style-type: none"> • External facilitator
Develop broad parameters for Service & Financial Planning Growth bids and areas of low priority for 05/06	11 TH June 2004	Political Leadership Senior Management Team	<ul style="list-style-type: none"> • Political • Managerial • Strategic Partners • Community contributions
Agree broad parameters for Service & Financial Planning Growth bids 05/06	24 th June 2004	Resources Committee	
Detailed budget guidance to be produced & Service Planning Guidance 04/05	2 nd July 2004	Service & Financial Planning Team	

Growth bids developed by Executive Managers	30 th July 2004	Senior Management Team	
Consider <ul style="list-style-type: none"> • Growth Bids • New bids linked to Corporate Plan • Examine draft Capital Programme 05/06 • Review base budget • Income generation opportunities 	3 rd September 2004	Service & Financial Planning Team	
Confirm 05/06 budget parameters Consider draft Capital Programme	23 RD September 2004	Resources Committee	
Consult with Citizens Panel re budget parameters	4 TH October 2004	Citizens Panel via Strategy & Performance Executive Manager	
Draft Capital Bids process	18 TH October 2004	Capital Strategy Group	
Half Year Out turns	Mid November 04	Finance Executive Manager	
Prioritise the budget	18 th November 2004	Resources Committee	

Consultation on Council Tax Levels 05/06	22 ND November 2004 for two weeks	Focus Groups via Strategy & Performance Executive Manager	
Update on financial position including finance settlements	Late November	Senior Management Team	?
Additional growth items via <ul style="list-style-type: none"> • Political • Community • LSP • Managerial processes 	Early December 2004	<ul style="list-style-type: none"> • Political process • Senior Management Team 	
Review process	3 rd January 2005	Service & Financial Planning Team	
Co-ordinate the resource process	27 th January 2005	Resources Committee	
Recommend Council Tax Level to Council	3 rd February 2005	Resources Committee	
Set the budget	10 th February 2004	Full Council	
Agree Service & Financial Planning process for 2006/07	14 th March 2005	Senior Management Team	
Monitor Service Plans for Scrutiny Committees	Produced on a Quarterly Basis	Scrutiny Committees	Executive Managers
Ian Orton	First Version	2 nd March 2004	

Committee: Scrutiny 1
Date: 10 March 2004
Agenda Item No: 8
Title: Performance Management April to December 2003
Author: Ian Orton (01799) 510402

Summary

1 This report contains details of the Performance Management of the authority during the period April to December 2003.

Background

2 The Council introduced Performance Management in July 2003. During the last six months the process has been fine tuned via consultation with Members and management. As a result of the consultation the Performance Management now consists of:

- 72 Performance measures (including 3 measures collected and set by Essex Police)
- Quarterly data collection system built the work of Performance Champions within the authority. Data for the first three quarters of 2003/04 has been collected
- A traffic light/smiley faces system to indicate the status of performance measures. *Green for above Target: Amber for within 10% of Target: Red for more than 10% below Target*
- Reviewing mechanism that provides support to help managers improve performance

3 During March Scrutiny Committees will receive performance data for the first three quarters of 2003/04. The performance data is now made up of 69 performance measures plus three measures that will be collected by Essex Police. Of the 69 performance measures there are:

19 Greens 27.53%
44 Ambers 63.76%
6 Reds 8.69%

4 The six red indicators are:

Indicator	Target	Actual Performance	Notes
Material Financial Penalties	0	1	

Imposed by Inland Revenue			
Percentage of debt outstanding at 30 days	15%	22%	
Average length of stay in bed and breakfast	5.6 weeks	6.2 weeks	
Number of homeless cases	10%	15%	
Number of missed bins per 100,000	12	17.25	
% of major planning applications determined in 13 weeks	45%	29%	

- 5 The above red indicators each have a Rescue Recovery Package, which is attached at Appendix B. These Rescue Packages outline how the Indicator, wherever possible, can be returned to Amber or Green.
- 6 Attached at Appendix C are details of the Sickness Levels across the divisions of the Council covering three quarters of the year. Scrutiny Committee will note the disparity in sickness levels throughout the organisation. As a result of this Performance Management data sickness monitoring measures are being introduced throughout the Council.

