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OXFORDSHIRE
COUNTY COUNCIL

Cabinet
Tuesday, 18 September 2018

ADDENDA

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CABINET – 18 SEPTEMBER 2018

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Question received from the following Member:

1.   Question to Councillor Heathcoat from Councillor Laura Price

Could the Deputy Leader explain why, at a time when Oxfordshire is considering the implementation of a new operating model with significant implications for staff, the creation of 6 new Deputy Director posts was authorised? Where was the public business case for the appointments and how many other senior positions have been created, or are planned to be created without scrutiny?

Answer

Following Cabinet agreement to the Senior Management Review (SMR) in December 2016, the senior management of Communities (specifically the Environment & Economy areas) was left to be reviewed and adjusted during the restructuring processes underway. This was prior to the initiation of the Transformation programme or Fit for the Future. Following the appointment of the Strategic Director for Communities, his first major task was to review and put in place the senior management teams for the new Department. The first stage of that was to establish new Director posts to reflect the direction of the organisation and align this with other departments to fill out how Communities would engage in cross council work participate in the Corporate Leadership Team (CLT) – again this was prior to Transformation getting under way. The new Directors were then tasked with developing structures which could both meet our MTFP commitments, but also meet the emerging challenges we were facing at the time: unitary council, devolution, property issues arising from Carillion and the development of partnership working.

In the autumn of 2017 an operational decision was taken to add Assistant Director posts into Communities. These new posts would be part of restructuring activity to address the volume and nature of the work in Communities and the need to be prepared to deal with Fit for the Future. This injection of capacity and capability would enable us to address some major issues affecting Communities and indeed the Council. Most significant was how to:

- deal with a failing Carillion contract (prior to their collapse);
- develop and solidify the emerging Growth Deal and Housing Infrastructure Funding proposals;
- develop and deliver a new approach to asset management and investment;
- completely overhaul how we deliver our capital programme; and
- develop and implement the department's part in developing and implementing the emerging target operating model (TOM).

To wait until we agreed the TOM to change our operational leadership structure was not operationally possible because we would not be able to achieve existing MTFP savings (particularly for Planning & Place directorate) and we would not be in a robust position to begin the implementation of the TOM. Similar decisions had been taken previously in People Directorate (both Adults and Children's Services). Although we had no absolute clarity on TOM when we started the process to recruit in January 2018, we knew enough about the emerging layers, the major principles of transformation and the workload priorities to enable us to recruit the skills and capacities we would need to see us through.

2. Question to Councillor Lindsay-Gale from Councillor John Howson

Could you list the revenue balances for all maintained primary schools in Oxfordshire at the end of the 2017/8 financial year and show what percentage of revenue income the balance represents and how the percentage has changed since the end of the previous financial year, as well as the latest available number of pupils on the school roll.

Answer

Please find below the information required for all maintained primary schools in Oxford. This list includes the primary schools maintained as at 31 March 2018 and the data used for the number on roll is at October 2017.

Question on Notice: Summary of School balances

NOTES:
Negative balances are SURPLUS balances
A negative number in "change" column indicates the balance is a lower % of ISB funding than the previous year

