



## ***Notice of a Meeting***

**Performance & Corporate Services Overview &  
Scrutiny Committee  
Friday, 21 July 2023 at 10.00 am  
Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND**

**These proceedings are open to the public**

If you wish to view proceedings online, please click on this [Live Stream Link](#).  
However, that will not allow you to participate in the meeting.

### **Membership**

Chair - Councillor Eddie Reeves  
Deputy Chair -

<i>Councillors:</i>	Brad Baines	Damian Haywood	Kieron Mallon
	Neil Fawcett	Charlie Hicks	Ian Middleton
	Donna Ford	Bob Johnston	

**Notes:** *Date of next meeting: 29 September 2023*

**For more information about this Committee please contact:**

Committee Officer - *Scrutiny Team*  
*E-Mail: [scrutiny@oxfordshire.gov.uk](mailto:scrutiny@oxfordshire.gov.uk)*

Martin Reeves  
Chief Executive

July 2023

## **What does this Committee review or scrutinise?**

All corporate services and budget scrutiny, including customer services, property, assets, procurement, finance, corporate policy matters such as consultation and public engagement; takes a lead role in scrutiny of the budget and corporate plan.

## **How can I have my say?**

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am 4 working days before the date of the meeting.**

## **About the County Council**

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents.

These include:

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

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

## **About Scrutiny**

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

## **What does this Committee do?**

The Committee meets up to 4 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

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

**A hearing loop is available at County Hall.**

# AGENDA

## 1. Election of Chair for the 2023/24 Civic Year

## 2. Election of vice-Chair for the 2023/24 Civic Year

## 3. Apologies for Absence and Temporary Appointments

To receive any apologies for absence and temporary appointments.

## 4. Declaration of Interests - see guidance note on the back page

## 5. Minutes (Pages 1 - 8)

The Committee is recommended to **APPROVE** the minutes of the meeting held on 28 April 2023 as an accurate record and to receive information arising from them.

## 6. Petitions and Public Address

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am four working days before the meeting i.e., 9am on Monday 17 July 2023. Requests to speak should be sent to Tom Hudson, Scrutiny Manager, at [scrutiny@oxfordshire.gov.uk](mailto:scrutiny@oxfordshire.gov.uk).

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

## 7. Committee Work Plan and Council Forward Plan (Pages 9 - 52)

The Committee is recommended to **AGREE** its work programme for forthcoming meetings, having heard any changes from previous iterations, and taking into consideration the Council's Forward Plan and any issues arising.

## 8. Business Services Transformation (Pages 53 - 62)

Lorna Baxter, Director of Finance, Tim Spiers, Director Digital and ICT, and Andrew Richards, ERP Manager have been invited to present a report on the drivers for change and actions taken to date concerning the Business Services Transformation project.

The Committee is recommended to consider the report, ask questions and **AGREE** any recommendations they may wish to make to Cabinet accordingly.

## 9. Workforce Report and Workforce Data Q4 22/23 (Pages 63 - 78)

Councillor Glynis Phillips, Cabinet Member for Corporate Services, Lorna Baxter, Director of Finance, and Michael Fletcher, Head of HR Partnering and Advisory have been invited to present the report which was presented to Cabinet on 20 June concerning the Workforce Report and Data Q4. This is expected to form background to the further items on the agenda, but members are recommended to consider the report,

ask questions and **AGREE** any recommendations they may wish to make to Cabinet accordingly.

#### **10. Draft Workforce Strategy (Pages 79 - 96)**

Councillor Glynis Phillips, Cabinet Member for Corporate Services, Lorna Baxter, Director of Finance, and Michael Fletcher, Head of HR Partnering and Advisory have been invited to present a report on the Draft Workforce Strategy.

The Committee is recommended to consider the report, ask questions and **AGREE** any recommendations they may wish to make to Cabinet accordingly.

#### **11. Delivering the Future Together - Update and Impacts (Pages 97 - 106)**

Councillor Glynis Phillips, Cabinet Member for Corporate Services, Lorna Baxter, Director of Finance, and Louise Tustian, Head of Insight and Corporate Programmes have been invited to present a report on the Council's performance management approach, Delivering the Future Together.

The Committee is recommended to consider the report, ask questions and **AGREE** any recommendations they may wish to make to Cabinet accordingly.

#### **12. EDI Action Plan 2023/24 (Pages 107 - 162)**

Councillor Glynnis Phillips, Cabinet Member for Corporate Services, Councillor Michael O'Connor, Cabinet Member for Health and Inequalities, and Stephen Fairhurst Jones, Senior Policy Officer have been invited to present the Council's EDI Action Plan.

The Committee is recommended to consider the report, ask questions and **AGREE** any recommendations they may wish to make to Cabinet accordingly.

#### **13. Committee Action and Recommendation Tracker (Pages 163 - 172)**

The Committee is recommended to **NOTE** the progress of previous recommendations and actions arising from previous meetings, having raised any questions on the contents.

#### **14. Responses to Scrutiny Recommendations**

The Committee will be provided with a verbal update on the Cabinet's 18<sup>th</sup> July response to the Committee's recommendation concerning Cost of Living. The Committee is recommended to **NOTE** the response.

## **Councillors declaring interests**

### **General duty**

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

### **What is a disclosable pecuniary interest?**

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

### **Members Code – Other registrable interests**

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships
- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.

- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

### **Members Code – Non-registrable interests**

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.