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OXFORDSHIRE COUNTY COUNCIL

Notice of a Meeting

Performance Scrutiny Committee
Thursday, 6 September 2018 at 10.00 am
Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Membership

Chairman Councillor Liz Brighouse OBE
Deputy Chairman - Councillor Jenny Hannaby

Councillors:	Nick Carter	Liz Leffman	Emily Smith
	Mike Fox-Davies	Charles Mathew	Michael Waine
	Tony Ilott	Glynis Phillips	Liam Walker

Notes: ***A pre-meeting briefing*** *will take place in the Members' Board Room at 9.30am on the day of the meeting.*
Date of next meeting: *8 November 2018*

What does this Committee review or scrutinise?

- The performance of the Council and to provide a focused review of:
  - Corporate performance and directorate performance and financial reporting
  - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

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 on the working day before the date of the meeting.**

For more information about this Committee please contact:

Chairman	-	Councillor Liz Brighouse E.Mail: liz.brighouse@oxfordshire.gov.uk
Policy & Performance Officer	-	Katie Read, Policy & Partnership Officer 07584 909530 katie.read@oxfordshire.gov.uk
Committee Officer	-	*Colm Ó Caomhánaigh, Tel 07393 001096* *colm.ocaomhanaigh@oxfordshire.gov.uk*

PG Clark

Peter G. Clark
Chief Executive

August 2018

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 6 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.

recycled paper

AGENDA

1. Apologies for Absence and Temporary Appointments

2. Declarations of Interest - Guidance note on back page of the agenda

3. Minutes (Pages 1 - 8)

To approve the minutes of the meeting held on 5 July 2018 and to receive information arising from them.

4. Petitions and Public Address

5. Implementing A New Operating Model For Oxfordshire County Council (Pages 9 - 384)

10.05

The Performance Scrutiny Committee was updated in March 2018 on the progress of the Council's Fit for the Future Transformation programme and was introduced to the development of a new Operating Model for the Council as a whole.

The Operating Model is a detailed description of how the Council will work in the future, with the key aims of putting better outcomes for residents and the delivery of the Thriving Communities Vision at the centre of all plans and operations.

The Committee is RECOMMENDED to:

a) Note the contents of this report and its attachments;

b) Comment on any issues relating to the operating model and its impact on the Council's current and future performance;

c) Comment on the ongoing role of the Committee in engaging with the delivery of the Operating Model, if agreed.

6. Business Management and Monitoring Report Quarter 1 2018-19 (Pages 385 - 406)

10.50

This paper provides details of performance for quarter one 2018-19 for Performance Scrutiny Committee to consider before making comments to Cabinet by 19 September. The report, and any comments made by the Committee, are required so that the Cabinet can monitor the performance of the council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

The Committee is RECOMMENDED to note the report.

7. Police and Crime Commissioner (Pages 407 - 440)

11.10

recycled paper

Anthony Stansfeld, Police & Crime Commissioner for the Thames Valley, will present his Annual Report 2017-18 to the committee for discussion.

As Police and Crime Commissioner (PCC), Mr Stansfeld's actions, decisions and performance are scrutinised by the Police and Crime Panel for the Thames Valley. Councillor Kieron Mallon is Oxfordshire Country Council's representative on the Panel. Given the PCC's work in Oxfordshire, including the allocation of funds to certain initiatives supported by the council, Mr Stansfeld also attends the council's Performance Scrutiny Committee when invited.

The Committee is recommended to consider the Police and Crime Commissioner's Annual Report and to put any relevant questions to the PCC.

8. Thames Valley Police Delivery Plan 2018-19 (Pages 441 - 448)

11.40

The Chief Constable will attend to discuss the Thames Valley Police's Delivery Plan for 2018-19, which reflects the strategic policing objectives in the Police and Crime Plan.

9. Community Safety Services Annual Report 2017-18 (Pages 449 - 480)

12.10

Community Safety Services Annual Report 2017-18 is produced for the County Council, Councillors and members of the public to provide them with a review of the Service's performance over the last financial year. Community Safety Services set realistic but challenging performance measures every year, aligned to their 365alive vision.

The Committee is recommended to approve the report.