School Primary Schools	Balance at 1-Apr-2017	Percentage of ISB Funding % (a)	Balance at 31-Mar-2018	Percentage of ISB Funding % (b)	Change (b) - (a)	Number on Roll (Oct 17)
Madley Brook	-8,570.80	0.70	-1,700.60	0.10	-0.60	309
Orchard Fields C School	-211,742.63	13.40	-143,761.55	10.00	-3.40	362
Queensway School	-140,055.32	11.30	-120,814.45	9.40	-1.90	365
The Grange School	1,301.02	-0.10	-8,775.72	0.80	0.90	310
Hardwick CP School	-230,867.31	28.50	-187,766.15	23.80	-4.70	196
Charlbury School	-70,191.25	9.00	-68,012.03	8.90	-0.10	189
Enstone School	-63,674.58	13.00	-50,527.96	10.90	-2.10	110
Great Tew County School	-26,037.55	5.60	-19,470.84	4.40	-1.20	100
Kingham School	-33,374.80	4.40	-101,426.09	13.10	8.70	201
Middle Barton School	-28,196.06	5.20	-37,154.91	6.80	1.60	137
Five Acres School	12,520.09	-1.00	-34,729.82	2.80	3.80	356
Brookside School	-88,432.87	7.50	-114,533.38	10.50	3.00	295
Longfields and Nursery School	-62,920.17	5.10	-66,394.99	5.70	0.60	320
Whitchurch County School	-9,306.24	1.70	-6,260.67	1.10	-0.60	136
King's Meadow School	-76,774.11	5.20	-15,945.82	1.20	-4.00	396
Witney C School	24,298.77	-3.10	25,859.91	-3.30	-0.20	199
St Nicholas	-64,177.84	3.50	-114,579.25	7.60	4.10	412
Stonesfield School	-19,179.57	3.50	8,485.28	-1.60	-5.10	123
William Fletcher School	-95,210.93	9.80	-82,773.11	8.70	-1.10	256
North Kidlington School	-162,529.15	15.50	-190,039.45	17.70	2.20	299
Sandhills School	-93,538.80	7.90	-146,114.23	12.60	4.70	313
RAF Benson C School	-96,660.98	13.20	-40,243.60	5.50	-7.70	208
Stadhampton School	-39,852.11	8.90	-48,328.78	11.10	2.20	90
Tetsworth School	-16,301.38	4.90	-20,693.77	6.70	1.80	57
Watlington School	-81,111.30	7.60	-64,551.99	6.50	-1.10	257
Barley Hill School	-192,896.79	11.30	-101,003.11	6.50	-4.80	464
Mill Lane School	-13,079.53	1.70	8,079.96	-1.10	-2.80	182
Nettlebed C School	-49,271.33	8.90	-9,260.71	1.80	-7.10	126
Sonning Common School	-33,254.97	2.30	-14,096.64	1.00	-1.30	384
South Stoke C School	-39,547.62	14.10	-40,501.73	14.20	0.10	48
Woodcote School	-76,155.61	10.50	-68,463.11	9.10	-1.40	187
Valley Road School	28,463.87	-3.40	20,905.07	-2.70	0.70	196
Badgemore C School	-16,856.03	3.40	-40,459.32	7.90	4.50	102
East Oxford School	-43,566.31	3.60	-87,934.63	7.00	3.40	278
Windmill School	-64,186.72	3.30	-131,594.91	6.40	3.10	630
Rose Hill School	86,128.28	-5.30	333,291.81	-25.90	-20.60	293
West Oxford C School	-36,058.74	4.40	-11,721.22	1.50	-2.90	206
Larkrise School	-78,004.42	4.80	-50,617.36	3.40	-1.40	405
Chilton County School	-175,626.46	18.90	-172,797.04	20.70	1.80	229
Drayton CP School	-35,988.27	6.10	-41,742.21	6.90	0.80	160
Harwell School	-29,717.92	4.50	-60,457.80	8.60	4.10	181
Dry Sandford School	-15,251.18	3.10	-57,348.50	10.70	7.60	103
Botley School	-263,828.87	19.40	-241,159.85	18.60	-0.80	371
Fir Tree Junior School	-61,565.17	8.00	-76,383.86	9.50	1.50	212
Stockham School	-63,104.41	7.80	-71,574.53	8.80	1.00	210
Thomas Reade School	-181,012.19	21.60	-137,673.12	17.60	-4.00	209
Wood Farm School	-102,082.23	7.00	-95,070.80	6.20	-0.80	382
Edward Feild School	-123,587.73	10.60	-63,145.60	5.90	-4.70	207
John Hampden School	76,750.65	-5.80	-90,493.18	6.80	12.60	380
Stephen Freeman School	-236,320.04	17.90	-229,975.09	17.40	-0.50	382
Carswell C School	-228,558.51	22.00	-172,298.42	18.50	-3.50	246
West Witney County School	-98,438.85	8.50	-109,552.49	9.50	1.00	336
Long Furlong School	-16,954.94	2.00	-10,672.26	1.30	-0.70	205
Caldecott School	-198,431.95	14.50	-161,266.89	12.30	-2.20	351
Langford Village C School	-180,404.46	11.10	-205,232.82	13.80	2.70	415
Bure Park School	-17,012.81	0.90	-71,250.52	4.20	3.30	446
St John The Evangelist CE (A) School	-84,400.18	5.80	-86,874.11	6.30	0.50	400
Cropredy CE School	-18,297.77	2.60	-32,806.06	5.00	2.40	179
Chadlington CE School	-41,861.18	9.20	-38,937.77	8.60	-0.60	103
Hook Norton CE School	-75,433.79	8.60	-113,843.58	13.60	5.00	210
Bloxham CE School	-118,990.28	7.90	-112,867.53	7.60	-0.30	406
Fritwell CE School	-112,421.15	18.40	-68,918.11	12.40	-6.00	126
Charlton-on-Otmoor CE School	-5,841.39	1.40	20,036.79	-4.90	-6.30	82
Chesterton CE Aided School	-34,827.88	6.40	-33,985.80	6.50	0.10	129
Fringford CE School		18.10	-48,579.86	11.80	-6.30	96

