

**Delivering the future together...**

**... to become an employer, partner and place shaper of choice**

**Update on the Transformation Programme – 19<sup>th</sup> April 2024.**

**Performance and Corporate Services Overview & Scrutiny  
Committee**



# What is 'Transformation'

- [Our transformation journey | Oxfordshire County Council Intranet](#)
- To succeed in the current environment and be the best we can, we need to fundamentally change how we do things. That's transformation.
- It's the large-scale, strategic changes that make us operate differently – by changing organisational culture, technology, and business models.
- It's achieved through specific projects and programmes, led by the [Strategic Transformation Programme Board](#).



# Becoming an Employer, Partner and Place Shaper of choice

Our vision for transformation is, and continues to be, about the delivery of Employer, Partner and Place Shaper of choice.



## Employer of Choice

*We create the conditions to inspire values-driven talent from diverse backgrounds to both seek employment with the Council and then thrive within our organisation.*



## Partner of Choice

*We actively seek and develop mature and purposeful relationships with our strategic partners that drive improved outcomes for Oxfordshire's residents.*



## Place Shaper of Choice

*We act as a convener across public, private and community groups to shape and lead an ambitious and more equal future for our place and our residents.*

Cherie, Robin, and Emily have been driving work with representatives from across the council, including transformation teams, to build out the outcomes of what E, P, P means in reality.



## Employer of Choice

*OCC is known as a place where people want to work, where they can learn and develop.*


*We treat people equitably; we give them the tools that they need to do their best work and recognise their needs as individuals.*

*In OCC we are one team who trust each other to deliver.*



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## Place Shaper of Choice

*Oxfordshire has sustainable, resilient communities*

*Oxfordshire has communities where healthy behaviours are the norm*


*Oxfordshire has an inclusive economy*

*Oxfordshire is a collaborative community with a clear identity and sense of belonging*



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## Partner of Choice

*Our partners recognise the value in working with us*

*Improving residents lives is at the heart of our partnership*

*The partnerships we have ensure the financial sustainability of Oxfordshire*



# To deliver this we will need to become a sustainable and successful organisation

We will...

... be leaner and more focused on delivering key priorities to the best of our ability.

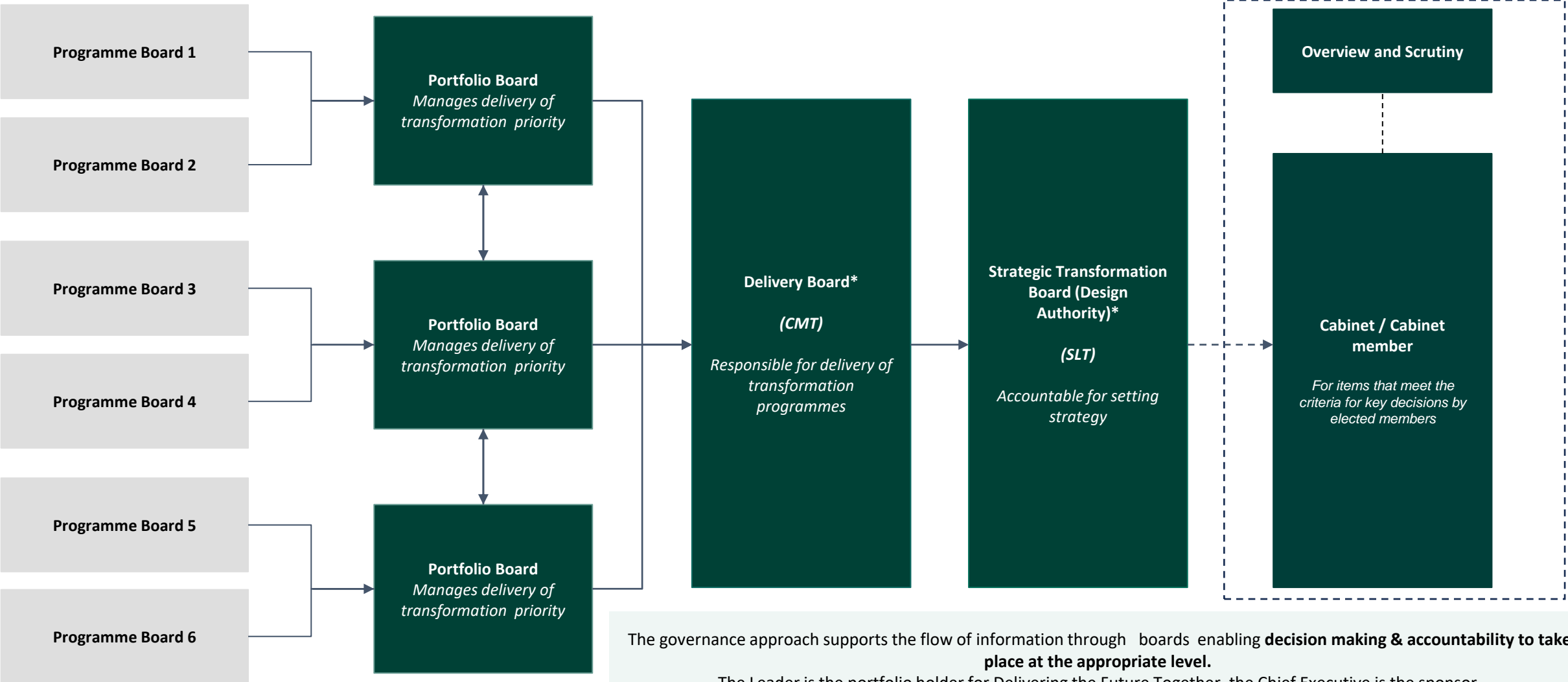
... operate from fewer buildings and make sure those we keep are used to their full capacity.

