Audit and Governance Committee

13 MARCH 2024

Delivering the Future Together: update on governance arrangements for the council's transformation programme

Report by Executive Director People, transformation, and performance

RECOMMENDATION

1. **The Audit and Governance Committee is RECOMMENDED to:**

   Note the developments in the Delivering the Future Together programme and the governance arrangements for transformation activity.

Executive Summary

2. In 2021, the Council launched its internal programme for change – Delivering the Future Together (DTFT) – to help the organisation be the best it can for its people and manage organisational change.

3. Building on the success of the programme, we have launched a new phase to deliver transformational change and achieve our ambition to be an employer, partner and place shaper of choice.

4. To ensure appropriate oversight of this transformation activity, new governance arrangements have been established. These include a strategic transformation board, a transformation delivery board, and individual boards for each transformation programme.

5. The Leader is the portfolio holder for the Delivering the Future Together, and the chief executive is the sponsor.

Background and context

6. Oxfordshire County Council's ambition is to work in partnership to make the county greener, fairer and healthier. To realise this ambition and deliver the best outcomes for our residents, employees and partners, we need to make some fundamental changes in how we operate, including embracing new

technologies, operating from fewer buildings, collaborating more closely with partners, and leverage commercial opportunities where appropriate.

7. A high-level assessment of change delivery capability in the organisation was conducted in August 2023.

8. A programme of work to increase change capability and capacity within the organisation is underway. This has included establishing a central programme management office (PMO) to deliver transformation programmes and a change academy to train employees as project and programme managers.

9. New internal governance arrangements have been established to ensure that transformation programmes have appropriate oversight and deliver a clear return on investment - both financial and non-financial. These are detailed below.

Governance arrangements

10. The Strategic Transformation Board (Design Authority) is responsible for setting the strategy for transformation at Oxfordshire County Council, providing cross-council oversight of all transformation activity, and approving the inclusion and resourcing of projects within the transformation programme. The board is chaired by the Chief Executive Officer and comprises the Strategic Leadership Team. It meets every month.

11. The Transformation Delivery Board reports to the Strategic Transformation Board and is responsible for ensuring the successful delivery of the portfolio of transformation programmes. The board oversees transformation programmes throughout their lifecycle, monitoring and managing the totality of change and ensuring that benefits are being realised to deliver return on investment. The board members are the Council Management Team; the board meets every month.

12. Each transformation programme will have its own programme board with an agreed terms of reference to oversee and monitor delivery, budget and risks. In addition, three portfolio boards have been established – employer, partner and place-shaper of choice. Transformation programmes are assigned to a portfolio to provide additional assurance and enable the council to realise cross-cutting benefits.

13. Items in transformation that meet the criteria for key decisions, such as procurement or business case approval, will follow the normal key decision process and be published on the forward plan.

Implementation of new governance

14. The Programme Management Office was stood up in October 2023.

15. The Strategic Transformation Board (Design Authority) meets monthly. The inaugural meeting was on 25 October 2023.

16. The Transformation Delivery Board meets monthly. The inaugural meeting was on 23 November 2023.

17. Portfolio Boards began meeting in January 2024.

18. Programme boards are being stood up as appropriate.

Equality and Inclusion Implications

19 Individual transformation programmes complete an equalities impact assessment at the start of the programme.

Sustainability Implications

20 Individual transformation programmes complete a climate impact assessment at the start of the programme.

Financial Implications

21 The Council has a Transformation Reserve that is used to support the costs of implementation of the council's transformation programme, Delivering the Future Together. There is a requirement for business cases to set out the benefits to be achieved through the transformation project or programme including planned returns on the investment. The benefits realisation is tracked and will be reported to the Delivery Board. As part of the budget monitoring processes, planned savings are also monitored and reported at least every 2 months to the Council Management Team and Cabinet. Comments checked by: Ian Dyson, Director of Finance Service Ian.dyson@oxfordshire.gov.uk

Legal Implications

19 There are no legal implications arising from this report. As stated elsewhere in the report, the governance implications of the changes are internal and any items that meet the criteria for key decisions, such as procurement or

business case approval, will follow the normal key decision process and be published on the forward plan. Comments checked by: Paul Grant, Head of Legal Paul.Grant@oxfordshire.gov.uk

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Transformation governance

Programme Board 1

Programme Board 2

Programme Board 3

Programme Board 4

Programme Board 5

Programme Board 6

Portfolio Board
Manages delivery of transformation priority

Portfolio Board
Manages delivery of transformation priority

Portfolio Board
Manages delivery of transformation priority

Delivery Board*

(CMT)

Responsible for delivery of transformation programmes

Strategic Transformation Board (Design Authority)*

(SLT)

Accountable for setting strategy

Overview and Scrutiny

Cabinet / Cabinet member

For items that meet the criteria for key decisions by elected members

The governance approach supports the flow of information through boards enabling **decision making & accountability to take place at the appropriate level.**
The Leader is the portfolio holder for Delivering the Future Together, the Chief Executive is the sponsor.

Regular briefings for elected member as appropriate.
Informal cabinet and political group leaders quarterly updates.