

## PERFORMANCE SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 6 September 2018 commencing at 10.00 am and finishing at 1.15 pm

**Present:**

**Voting Members:** Councillor Liz Brighthouse OBE – in the Chair  
Councillor Jenny Hannaby (Deputy Chairman)  
Councillor Nick Carter  
Councillor Mike Fox-Davies  
Councillor Tony Ilott  
Councillor Liz Leffman  
Councillor Charles Mathew  
Councillor Glynis Phillips  
Councillor Michael Waine  
Councillor Liam Walker  
Councillor John Howson (In place of Councillor Emily Smith)

**By Invitation:** Ben Pykett, PwC (Item 5)  
Chief Constable Francis Habgood (Items 7 and 8)

**Officers:**

Whole of meeting Katie Read, Senior Policy Officer; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

<b>Agenda Item</b>	<b>Officer Attending</b>
5	Peter Clark, Chief Executive; Bev Hindle, Strategic Director for Communities; Jonathan McWilliam, Strategic Director for People; Lorna Baxter, Director for Finance
6	Ian Dyson, Assistant Chief Finance Officer (Assurance); Steven Jones, Corporate Performance and Risk Manager
9	Simon Furlong, Director for Community Safety; Paul Bremble, Strategic Risk & Assurance Manager

*The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.*

#### **46/18 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

Apologies were received from Councillor Emily Smith (Councillor John Howson substituting).

#### **47/18 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA**

(Agenda No. 2)

There were no declarations of interest.

#### **48/18 MINUTES**

(Agenda No. 3)

The minutes of the meeting on 5 July 2018 were approved and signed as a correct record.

#### **49/18 IMPLEMENTING A NEW OPERATING MODEL FOR OXFORDSHIRE COUNTY COUNCIL**

(Agenda No. 5)

Peter Clark introduced the report. The proposed operating model describes how the Council will reorganise to work more efficiently and enhance services. It complies fully with the priorities in the Corporate Plan. Officers worked with PwC in developing this model.

Members raised various issues and the following are the responses from officers and Ben Pykett of PwC:

- 'Plan B' would be the Council reverting to making cuts in services or agreeing some hybrid of these proposals and cuts.
- Members of the public will see improvements in the provision of information online and through facilities such as 'chat boxes' so that they will have less need to make direct contact to find information. Many such systems are tried and tested elsewhere.
- Members and the public will be consulted at the design phase because it is essential that the systems work for them. Staff training will be another critical element.
- It is expected that there will be a Members' committee/reference group overseeing the process to give them ownership.
- Recruitment is an example of an area that takes up too much time for managers and could be handled more efficiently.
- Staff have seen big changes over the last 3 to 5 years and there is a risk of this plan being seen as more of the same. However there has been widespread staff consultation on this programme including staff conferences, workshops and activity analyses. Staff see the sense in reducing bureaucracy and freeing time for direct provision of services.

- If you design a system that is 90% digital it frees up time to deal with the other 10%. The implementation plan will include how to identify and respond to those who don't want to or can't access services online.
- The Council's collection of data from residents is at multiple points at the moment and a lot more could be achieved by using common systems.
- Reorganisation can change the way people think. The changes already made in senior management have encouraged people to think across the organisation and not in their own departments.
- Officers are confident that the lower range of savings can be made and then it depends on how far the Council wants to go to achieve the higher level of savings. The reduction in staff numbers is predicted to be between 650 and 900. Around 650 leave each year anyway. The Council has a strong record on redeployment. Any redundancy costs would be one-off whereas savings will be recurring.
- If the Council makes good use of business intelligence then it will help transformation and service improvement.

Members were agreed that the operating model should be accepted and the Chairman concluded by asking for more engagement with Members who are good collectors of business intelligence for the Council. Members will have more confidence in the programme if they are more engaged in it.

## **50/18 POLICE AND CRIME COMMISSIONER**

(Agenda No. 7)

Police and Crime Commissioner Anthony Stansfeld was unable to attend the meeting due to serious traffic congestion. His presentation had been circulated with the agenda. It was agreed to take Agenda Items 7 and 8 together. Chief Constable Francis Habgood made a presentation and responded as follows to questions on both items:

- Although the crime rate last year increased, numbers are still relatively low and the overall trend is down. Changes to reporting rules account for some increases.
- It is noticeable that the increase in knife crime appears to mirror the reduction in the number of 'stop and search'es.
- There are definitely capacity issues with the 101 service. It was originally meant to be cross-agency. People are being encouraged to report suspicions which has increased demand for the service. Reporting online works better for a lot of people.
- Decriminalising parking offences would reduce pressure on police and much of that could be handled online.
- The biggest increases are in violent crime. Some of it can be attributed to now having to record harassment and assault separately even if arising from the same incident.
- Most engagements with schools are not logged as the police are reluctant to become involved when it can be better for the school to deal with the matter.
- While the number of S136 Mental Health Detentions is down there is still an issue finding beds as required by new legislation.

- The protocol on unauthorised encampments is helpful but police cannot use Section 62 of the Criminal Justice and Public Order Act as there are no transit sites available.
- The police have expressed their concern at the closure of Banbury Magistrates' Court. This leaves only one in the county and the concerns surround both capacity and travel.
- Neighbourhood teams will get the necessary IT by the end of the year and an increase in the number of 4x4s with aging vehicles being replaced when appropriate.
- The statistics in the Chief Constable's presentation all relate specifically to Oxfordshire. The share of the Community Safety Fund for Oxfordshire has not changed.
- In cases of domestic abuse, it is not always in the public interest to press charges. If the risk has been appropriately managed then that is a positive outcome. Some pilot schemes have indicated that restorative justice can be effective.

The Chairman thanked the Chief Constable for taking both items and hoped that more time could be given to discussing the reports and presentations next year.