10. Recommendations of the Young Carers deep dive (Pages 481 - 492)

12.40

In 2016 the Health Inequalities Commission was sponsored by Oxfordshire's Health and Wellbeing Board to review the current state of health inequalities in the county and make recommendations for their reduction. In its report the Commission emphasised the significant impact that older carers have on the lives of those they care for and the positive contribution they make to the economy, but also how, all too often, they do not get the practical and emotional support they need. It acknowledged the importance of providing older carers with the very best support to help them in their caring role, but did not make the same reference to young carers or highlight the inequalities they face.

Whilst reviewing the Council's progress on implementing the Commission's recommendations the Performance Scrutiny Committee raised concerns about this. In response, a deep dive group was established to uncover the many hidden issues faced by young carers, and understand how they are identified and supported across Oxfordshire.

The Committee is RECOMMENDED 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 Regional Schools Commissioner 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.

11. Work Programme (Pages 493 - 496)

13.00

To agree the Committee's work programme for future meetings based on key priorities and discussion in the meeting.

12. For information: Cabinet Response to Recycling Deep Dive (Pages 497 - 500)

On 17 July 2018 the findings and recommendations from the Performance Scrutiny Committee deep dive into Household Recycling rates were considered by Cabinet. It was agreed that the Director for Planning and Place, in consultation with the Cabinet Member for Environment, would prepare a response for this meeting of the Performance Scrutiny Committee.

13. For information: Highways Deep Dive - Draft scope (Pages 501 - 504)

At its meeting on 5 July 2018 the Committee agreed to conduct a 'deep dive' into the issue of Highways Customer Satisfaction. This document outlines a scope for the deep dive.

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.

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PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 5 July 2018 commencing at 10.00 am and finishing at 1.20 pm

Present:

Voting Members:	Councillor Liz Brighouse OBE – in the Chair Councillor Jenny Hannaby (Deputy Chairman) Councillor Nick Carter Councillor Mike Fox-Davies Councillor Tony Ilott Councillor Charles Mathew Councillor Glynis Phillips Councillor Emily Smith Councillor Michael Waine Councillor John Howson (In place of Councillor Liz Leffman)
Other Members in Attendance:	Councillor Steve Harrod (for Agenda Item 6)
By Invitation:	Chris Ingram, Oxfordshire Association of Care Providers; Helen Sanderson, Chief Executive Helen Sanderson Associates.
Officers:	
Whole of meeting	Katie Read, Senior Policy Officer; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

Agenda Item	**Officer Attending**
6	Lucy Butler, Director for Children's Services; Clare Rowntree, Strategy Manager; Neil Darlington, Strategic Lead for Vulnerable Learners.
7	Kate Terroni, Director for Adult Services
8	Ben Threadgold, Policy and Performance Service Manager
9	Robert MacDougall, Assistant Chief Fire Officer
10	Paul Fermer, Service Manager – Major Infrastructure Delivery; Steve Smith, Head of Commissioning

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.

35/18 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Liz Leffman (substituted by Councillor John Howson) and Councillor Liam Walker.

36/18 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

There were no declarations of interest.

37/18 MINUTES

(Agenda No. 3)

The minutes of the meeting on 24 May 2018 were approved and signed as a correct record.

Councillor Nick Carter apologised for not having a report from the 'deep-dive' on young carers but it had proven to be difficult to get all the relevant people together. He assured the Committee that he will have a report for the 12 September meeting.

38/18 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

A request was received from Councillor Emma Turnbull to speak on Item 6 – Call-in of a decision by the Cabinet: Home to School Transport and Travel Policy. It was agreed to receive her presentation at the start of that item.

39/18 FOR INFORMATION: EQUALITIES ACTION PLAN

(Agenda No. 5)

The Chairman stated that the plan was included in the agenda for information purposes so that Members could keep it in mind when discussing all the issues that come before it.

40/18 CALL-IN OF A DECISION BY THE CABINET: HOME TO SCHOOL TRANSPORT AND TRAVEL POLICY

(Agenda No. 6)

Councillor John Howson stood aside as a Substitute Member of the Committee for this item in order to represent the Education Scrutiny Committee in the discussion.