RECOMMENDED that

- 1 Scrutiny Committee comments on the Performance data attached at Appendix A
- 2 That Scrutiny Committee notes the Rescue Recovery Packages at Appendix B
- 3 The reporting structure of Performance Management is changed to reflect the new executive management system that will be introduced from 1st June 2004
- 4 That Scrutiny Committee notes the Sickness comparative data as attached at Appendix C

Background Papers: Performance Management Files 2003/2004

Appendix B

Rescue Recovery Packages

Stay in Bed and Breakfast

It is hoped that the end of year figure will be a little better than 6.2 but 5.6 may not be achieved.

There have been surges of homeless cases during the year when available vacancies have not been available at the time. There is a statutory duty for the period not to exceed 6 weeks in the next financial year. This is acknowledged in the homelessness strategy and this is a top priority for Housing Services. It is expected that the new officer dealing with homelessness will be able to have an impact on the future figures. In addition within the homelessness strategy there is provision to suspend (for short periods) normal allocations in order to assist homeless cases.

There are a number of other areas within the homelessness strategy on which officers are working to improve these figures

Help Cases to Avoid Homelessness

This new local PI has been introduced to assist monitor the success of the Homelessness Strategy and the appointment on an officer to deal with this area of work. The officer has only been in post a few weeks. It is hoped that the figure will be improved by end of year but the main impact is expected next year. The original target was set in the hope that an officer may have been in post earlier.

Material Financial Penalties.

Minor technical breach. Error in VAT analysis. Net cost to Council was £600. New Financial Management System will reduce likelihood of further occurrence.

Debt Outstanding over 30 days.

Actual performance shown includes agreed installment payments, which overstates the figures. The new Financial Management System will provide better analysis to exclude this figure. Debt collection procedures are in generally considered good, with prompt follow up action and no adverse audit comments. The target of 15% is realistic as one in six or seven debtors (15%) are in practice likely to hold on to their money beyond the 30-day timescale we set, but then largely pay up. The complimentary performance indicator of Debt Outstanding shows this at 60 days, with a 1% actual in quarter 3 of the current year.

Missed Bins

This is a seasonal blip brought about by contractors holiday arrangement. This position has now been resolved and the performance measure should be returned to Green by the end of March 2004.

Planning Decisions within 13 Weeks

The delay in determining major applications can be caused by the very nature of the application. Members tend to require more additional information for these applications and they can be deferred a number of times. In some cases we also have to wait for a Section 106 agreement which, again, holds up the issue of the decision notice. Quite why our determination rate is continuing to drop I am a little unsure of and can only assume it is due to our shortage of Planning Officers.

Committee: Scrutiny 1 – Community & Housing
Date: 10 March 2004
Agenda Item No: 9
Title: PFI Leisure Contract – 6 Monthly Report
Author: Sarah McLagan (01799) 510560

Summary

- 1 This report provides Members with details of the performance of the Leisure Contractor running the three Leisure Centres in the District. It asks Members to note the detail of the report.

Background

- 2 The PFI Leisure Contract, which was signed in May 2002, has enabled the Council to provide three Leisure Centres in the district – the Lord Butler Fitness & Leisure Centre (LBF&LC), Saffron Walden, the Great Dunmow Leisure Centre (GDLC) and the Mountfitchet Romeera Leisure Centre (MRLC), Stansted Mountfitchet. The LBF&LC was extensively refurbished under the terms of the Contract. The Centres in Dunmow and Stansted were newly built and opened to the public in August 2003. Leisure Operator, Leisure Connection Limited, manages the Centres.
- 3 Under the terms of the Contract, Leisure Connection is required to provide the Council with details of its performance and where it fails to meet the standards set out in the Contract. The Council also undertakes monitoring of the Leisure Centres and the services provided by the Leisure Connection. This report gives details of the types of monitoring undertaken and the results of the monitoring undertaken since the new Centres opened.

Monitoring Undertaken

- 4 Monthly Reports – The Leisure Operator provides the Council with a detailed report at the beginning of each month. This sets out the performance of the three Leisure Centres against the standards set out in the Contract's Payment Mechanism. It also gives details of the maintenance work that has been carried out during the month. The report also advises where there has been any non-compliance with the Contract and sets out the financial deductions that are applicable to that non-compliance.