School						
Launton CE School	-29,497.16	4.60	-11,398.98	1.90	-2.70	145
Finmere CE School	-23,232.95	8.80	-10,523.65	4.60	-4.20	29
Clanfield CE School	-14,111.56	2.70	-49,748.67	9.30	6.60	143
Aston and Cote CE School	-22,186.37	3.90	-21,390.75	3.80	-0.10	150
Ducklington School	8,232.62	-1.10	-12,253.91	1.60	2.70	194
Hailey CE School	-55,407.38	12.00	-91,569.63	20.50	8.50	97
St Kenelm's C of E (VC) School	-43,487.14	9.50	-66,867.64	14.90	5.40	98
Bletchingdon Parochial CE School	-21,375.97	5.30	-37,728.65	10.10	4.80	71
Combe CE School	-53,975.89	11.50	-70,666.78	14.90	3.40	107
Woodstock CE School	-216,349.36	19.70	-111,574.79	10.60	-9.10	315
Bladon CE School	-59,047.94	13.90	-39,381.08	9.90	-4.00	97
Aston Rowant CE School	-56,032.10	13.50	-46,739.63	12.50	-1.00	72
Benson CE School	-73,380.90	10.00	-81,210.72	11.90	1.90	179
St Andrew's CE School, Chinnor	-39,911.70	4.20	-38,811.79	3.80	-0.40	293
Clifton Hampden CE School	-39,304.18	11.90	-63,244.52	18.00	6.10	71
Lewknor CE School	-62,715.93	16.00	-65,319.40	16.60	0.60	75
Dorchester St Birinus CE School	-66,588.43	18.10	-43,642.36	10.80	-7.30	94
Great Milton CE School	-52,183.73	7.00	-79,435.16	12.50	5.50	148
Marsh Baldon CE (Controlled) School	-50,069.88	14.50	-55,792.17	17.40	2.90	54
Culham Parochial CE School	-100,480.29	33.60	-55,843.12	18.80	-14.80	44
Crowmarsh Gifford CE School	-98,413.18	12.80	-22,936.60	3.00	-9.80	208
Peppard CE School	-3,545.05	0.80	-21,214.66	4.90	4.10	99
Stoke Row CE School	-2,707.58	0.70	3,815.36	-0.90	-1.60	92
Church Cowley St James CE (Controlled) School	-542,331.86	30.70	-466,260.69	29.90	-0.80	406
St Andrew's CE School	-120,213.14	12.80	-123,956.27	13.70	0.90	239
New Hinksey CE School	-99,494.32	14.10	-86,822.49	13.80	-0.30	151
St Michael's CE School	-82,673.61	10.90	-70,860.35	9.20	-1.70	207
Cumnor CE School (Voluntary Controlled)	-12,388.65	1.60	-3,839.56	0.50	-1.10	209
The Ridgeway CE (C) School	-25,093.38	8.10	-25,315.86	8.10	0.00	68
Long Wittenham CE School	-40,364.49	9.80	-46,165.20	11.00	1.20	96
Longworth School	-35,098.26	9.60	-32,041.56	8.70	-0.90	81
Marcham CE (VC) School	-47,017.88	8.10	-5,949.82	1.00	-7.10	146
Radley CE School	-56,895.80	11.70	-66,720.13	14.50	2.80	97
Stanford in the Vale CE School	-53,918.05	7.10	-67,760.43	8.70	1.60	204
St Michael's CE School (Steventon)	-49,193.95	7.20	-42,005.52	6.10	-1.10	184
Sunningwell CE School	-62,359.70	13.50	-69,269.77	16.40	2.90	91
All Saints' Sutton Courtenay CE School	-71,211.65	11.50	-84,056.91	13.70	2.20	154
St Nicholas' CE Infants' School & Nursery Class (Wallingford)	-49,653.33	7.60	-45,928.05	7.40	-0.20	163