... embrace technology where it improves productivity and connectivity to the people we serve, helping us become more efficient.

... collaborate more closely with partners in the voluntary and community sector so we're no longer the main provider for every service.

... leverage commercial opportunities where they deliver value for our residents.

# We have agreed Transformation governance



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.**



# Governance Overview

Governance is the framework that defines and controls the **outputs, outcomes** and **benefits** from projects, programmes and portfolios.



## Why

- Drives change at pace, enabling decisions to be taken promptly and by the appropriate board with the necessary information.
- Supports the effective management of risks and issues, mitigating impacts to the project or programme and/or wider organisation.
- Supports the timely delivery of benefits.
- Provides clarity on roles and responsibilities within the Transformation team.
- Enables OCC to be accountable to the general public.
- Provides transparency to ensure that the public have access to full, clear information on decisions that involve public money.
- Mitigates potential risks and issues.



## Consequences

- Reputational damage to the council
- Lack of assigned responsibility and accountability
- Inability to accurately track and manage the costs or scope
- Exposure to legal and regulatory risks to the council
- Inadequate project or programme structure



## Tools

- RAID Log
- Actions & Decision Log
- Change Request Log
- RACI Matrix
- Terms of Reference





## To deliver this we have agreed the following

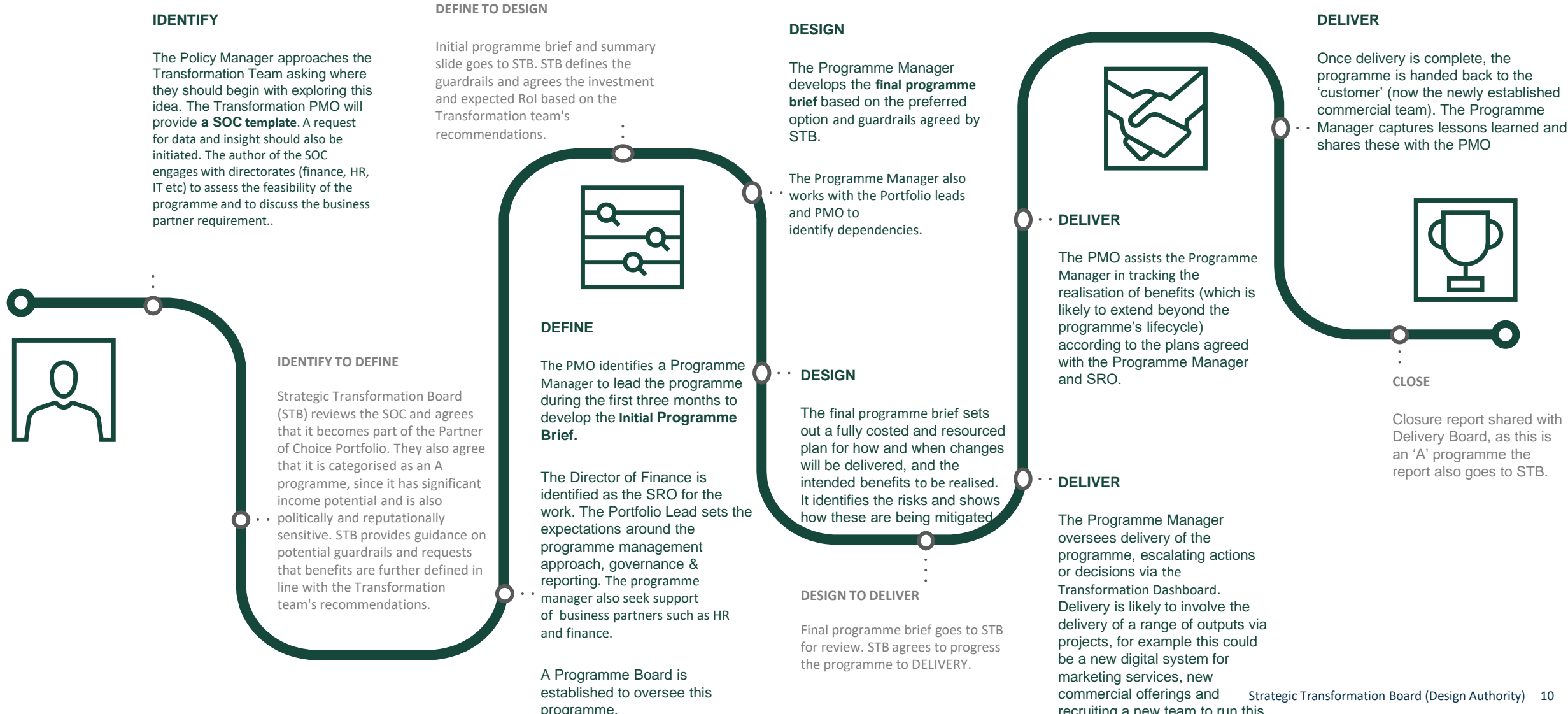
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- Terms of Reference for Programme Boards
- Terms of reference for the 3 x Portfolio Boards – Becoming an Employer, Partner and Place Shaper of choice
- Terms of Reference for the Delivery Board
- Terms of Reference for the Strategic Transformation Board