- 5 Monitoring Visits – the Leisure Manager and the Grants and Monitoring Officer carry these out at the beginning of each month. They check all aspects of the Centres including cleanliness, health & safety standards and availability of equipment. They also assess documentation such as the Centres own monitoring records, pool testing records etc. Where it is considered that standards are not adequate a report is provided to the Leisure Operator, which is followed up to ensure the corrective action has been taken.
- 6 Monthly Meetings – The Council holds formal, minuted, monthly meetings with the Area and Contract Managers who oversee the Uttlesford Contract and the three Business Centre Managers employed by Leisure Connection. In addition, the Director of Lintium Leisure Limited attends at the meetings. At these meetings Leisure Connection provides the Council with any documentation that is required under the Contract such as Life Cycle and Maintenance Programmes, Annual programmes for Training, Marketing, Programming and Cleaning and Quarterly Statistics on use of the Centres.
- 7 In addition, the meeting is used to discuss issues that have arisen, complaints or suggestions that have been received and to identify actions to be taken to address foreseen issues or maintenance work. The meetings also give the Business Centre Managers the opportunity to report on performance, staffing, training, marketing promotions and customer feedback and complaints.
- 8 Reactive Monitoring – Officers also carry out reactive monitoring either by making visits or phone calls to the Leisure Centres to follow up suggestions or complaints that have been received.
- 9 Attendance at Focus Group Meetings – Leisure Connection has introduced Focus Group meetings for users of the Centres to attend to make representation about services and standards. Officers attend at these meetings to hear what is said and ensure that the Leisure Operator responds effectively and promptly to, where appropriate. A nominated Member of the Community & Leisure Committee is to attend at these meetings in the future.
- 10 Regular meetings with the Chairman of Community & Leisure Committee – The Area and Contract Managers meet on a regular basis with the Chairman of Community & Leisure Committee and the Head of Community & Leisure Services to ensure a consistent approach to how matters are dealt with and enhance partnership arrangements between the parties. They also enable dialogue about matters of interest or concern that have occurred at the Leisure Centres and events/promotions that were to take place in coming months.

Results of Monitoring Undertaken

- 11 The table below sets out details of the results of the various monitoring activities that the Council has undertaken since August.

MONITORING ACTIVITY	RESULTS OF MONITORING August 03 – January 04	COMMENTS	ACTION OF LEISURE OPERATOR
Monthly Reports	2 incidents – October & November – the Swimming Pool at the GDLC was closed to the public for Health & Safety reasons	The pool could not be opened to the public as, due to sickness, there was insufficient qualified pool staff available	Leisure Connection was required to make appropriate deductions – a total of £37.82 / £46.45 respectfully - to the Monthly Invoices under the Non - availability clause of the Payment Mechanism
Monitoring Visits	<p>Officer have carried out a total of 21 Monitoring Visits (7 to each Centre)</p> <p>Officers have issued reports for various aspects that have been below standard, including cleanliness, equipment unavailability, health & safety issues, building defects, vending supplies, concerns raised regarding sports hall floors and drainage</p>	The time allowed for rectification depends on the type and severity of the incident	Leisure Connection has resolved all of the issues raised to the satisfaction of the Leisure Manager

MONITORING ACTIVITY	RESULTS OF MONITORING August 03 – January 04	COMMENTS	ACTION OF LEISURE OPERATOR
Monthly Meetings	<p>6 Monthly Meetings have been held since the Centres opened in August 2003</p> <p>Requirements for the production of documentation have been met. (See Appendix 1 for Statistical Information on usage made of the Leisure Centres – NB more detailed information will be collected in the future)</p> <p>No references have been made from Monitoring Visits about continuing non-compliance</p> <p>Opportunities have been taken by both parties to raise issues or concerns and jointly agree a way forward. Examples include change of use from squash court to beauty suite, Christmas/New Year opening hours, membership charges, disability access i.e. investigating alternative pool steps, other equipment requirements and the development of healthwise and disability sports programmes</p>	<p>Monthly Meetings are productive and help to provide for a partnership approach to the provision of leisure centre services</p>	

MONITORING ACTIVITY	RESULTS OF MONITORING August 03 – January 04	COMMENTS	ACTION OF LEISURE OPERATOR
Reactive Monitoring	<p>6 letters of complaint have been received and dealt with by officers. Complaints also received by telephone, email and in person when attending Leisure Centres.</p> <p>Other examples of Reactive Monitoring include, seeking a reimbursement for a customer, advising of an appropriate course of action to achieve a reduction in membership rate, seeking and achieving the reinstatement of a Class following customer complaints.</p>	<p>The main issues of complaint have been with regards the price of Swimming Lessons at GDLC, the deletion of the Ambassador Membership Scheme that was operated by DC Leisure and cleanliness at LBF&LC</p> <p>All issues have been dealt with to the required standards set out in the Contract and in cooperation with the Council's officers - all complaints are discussed with the operator to ascertain the action that it is to take to address the concerns raised.</p>	<p>Some of the complaints have been discussed and minuted at Monthly Meetings and/or the meetings between the Leisure Connection and the Chairman/Head of Community & Leisure Services</p>