**51/18 THAMES VALLEY POLICE DELIVERY PLAN 2018-19**  
(Agenda No. 8)

Taken with Agenda Item 7.

**52/18 BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 1 2018-19**  
(Agenda No. 6)

Ian Dyson and Steven Jones responded to Members' questions as follows:

- There have been delays in settling compensation claims relating to pot holes due to the volume of claims this year following the harsher winter. The target time period is 12 weeks. Officers will circulate data on the number of claims, size of payments and comparisons to previous years.
- The number of Looked After Children (LACs) has increased but is within expectations. It has brought Oxfordshire into line with the national average. There have been improvements in practice and management oversight for LACs.
- The figures for school reserves in Local Authority schools will be circulated to Members after the meeting.
- Officers will consider how young carers could be brought into the measurements.
- The Grant Thornton report that includes their "Vibrant Economy Index" will be circulated to Members so that they can see the rationale for the index and perhaps understand why Cherwell and West Oxfordshire District Councils have a lower rank than other Oxon councils.
- Although the number of home care hours purchased is slightly off target the outlook is positive.
- The one indicator that shows a negative outlook relates to LACs. It was noted though that the indicator could be said to confuse performance with demand.

## **53/18 COMMUNITY SAFETY SERVICES ANNUAL REPORT 2017-18**

(Agenda No. 9)

Simon Furlong introduced the report. The period of the report included the Manchester Arena bombing and the Grenfell fire both of which impacted on the service's resources. When the inspectorate visits shortly they will ask what the Chief Fire Officer is most proud of and his answer will be his staff who support, advise, sometimes enforce but most of all are there when needed.

Members raised points on the report and Simon Furlong responded as follows:

- "Key" stations are all the full-time stations and a plan has been devised to ensure basic cover when individual vehicles are unavailable.
- The service is engaged with the property team working on a strategy which should be completed in October.
- The service is involved in many council and community activities including adult services, smoking and alcohol campaigns, highways and the coroner. There may be a risk related to the coming inspection which will focus only on the core fire service activities.
- The Berkshire fire service responds to many incidents in South Oxfordshire which explains why Response Standards in South Oxfordshire are so high despite a lower On Call Availability.
- The memorandum of understanding on unauthorised encampments is very welcome. It has been difficult to get court time this year so the closure of Banbury Magistrates' Court is of concern. Transit sites – currently the subject of a government consultation – may not be the answer for Oxfordshire as they would not be big enough to deal with the incidents here.
- The service tries to educate HGV drivers on weight restrictions but will prosecute in cases of more than three incidents. This takes a lot of time and it would be helpful if local communities could help with this work.

## **54/18 RECOMMENDATIONS OF THE YOUNG CARERS DEEP DIVE**

(Agenda No. 10)

Councillor Nick Carter introduced the report and thanked Katie Read, Senior Policy Officer, for her work in bringing it together.

The Chairman put the report's recommendations individually to the Committee:

Recommendations a) to e): agreed.

Recommendation f): it was agreed to write to the Schools' Forum and the Governors' Forum instead of the Regional Schools Commissioner

Recommendations g) to l): agreed

Councillor Glynis Phillips stated that the group never got to talk to young carers themselves but that they are committed to doing that.

**RESOLVED: to**

- a) **Ask the Cabinet to explore ways of funding the unique support to young carers provided by Be Free Young Carers.**
- b) **Support the development of good quality, evidence-based targeted group therapeutic work for young carers within the Young Carers Service.**
- c) **Review the impact of moving the Young Carers Service into the Family Solutions Service in 12 months' time.**
- d) **Ask the Cabinet to review and improve the timescales for completing statutory young carers' assessments and delivering support.**
- e) **There are examples of good in identifying and supporting young carers practice in some schools, e.g. opportunities for young carers to complete homework on school premises. This good practice needs to be recognised, captured and shared.**
- f) **Invite the Schools' Forum and Governors' Forum to make it a requirement for schools to their staff to identify where a child may be undertaking a caring role, the impact of that responsibility, and to understand what support is available to minimise the impact.**
- g) **Ask the Education Scrutiny Committee to review the measures used by Ofsted to assess the standard of support delivered to young carers as vulnerable learners, and to scrutinise the effectiveness of this regulatory oversight.**
- h) **Ask the Education Scrutiny Committee the scrutinise the range, quality and impact of pastoral care across Oxfordshire schools and colleges, particularly in relation to young carers.**
- i) **Ask the Education Scrutiny Committee working group focused on rates of school attendance to give specific attention to young carers, as a cohort at particular risk.**
- j) **Ensure Oxfordshire's health and social care system specifically considers the impact of its drive to deliver more community-based care on young carers and ask the Joint Health Overview and Scrutiny Committee to review this as part of its scrutiny of transformational change across the system.**
- k) **Ask the Council to establish a Young Carers Councillor Champion to help people understand the needs of young carers and promote the identification and support of young carers.**
- l) **Review progress against these recommendations in 12 months' time.**

**55/18 WORK PROGRAMME**  
(Agenda No. 11)

The following was agreed:

- move the item on Adult Social Care Contributions Policy from the January meeting to March 2019.
- remove the item Impact of Carillion liquidation as the Audit & Governance Committee is monitoring that.
- add a follow-up item on Recycling to the March 2019 meeting.
- add a follow-up item on Young Carers for next year.

**56/18 FOR INFORMATION: CABINET RESPONSE TO RECYCLING DEEP DIVE**  
(Agenda No. 12)

**57/18 FOR INFORMATION: HIGHWAYS DEEP DIVE - DRAFT SCOPE**  
(Agenda No. 13)

Councillor Jenny Hannaby invited Members to email her with any thoughts on this issue.

..... in the Chair

Date of signing ..... 20