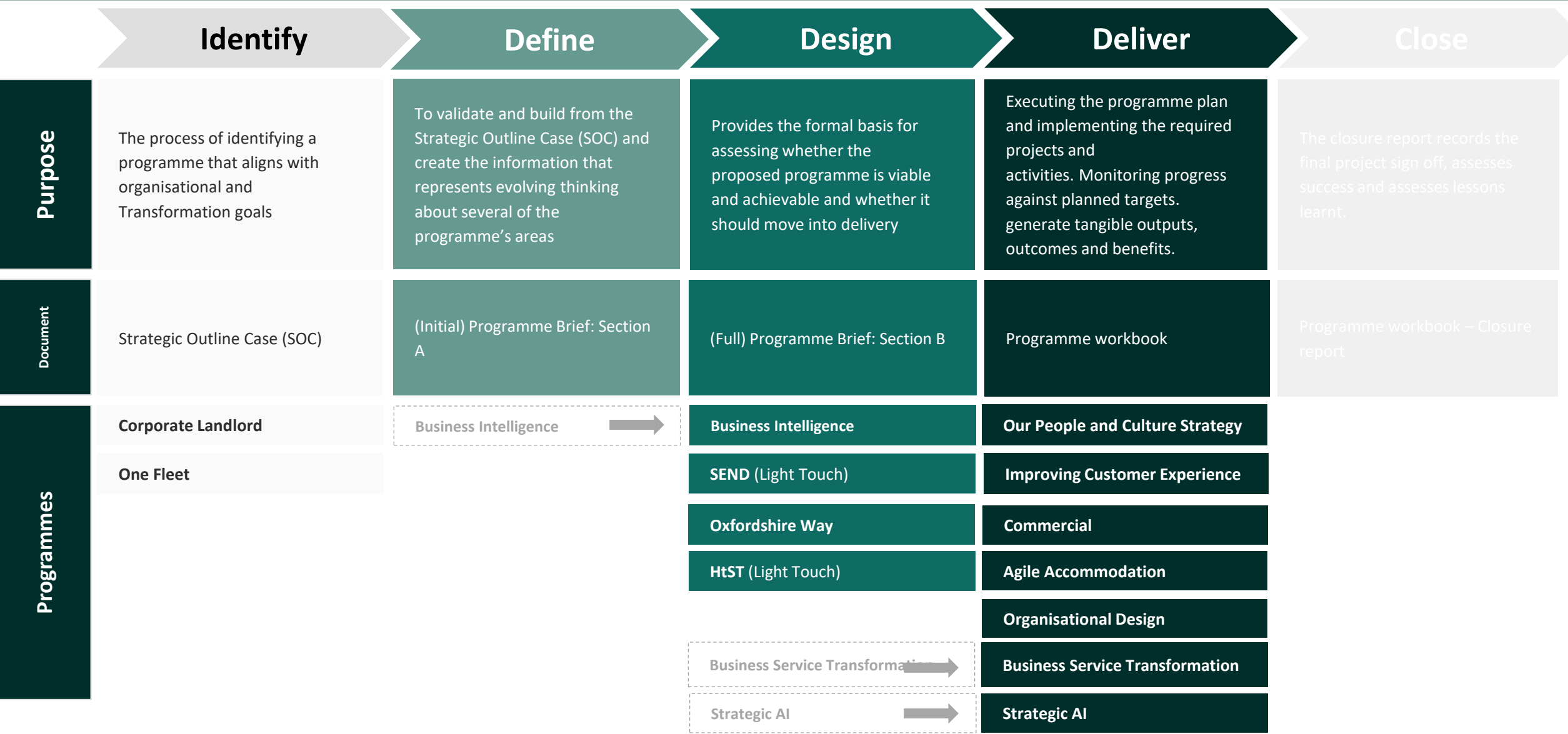
# Governance Flow – Fictional example

**Context:** Following a request for ideas to improve the Council’s financial position, the Policy Manager has noticed that data suggests that compared to other councils, OCC is not generating the same level of income. They mention this to the Chief Executive, who suggests it is an area they should explore further.





# Where are we?





# Programme Snapshots

## Business Intelligence

A central 'Data, Insights and Delivery Hub' known as 'Business Intelligence that supports the delivery of programmes within 'Delivering the Future Together'. This will help realise Oxfordshire County Council's vision of becoming an insight driven organisation, enabling informed decision making, strategic planning and prioritisation of resource.

## Oxfordshire Way

The Oxfordshire Way is committed to "doing the right thing" by fostering strength and sustainability. The aim is to redefine the role of communities as collaborative hubs, where integrated efforts tackle challenges collectively. Our vision is to build resilience, offering support that empowers individuals to take their next steps towards personal and communal growth.

## AI / RPA- Co pilot

The AI programme will set out how we work together to transform OCC through AI. In line with corporate objectives this will enable the council to become smaller, leaner and enable significant improvements. Supporting DTFT wider objectives.

## Business Service Transformation

Empowerment and accountability of the workforce through ownership and control of our data using best practice workflow self-service. Allowing the HR, finance and procurement services to focus on their key professional areas working with reliable and trusted data to inform decisions and reduce risk.