Councillor Emma Turnbull stated that there was a gap between the text of the policy stated and the verbal assurances given at the Cabinet meeting by the Director for Children's Services, in particular that no child would fail to have a post-16 placement at an appropriate school or college because of transport costs. Councillor Turnbull said that the policy should not be about the nearest available school place but should be about the appropriate placement for a child's needs. Applying the same rules as for mainstream transport is not being fair to children with Special Education Needs.

She also expressed concern about the financial burden some families would face as a result of the policy change and that parental choice has been taken away as families are obliged to accept the SEN school place allocated to them.

Councillor John Howson, Vice-Chairman of the Education Scrutiny Committee outlined the reasons for the Call-in. He stated that interpretations of the policy given by the relevant Director at the Cabinet discussion had not been available to the Education Scrutiny Committee when it discussed the policy. Various funds were referred to as possible sources of funding for home to school transport but some were discretionary and limited or may be used already for respite care or after-school activities. It was unclear what parents should do to access the various sources of funding.

Councillor Steve Harrod, Cabinet Member for Children and Family Services, stated that there had been poor communication on this highly contentious issue. He had been originally against the proposals but on hearing the points made by the relevant officers he had changed his view. The current policy had been interpreted generously but the Council could no longer afford that. Some changes to the policy simply sought to state the rules more clearly. Other changes were made to the way in which existing provision will be funded. The costs of implementing the changes will be only marginal as most of the system is already in place. He gave reassurances that no child would be left stranded as a result of the change in policy, but post-16 children would be able to apply for bursaries from their school or college to help their families meet the cost of transport.

A number of Members stated that they had been told by Headteachers that bursaries were being fully utilised already and if funds are drawn down for school transport then they will be diverted from other uses such as access to after-school clubs. Concern was also expressed that, while £700 may seem a small amount to some, for many families it may be “the straw that breaks the camel’s back”.

Councillor Harrod; Lucy Butler, Director for Children’s Services; Clare Rowntree, Strategy Manager and Neil Darlington, who was Admissions and Transport Services Manager when the policy was drafted, responded to Members’ questions as follows:

- Currently if a child’s Education Health and Care Plan specifies a school, the Council will pay for transport there. If a parent does not send their child to the nearest school the Council does not pay. None of this will change.
- The majority of post-16 SEND students can apply for bursaries to meet transport costs and it is envisaged that most will be successful.
- There are already officers working with parents of SEND children and they have the capacity to deal with the issues arising out of the policy changes.
- The changes will not come into effect until September 2019 and the Council will work out issues with schools in the meantime.
- If parents are not successful accessing bursaries then the Council will assume the family needs assistance and look to fund the young person’s transport. The Council has an obligation to ensure that everyone is treated equitably.
- Central government does not provide funding to local authorities for home to school transport for post-16 students. This Council has been providing funding anyway but can no longer afford to do so.

- If parents get Universal Credit then the Council already funds the transport.
- Council officers understand the extra stresses experienced by parents of SEND children and will support them in these changes to policy. They are also working with special schools to understand the broader impacts of the policy change on them.
- It is estimated that parents of around 240 post-16 children could contribute £700 to transport. The rest of the £300,000 saving will be made by other measures such as more efficient route planning.
- Additional money has been made available to fund 2 full time equivalent travel trainer positions who will work with 30 to 40 young people with SEND each year to ensure they can travel independently safely.
- While free transport will only be provided to and from home addresses, officers will take special cases into account such as separated parents.

Councillor Michael Waine stated on behalf of the Education Scrutiny Committee that their comments were not referred to at the Cabinet discussion. He believed that the proposals were overly bureaucratic.

Councillor John Howson stated that the Education Scrutiny Committee's questions had not been satisfactorily answered. There was still a great deal of confusion. It appeared that parents would be faced with the prospect of paying for transport and hoping that they would be refunded from bursaries.

Following consideration, the Committee AGREED to refer the decision back to Cabinet on the grounds that insufficient information has been available on the impact of the proposals.

Summary of the Material Concerns

a) There is insufficient information about the impact of the Policy change on the families of post-16 SEND children and on their education.
b) The capacity of schools' and colleges' discretionary bursaries to fund additional requests for support with transport costs is not well understood, including whether this will divert funding from support to meet other needs of SEND children.
c) There is a lack of clarity about the number of children expected to have their transport funded through bursaries and how this relates to the anticipated savings.
d) The is insufficient information about the costs of implementing the Policy change and a breakdown of how the £300,000 saving will be achieved.
e) The effect of the change on the Council's duties in regard to participation of all post-16 students is not clear.