MONITORING ACTIVITY	RESULTS OF MONITORING August 03 – January 04	COMMENTS	ACTION OF LEISURE OPERATOR
Focus Group Meetings	<p>Officers have attended at all 6 of the Focus Group meetings that Leisure Connection has held since August.</p> <p>A total of 17 users/people have attended at the meetings</p> <p>Attendees raised various issues, including – cleanliness, changes to the Group Training Room programme, cost of services, numbers attending classes, spinning bikes have not arrived despite being promised.</p> <p>Attendees also raised many examples of praise for high standards of service/staff, including those provided by the receptionists and, in particular, two members of Harpers staff at LBF&LC.</p>	<p>The Focus Group meetings have given both positive and constructive feedback on the services provided.</p> <p>Officers are satisfied that Leisure Connection has responded appropriately to concerns/issues raised and suggestions made by attendees. At LBF&LC a booking cards system was introduced for classes to avoid people who have not booked walking into the classes. Delay in provision of capital items communicated to customers.</p>	<p>Leisure Connection publish and post on notice boards in the Centres the notes of the meetings and the actions to be taken to address customers concerns/suggestions</p>

MONITORING ACTIVITY	RESULTS OF MONITORING August 03 – January 04	COMMENTS	ACTION OF LEISURE OPERATOR
<p>Variations to the Contract / Joint Initiatives</p>	<p>The Contract provides for the Leisure Centres to open to the public every day of the year, except for Christmas Day and Boxing Day</p> <p>Exceptions were agreed with Leisure Connection (in consultation with the Chairman of Community & Leisure) to allow the Centres to close the Centres at 4pm on Christmas Eve and New Years Eve (2003) and the pool at GDLC on New Years Day (2004).</p> <p>Leisure Connection has advised that there are a number of standards set out with the Contract that are inappropriate / unachievable e.g. pool chemical tolerances and air conditioning levels</p>	<p>Agreement for these closures was given as it was clear that there was insufficient demand for the facilities at these times and that there would not be sufficient qualified staff available to open the pool facility.</p> <p>Leisure Connection was asked to monitor usage levels during the Christmas and New Year periods.</p> <p>At a future Monthly Meeting, consideration will be given to the existing Contractual opening hours, technical standards and other issues that are currently monitored and to what variations should be made to the Contract as a result.</p>	<p>Officers are working with Leisure Connection to agree that activities be provided to equate to the cost of the loss of service on those occasions. For example, the courses for People with Disabilities being run at LBFLC will fall into this category.</p>

Performance of Uttlesford Leisure Centres in Company Audits

- 12 Leisure Connection Limited carries out Internal Audits and checks to measure the performance of each of its 105 leisure centres. The Audits are designed to measure performance against the companies standards set out in its Leisure Quality Management System. The Pass Rate for the Audits is 55%.
- 13 All of the Audits carried out at Uttlesford Leisure Centres have exceeded this pass rate and details are provided at Appendix 2. Members should note that when new Centres are being assessed there is no historical statistical information against which to judge the standard of provision and this, as a rule, affects the % score for some areas in the facility e.g. Swimming Lessons where no survey has been carried out.
- 14 Once the audit is completed, the Business Centre Manager is required to produce a "Service Improvement Strategy" (SIS) for the service area in question. The Strategy is monitored by the Contract and Area Managers to ensure it is followed and effective. The quality of the Strategy is judged when the next Audit is carried out on that service area.
- 15 Although this approach is a Leisure Connection initiative, Officers monitor the results and SIS, providing feedback to the Leisure Operator, as appropriate.

Future monitoring arrangements

- 16 Due to constraints on resources, it has only been possible to carry out planned monitoring. Reactive monitoring and responses to complaints has had to be carried out by the Leisure Manager, and, due to the inconsistency of what is involved, there have been knock-on affects to her other work.
- 17 To try to address this issue, agreement has been reached with colleagues in Environmental Services that one of its Technical Officers will be designated to carry out regular and specific monitoring checks at the Leisure Centres. One day a week is available for this work, which will commence from 1 April 2004. The Technical Officer will agree a timetable of monitoring checks with the Leisure Manager and provide reports on the standards recorded.
- 18 In addition, following approval of the budget for 2004/05 by full Council in February, a Leisure Officer will be designated. They will be deployed to carry out unscheduled and adhoc monitoring checks, work to consider and address complaints and suggestions made by the public and support the Leisure Manager to ensure a consistent approach to monitoring the PFI Leisure Contract.