St Nicolas CE School (Abingdon)	-154,275.10	10.20	-150,120.86	10.40	0.20	396
Blewbury Endowed CE School	-40,279.69	6.70	-12,037.67	2.00	-4.70	166
Hagbourne CE School	-87,287.38	10.90	-61,475.37	7.80	-3.10	204
Uffington CE School	-27,212.34	6.10	-61,854.20	14.20	8.10	93
St Francis CE School	-37,434.32	3.10	-75,825.27	7.00	3.90	270
Trinity CE School	-183,109.55	16.40	-111,962.73	11.10	-5.30	281
Beckley CE School	-70,323.19	11.80	-71,097.97	12.70	0.90	128
Wychwood CE School	-84,217.01	8.30	-56,190.79	5.50	-2.80	285
St Swithun's CE School	4,244.52	-0.30	-23,804.03	1.90	2.20	368
Milton CE School (Abingdon)	-47,053.37	14.10	-65,934.20	18.80	4.70	72
St Leonard's CE School	30,366.65	-1.90	47,478.67	-3.10	-1.20	356
St John's Catholic School	-1,131.75	0.10	26,157.72	-2.50	-2.60	289
Great Rollright CE (Aided) School	-10,980.74	2.50	-15,232.60	3.50	1.00	102
Christopher Rawlins CE Voluntary Aided School	-3,694.03	0.40	5,499.39	-0.70	-1.10	208
Kirtlington CE School	-7,676.95	1.80	-39,332.24	9.70	7.90	78
St Edburg's CE (VA) School	57,504.96	-7.10	36,769.55	-4.50	2.60	257
Wootton-by-Woodstock CE (Aided) School	2,520.22	-0.80	-19,266.20	6.40	7.20	47
Ewelme CE School	-27,787.76	7.50	-28,244.03	7.40	-0.10	83
Little Milton CE School	-20,970.64	5.70	-9,489.63	2.70	-3.00	74
St Laurence CE (A) School	-47,872.09	10.90	-31,222.03	7.30	-3.60	98
Checkendon CE (A) School	-51,848.25	12.30	-49,847.76	12.10	-0.20	97
Goring CE Aided School	-7,615.96	0.90	2,715.47	-0.30	-1.20	233
Shiplake CE School	-64,869.57	8.80	-86,111.72	11.70	2.90	177
Sacred Heart Catholic School (Henley-on-Thames)	2,743.80	-0.40	-27,470.90	4.10	4.50	168
St Mary's Catholic School (Bicester)	-261,296.87	26.40	-326,018.22	32.50	6.10	265
St Barnabas' CE (Aided) School	-7,533.18	0.90	-43,378.42	5.50	4.60	202
St Ebbe's CE (Aided) School	18,143.14	-1.40	-65,184.41	4.90	6.30	344
SS Mary & John CE School	-53,571.81	3.50	-34,475.29	2.40	-1.10	401
SS Philip & James' CE Aided School	-33,852.25	2.40	-136,120.61	9.60	7.20	417
St Joseph's Catholic School (Oxford)	-139,728.74	9.40	-155,960.45	10.70	1.30	412
St Aloysius' Catholic School	-38,341.19	4.50	-48,748.26	6.20	1.70	203
Appleton CE (A) School	-62,912.00	9.10	-46,866.12	6.80	-2.30	190
Ashbury with Compton Beauchamp CE (A) School	-63,958.50	17.90	-77,642.14	21.40	3.50	71
Shellingford CE (Voluntary Aided) School	-77,124.83	15.30	-71,209.32	14.20	-1.10	92
Wootton St Peter CE School	-78,878.30	15.80	-53,884.32	11.70	-4.10	96
St Amand's Catholic School	-17,130.71	3.30	-25,165.90	4.90	1.60	128