## SEND

Enables CYP with SEND to have better outcomes by delivering the right provision and support at the right time, every time. This will increase parent carer trust and confidence in locally available provision while

## Improving Customer Experience

To establish the BEST Customer Experience Function, this programme seeks to deliver a holistic approach to demand reduction of customer complaints and provide an optimal customer experience. This will be achieved by a new culture of always keeping the customer (individual, family and household) at the centre for the Council.

## Our People and Culture Strategy

How we enable our employees to improve how they carry out their roles by assessing and nurturing employees' capabilities, as well as managing the relationship between the employees and the organisation. This puts skilled people in the right position to deliver what it takes to achieve the business goals.

## Organisational Design

Reduces the layers of management and duplication of effort while streamlining reporting. Ensures that pay is equal, and roles are structured to ensure clarity, fairness, and transparency through a review of the current structures that will produce recommendations on the future state of the council to be implemented across the organisation.

## Agile Accommodation

The long-term vision is to create an efficient, innovative and accessible property estate which delivers our climate action objectives and generations social value for our residents, workforce and customers of the property service. Where possible we will set our estate to support regeneration and the long-term financial sustainability of the council.

## Commercial

To leverage Oxfordshire's unique assets and strengths to optimise organisational efficiency, generate sustainable revenue, support economic growth, and enhance public services through innovative and responsible commercial activities.

## What is the Delivery Hub?

- The Delivery Hub, will be formed by a strategic core of Programme Management Office (PMO), Business Intelligence (was Data & Insights) and Communities of Practice which is being stood up at the start of April to support priority transformation programmes.
- This will continue to evolve and iterate over the next few months and more updates will follow.

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- Across the month of March, twelve members of the OCC team arrived at the PwC offices to complete the first cohort of the much-anticipated Change Academy.
- The Change Academy has been an exciting learning experience for our colleagues where they have covered topics such as professional skills and change fundamentals, communicating with impact, presentation skills, along with identifying and resolving problems.
- The graduation ceremony took place Belfast on the 28th March, with the team completing an accredited PMO Fundamentals qualification beforehand.
- When they returned in April, they have taken up their new roles within the Core PMO team which will form a key element of the newly formed 'Delivery Hub'.

- The proposed initial improved structure of the data and insight team has been agreed in principle
- In April, the data and insight structure will not be fully operational, with vacancies and recruitment to follow. However, work ongoing to draft JDs for new data roles.
- The initial standing up of the data and insight element of the hub will be essentially a move to matrix management of ITID data and insight resources – this will allow the data team to continue working on BAU business intelligence whilst also working with the interim director of transformation in supporting programmes and driving strategic transformation.
- The data and insight element of the hub will continue to evolve and iterate over the next few months and more updates will follow.

## **What is it?**

A group of people who have existing knowledge to share or who have an ambition to learn a new skill. Our first three communities of practice focus on: project and programme management; strategy and policy; and data and insight.

## **Why will it make a difference?**

With 5,500 of us working in diverse services across the county, there are currently limited ways for those people to connect, collaborate and share knowledge. The communities of practice will bring like-minded colleagues together to exchange ideas and learn from one another, which is great for their development and great for improving organisation knowledge and understanding.





## **Identify – Strategic Outline Cases to STB:**

- Corporate Landlord
- One Fleet

## **Define – Initial Programme Brief signed of by SRO to Delivery Board:**

- N/A

## **Design – Full Programme Brief signed off by SRO to Delivery Board:**

- SEND (Light Touch)
- HtST (Light Touch)
- Oxfordshire Way
- Business Intelligence (Previously Data and Insights)

## **Delivery – Programme Workbook reporting into Dashboard, accessible to both Delivery Board and STB:**

- Business Service Transformation
- Strategic AI (Previously AI/RPA)
- Commercial
- Agile Accommodation
- Improving Customer Experience
- Our People and Culture Strategy
- Organisational Design