



To: **Members of the Joint Audit & Governance and Performance Scrutiny
(Transformation) Sub-Committee**

***Notice of a Meeting of the Joint Audit & Governance
and Performance Scrutiny (Transformation) Sub-
Committee***

Thursday, 30 January 2020 at 10.00 am

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

A handwritten signature in black ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

January 2020

Committee Officer: **Colm Ó Caomhánaigh, Tel 07393 001096; E-mail:
colm.ocaomhanaigh@oxfordshire.gov.uk**

Membership

Chairman – Councillor Liz Brighthouse OBE
Deputy Chairman - Councillor Nick Carter

Councillors

Paul Buckley
Mike Fox-Davies

Tony Ilott
Liz Leffman

Charles Mathew
Glynis Phillips

Notes:

- ***Date of next meeting: 30 April 2020***

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

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

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

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

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

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *“You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself”* or *“You must not place yourself in situations where your honesty and integrity may be questioned.....”*.

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

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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, but please give as much notice as possible before the meeting.

AGENDA

1. Apologies for Absence and Temporary Appointments

2. Declarations of Interest - see guidance note

3. Minutes (Pages 1 - 4)

To approve the minutes of the meeting held on 17 October 2019 and to receive information arising from them.

4. Petitions and Public Address

5. Quarterly Review of the Transformation Programme (October to December 2019) (To Follow)

This report updates members on progress with the council's wide-ranging Transformation Programme. It follows the third quarterly report presented to the Joint Sub-Committee on 17th October 2019.

The Sub-Committee is RECOMMENDED to note and comment on the report.

6. ICT Strategy

To receive a presentation about the County Council's new ICT Strategy including progress to date.

7. Work Programme (Pages 5 - 6)

To review the Committee's Work Programme.

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JOINT AUDIT & GOVERNANCE AND PERFORMANCE SCRUTINY (TRANSFORMATION) SUB-COMMITTEE

MINUTES of the meeting held on Thursday, 17 October 2019 commencing at 10.00 am and finishing at 12.00 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair
Councillor Paul Buckley
Councillor Mike Fox-Davies
Councillor Tony Ilott
Councillor Liz Leffman
Councillor Charles Mathew
Councillor Glynis Phillips

Officers:

Whole of meeting Yvonne Rees, Chief Executive; Claire Taylor, Corporate Director Customers & Organisational Development; Philip Dart, Transformation Programme Director; Lauren Rushen, Policy Officer; Colm Ó Caomhánaigh, Committee Officer

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

23/19 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda Item. 1)

Apologies were received from Councillor Nick Carter.

24/19 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE

(Agenda Item. 2)

There were no declarations of interest.

25/19 MINUTES

(Agenda Item. 3)

The minutes of the meeting on 25 July 2019 were approved and signed.

26/19 QUARTERLY REVIEW OF THE TRANSFORMATION PROGRAMME (JULY TO SEPTEMBER 2019)

(Agenda Item. 5)

It was agreed to take Agenda Items 5 and 6 together.

Philip Dart introduced the third quarterly report, noting that there had been significant progress despite the challenges of timing, pace and capacity. It was planned to have a more fundamental review after 6 to 9 months and that is now taking place with conclusions expected to be reported to CEDR, the Chief Executive's leadership team, before Christmas. Transformation is not taking place in isolation and must take place alongside all change activity and other developments such as the Integrated Care System.

Officers responded to Members' questions as follows:

- There are three programme managers overseeing transformation but it involves everyone right across the council. It should not be seen as an add-on.
- Some services have been holding off on developments, waiting for transformation. For example, the ICT section where there is now a sense of progress and improved morale.
- The levels where staff are involved vary according to the project. The review of Business Administration and Support is currently at Extended Leadership Team (ELT) level with support from subject matter experts. In Finance there has been full staff consultation at appropriate times.
- There needs to be a clear demarcation between engagement in shaping proposals and staff consultation where formal HR processes begin. Everything must be done properly and consistently.
- There have been no redundancies at this stage.
- Changes to the property strategy are complicated by the Carillion aftermath so in that case a director has been appointed and close links established with the transformation programme.
- Planning is starting for the next Medium Term Financial Plan. Transformation must support and reflect that plan. There will be some shifts, for example the Integrated Care System and more partnership working.
- There is a need to get away from judging everything on the original PwC work which is increasingly out-of-date. The priority is to maintain and improve services and make them sustainable.
- The Chief Executive acknowledged that there is a need to articulate more clearly the individual savings from the different projects. The real test of progress is the gap in the overall budget each year between spending and funds available.
- The programme is progressing as fast as possible – any faster and there is a risk of affecting both business-as-usual and transformation.
- Most of the risk is related to timing. For example, the redesign of the Provision Cycle is going to take longer because of future proofing it to take account of the Integrated Care System proposal.

- The “further £26.3m of planned Transformational savings” referred to in section 2.1 of the report (Agenda Page 8) is included in the overall £49.7m savings. The figures are set out more clearly in Annex 1, Agenda Page 21, paragraph 2.
- Some vacant posts are being held back to provide redeployment opportunities where some service redesigns result in fewer posts. Voluntary redundancies may also be an option taken.
- On the review of Strategic Capability there are currently more posts than people. It is important that the Council has the best possible demographic information and the best analytical skills.
- Communications should be a central function rather than being duplicated in different sections. For this to work there must be confidence in the central function.
- Monthly business management and monitoring reports have been the first new process under the new performance management framework. There needs to be a clearer relationship between the Corporate Plan and the measurement framework.
- The redesign of the Provision Cycle function is introducing a joint function with Cherwell District Council. It will be done in such a way as to provide for further joint working with other local authorities or the NHS.
- There will be a new ICT strategy proposed before Christmas. It is not anticipated that it will involve staff changes. There will be investment and implementation costs.
- The transformation programme is starting to look more at the front office, having focused on back office functions up to now. This will include looking at how services are received by people. For example on Highways, we have statistics on phone call response times and call abandon rates but nothing for instance on measuring customer satisfaction.
- There is not a start or finish to transformation. It needs to be continuous – a consistent direction of travel.
- On Annex 1, it was agreed to simplify the presentation of the figures and how they are presented as well as to better describe the use of high/medium/low confidence ratings.
- The Transformation Cabinet Advisory Group helps to steer the direction of travel, ensures the programme is member-led. It has previously looked at the provision cycle and culture change. The next meeting will look at future options for customer service.

The Chairman thanked officers for the update. Transformation was going well but she looked forward to seeing the financial information presented more clearly in the next report.

27/19 FINANCE, STRATEGIC CAPABILITY AND PROVISION CYCLE

(Agenda Item. 6)

Taken with Agenda Item 5

28/19 COMMITTEE'S WORK PROGRAMME

(Agenda Item. 7)

The work programme was agreed.

..... in the Chair

Date of signing

Updated – January 2020

Transformation Sub-Committee Forward Plan

Item	Notes
30 April 2020	
Quarterly Performance Report	To include performance dashboards, capacity to deliver projects and a comparison between projected and actual savings
23 July 2020	
Quarterly Performance Report	To include performance dashboards, capacity to deliver projects and a comparison between projected and actual savings

Future Items to be Scheduled:

Item	Notes
HR, Organisation Development Review	

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