St Edmund's Catholic School	-51,323.17	6.20	-69,867.08	8.70	2.50	209
St Mary's CE (Aided) School (Chipping Norton)	-20,454.62	2.10	-33,538.69	3.30	1.20	258
All Saints CE (Aided) School	-150,301.38	9.50	-104,550.51	7.20	-2.30	410
Dunmore Primary School	-163,757.36	10.10	-88,715.87	6.00	-4.10	427
Shenington CE School	-67,305.08	15.40	-69,718.97	15.70	0.30	91
	-9,397,204.58		-9,087,876.77			

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CABINET – 18 SEPTEMBER 2018

ITEM 5 – PETITIONS AND PUBLIC ADDRESS

Public Address

The Leader of the Council has agreed the following requests to address the meeting:-

Item	Speaker	Estimated Timings
Item 11 – Elective Home Education	Councillor Michael Waine, Chairman of Education Scrutiny Committee; Councillor John Howson, Local Member Councillor Emma Turnbull	2.05 pm
Item 6 – Service & Resource Planning Report 2019/20	Councillor Glynis Phillips	2.30 pm
Item 7 – Business Case to support Significant Capital Investment in the Council's Assets	Councillor Bob Johnston Councillor John Sanders Councillor Mark Lygo Councillor Charles Mathew	2.40 pm
Item 8 – Treasury Management 2017/18 Outturn	Councillor Glynis Phillips	3.00 pm
Item 9 – New Operating Model for Oxfordshire County Council	Councillor Liz Brighouse as Chair of Performance Scrutiny Committee	3.10 pm
Item 10 – Oxfordshire Joint Statutory Spatial Plan	Councillor John Sanders	3.25 pm
Item 12 – Staffing Report – Quarter 1	Councillor Laura Price	3.40 pm

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CABINET – 18 SEPTEMBER 2018

**THEMES AIRISING FROM THE COUNCIL DEBATE ON A NEW
OPERATING MODEL FOR OXFORDSHIRE COUNTY COUNCIL**

Introduction

1. At its meeting on 11 September 2018, Council debated proposals for a new Operating Model for Oxfordshire County Council. Decisions relating to the Operating Model are on the agenda for Cabinet on 18 September. This note summarises the key themes raised by Council during this debate for consideration by Cabinet.

Themes Arising from the Council Debate

2. Overall, Council was supportive of the case for change and noted the opportunities that members have had to understand and engage with the development programme so far.

3. Council raised issues around the following themes which are summarised here for the attention of Cabinet:

   Digital access – Some members stressed the importance of considering accessibility issues, particularly for vulnerable residents and for those with various challenges with communication. Accessibility for those whose preference was on-line access was also considered. The importance of assisted digital and alternative channels was raised, including access via the library network. The importance of user testing and good system design was highlighted.