Conclusions

- 19 Within the context of the task to provide and manage - to a high standard and high customer expectations - two brand new Leisure Centres, the non-compliances and issues raised through monitoring and by customers are acceptable. Officers can confirm that the attitude of the Leisure Operator is to

deal with criticism and issues raised in a constructive and professional manner. In addition, both parties recognise that the emerging partnership opportunities will enhance both the services to leisure centre users and the Councils leisure services to its residents.

RECOMMENDED that the detail of the report on the performance of the Leisure Contractor running the three Leisure Centres in the District be noted.

Background Papers: Minutes of Monthly meetings, Monitoring Reports,
Correspondence/Complaints File

Leisure Connection Audit Information

APPENDIX 2

Month	Centre	Service	Percentage Result
September	LBFLC	Pool Safety	90%
October	GDLC	Swim School	77.6%
	GDLC	Finance	77%
	MRLC	Finance	76%
November	LBFLC	Swim School	91%
	<i>LBFLC</i>	<i>League Position</i>	<i>84th / 105</i>
	<i>GDLC</i>	<i>League Position</i>	<i>100th / 105</i>
	<i>MRLC</i>	<i>League Position</i>	<i>72nd / 105</i>
December	MRLC	Health & Safety Monitoring Audit	73%
	MRLC	H & S Audit	78.6%
	LBFLC	Harpers	77%
	LBFLC	Site	87%
	<i>LBFLC</i>	<i>League Position</i>	<i>11th / 105</i>
	<i>GDLC</i>	<i>League Position</i>	<i>13th / 105</i>
	<i>MRLC</i>	<i>League Position</i>	<i>84th / 105</i>
January	MRLC	Site	79%
	MRLC	Harpers	70%
	GDLC	Site	82%
	GDLC	Harpers	77%
	GDLC	H & S Audit	62%
	GDLC	Pool Safety	59%
	LBFLC	Finance	73%
	LBFLC	Harpers	67%
	<i>LBFLC</i>	<i>League Position</i>	<i>6th / 105</i>
	<i>GDLC</i>	<i>League Position</i>	<i>9th / 105</i>
	<i>MRLC</i>	<i>League Position</i>	<i>15th / 105</i>

The pass mark for Audits is 55 %. A good average is 60 – 65 %.

The Uttlesford PFI Contract has achieved excellent results with all-but-one achieving an above average rating. Two of the marks are the highest in the organisation. LBFLC has achieved the highest audit score in the company for Pool Safety and Swim School.

The League Table positions are based on the 105 Centres that Leisure Connection manages. The positions are determined as a result of the scores that the Centres achieve from Mystery Visits, Mystery Calls, Membership sales, Revenue etc.

In November, MRLC had the highest score in the company for Mystery Visits, but achieved a low league position due to slow membership sales. This has been addressed by the appointment of a permanent Membership Customer Adviser.

January's Pool Safety Audit result at GDLC's did not raise any health and safety concerns, but highlighted deficiencies in areas of administration and policy application.

Committee: Scrutiny 1
Date: 10 March 2004
Agenda Item No: 10
Title: Scrutiny Training - Monday 29 March 2004
Author: Ian Orton (01799) 510402

Summary

- 1 This report provides Members with details of training in Scrutiny, which has been arranged for Members and Managers at **7.30pm Monday 29 March 2004**.

Background

- 2 At the beginning of the municipal year Members of Scrutiny Committees were asked if they would like training in the scrutiny process. Members of both committees requested scrutiny training and during the summer and early autumn attempts were made to arrange scrutiny training. Unfortunately for a number of reasons it proved virtually impossible to arrange such training.
- 3 In an attempt to make training in scrutiny more inviting the Council has engaged the Royal Academy of Dramatic Art to carry out scrutiny training as part of the RADA in business development programme. RADA promote corporate development as *a great stage in your company's development*. The RADA training in scrutiny awareness takes the form of a series of training scenarios built around scrutinising a problem – in this case an unexplained murder!
- 4 The training session will be held on Monday 29 March 7.30pm to 9pm and all Members and senior managers will be very welcome.

RECOMMENDED that Members note the date and time of Scrutiny Training from RADA in business.

Background Papers: Scrutiny Training File 03/04