   Implementation issues - Several issues were identified associated with implementation including:

   - Deliverability of IT projects and the importance of strategic planning for IT systems rather than piecemeal development
   - The importance of pilots and testing and the need to upgrade the Council's website
   - Risk that the voluntary and community sector may not be in a position to support delivery of the pre-front door layer
   - That unless the final offer is high quality and that investment is maintained, staff may find alternative ways of working and the benefits will be lost
   - That implementation contracts need to incorporate clear performance indicators and exit clauses to manage risk

- Concerns that implementation needed to be fully owned by Council staff and members and that engagement of external advisors may make that less likely
- That the scale of the programme means that timescales are likely to be longer than those set out
- That the right internal team needs to be in place to manage the process and that contingency plans are in place for when things go wrong
- Questions on how the Integrated Business Centre (IBC) will interact with the new Operating Model

Impact on staff – Issues raised included the impact of redundancy on individuals, the risks of losing the knowledge of longstanding members of staff, the specific risks of loss of professional staff and the risks of major changes in staffing having an impact on positive culture. The concern was raised that managing the link between vacant posts created through staff turn-over, and those at risk through the process, was not straight-forward. Members noted that it was important for business continuity to maintain key staff in key positions throughout the change. Good business continuity planning was advocated. The impact on staff morale of regular change was raised as was the importance of comprehensive staff engagement.

Finance issues – Further certainty and detail on costs and on the delivery of benefits was requested by some members. The potential additional impact of redundancy costs currently not factored into the financial model was raised. The potential for contract management and contract failure to increase costs was considered.

Oversight and Scrutiny – Members emphasised the importance of member engagement and effective scrutiny throughout the process to:

- Ensure the most effective use of resources
- Monitor and challenge timescales and the delivery of benefits
- Challenge and improve business cases
- Review performance and delivery
- Ensure member intelligence informs implementation

The development of a joint Performance Scrutiny and Audit and Governance sub-committee for this issue was discussed. A formal cross-party Member Reference Group is also being proposed.

4. Other specific points raised included:

- The risks and costs associated with contact management and the commissioner/provider split and whether these were given sufficient focus within the Business Case
- Concern that insufficient detail on prevention was given
- The use of customer service language in the documentation
- That to deliver the full benefit, digital transformation needs to focus on innovative new approaches – not simply taking existing processes and delivering them online
- Whether the potential for additional income generation identified within the Business Case was sufficiently ambitious

Robin Rogers
Strategy Manager

September 2018

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CABINET – 18 SEPTEMBER 2018

IMPLEMENTING A NEW OPERATING MODEL

Comments from the Audit and Governance Committee discussion:

- The Committee was broadly supportive of the proposed operating model.

- Given the great importance of the transformation programme the Committee plans to review progress at every meeting.

- It was agreed that it would be useful to have some kind of joint subcommittee with the Performance Scrutiny Committee to monitor progress and avoid overlap or duplication.

- Concern was expressed that staff still do not know what will happen to their job and there must be a risk that some might leave prematurely.

- How will the operating model work with the Council's partnerships – in particular IBC and the joint working arrangements with Cherwell District Council?

- Have the risks under technology been underestimated given how pivotal it is in the operating model. Members felt that the impact after mitigation should be medium or high.

- It was noted that the estimates under income generation are at the lower end and Members expect that much more can be achieved in that area.

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CABINET – 18 SEPTEMBER 2018

ITEM CA13 – FORWARD PLAN AND FUTURE BUSINESS

Amendments to items in the present Plan

Portfolio	Topic (Ref)/Decision	Present Timing	Change
Environment Cabinet Member	**Banbury – A422 Stratford Road and Bretch Hill – Signalled Crossing and Traffic Calming** (Ref: 2017/165) To seek approval of the proposals.	11 October 2018	Deferred to 15 November 2018
Environment Cabinet Member	**Ambrosden – Proposed Speed Limit Change** (Ref: 2018/111) To seek approval of the proposals.	11 October 2018	Deferred to 15 November 2018
Environment Cabinet Member	**Benson: Littleworth Road – Proposed Traffic Calming** (Ref: 2018/103) To seek approval of the Proposals.	11 October 2018	Deferred to 15 November 2018

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