41/18 ADULT SOCIAL CARE WORKFORCE

(Agenda No. 7)

Councillor John Howson resumed his place as a Substitute Member of the Committee.

Kate Terroni, Director for Adult Services, introduced representatives of two providers of adult care services: Chris Ingram, Chief Executive of Style Acre and member of the Board of Directors of the Oxfordshire Association of Care Providers and Helen Sanderson, Chief Executive of Helen Sanderson Associates. They gave a presentation on the current workforce issues.

Housing was identified as the biggest problem for recruitment with Oxford being the most expensive area outside London. Care providers find it difficult to compete, with the retail sector now paying higher rates. The uncertainty around Brexit has led to a drop off in new applicants from EU states though it is not expected that current staff will leave.

Despite the pressures, feedback from those receiving care is largely positive. The latest recruitment campaign has been very successful. Measures are being taken to make care jobs more attractive providing better development opportunities, eliminating split shifts and improving team support.

The three presenters responded to Members' questions as follows:

- Regarding the diversity of new recruits, 20% of the first Wellbeing Team are Black or Minority Ethnic (BME). 20% of applications were from men with two waiting for posts.
- Attracting men is a challenge and they can have an important part to play as a role model.
- All volunteers are DBS checked and Chris Ingram stated that he has had no safeguarding issues with any volunteers. Many report that it has enriched their lives.
- There have been meetings with OxLEP on the affordable housing issue and there are proposals in the new Growth Deal. Kate Terroni said that she would be happy to come back to the Committee on this issue.
- It would help if social care had a recognisable brand similar to the NHS.
- An analysis of the employment market is currently being undertaken to determine options. It is expected that recommendations will be made in the autumn to be implemented from April 2019.

Members suggested that local councillors could be a useful resource for care providers given their local knowledge.

The Chairman thanked the Director and the guests for the presentation which very clearly explained the challenges and how they are being tackled.

42/18 OXFORDSHIRE COUNTY COUNCIL CORPORATE PLAN 2018-2021 AND OUTCOMES FRAMEWORK

(Agenda No. 8)

Ben Threadgold presented the report and circulated a printed copy of the final version to go to Council. He thanked the working groups for their input and drew the Committee's attention in particular to the summary of outcomes on page 105 of the agenda. Many of the indicators are broader than the County Council. These will provide an evidence base against which RAG ratings can be provided.

Members complimented the plan and the in-house design of the document. It was agreed that it should be primarily accessed on-line. Libraries could print off copies if members of the public wanted hardcopies.

The Chairman thanked officers for taking on board the comments of the Committee from the previous scrutiny of the plan.

43/18 HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES

(Agenda No. 9)

Rob MacDougall, Assistant Chief Fire Officer, introduced the report. The new inspection regime is the first for over a decade. The inspectorate will award ratings similar to OFSTED for schools. The report identifies associated risks. For example, if the service received anything lower than a 'Good' rating it could threaten non-core fire service activity. It is expected that the Oxfordshire inspection will be between October and December 2018.

Rob MacDougall responded to Members' questions as follows:

- There have been three pilot inspections so far to help develop the methodology.
- The service has had a lot of engagement with the inspectorate to ensure that they understand differences in fire and rescue services, for example between urban and rural areas.
- It is hard to quantify how much of the service's work is now in non-core services because it has become so integrated in the work of the County Council.
- The inspection will focus on fire and rescue responsibilities under current legislation. Non-core activities will only be examined in the context of ensuring that they do not interfere with core services.

The Chairman asked if the self-assessment, which will form part of the inspection, could be shared with the Committee when it is available.

44/18 HIGHWAYS CUSTOMER SATISFACTION

(Agenda No. 10)

A video was played to the meeting in which Owen Jenkins, Director for Infrastructure Delivery, gave a presentation on the life of a road and the cost of upkeep.

Steve Smith, Service Manager Network Asset Management and Paul Fermer, Service Manager Major Infrastructure Delivery responded to Members' questions as follows:

- Officers would welcome a 'deep dive' on this issue and Members can also input into the latest plans and will have an input with regard to the Growth Deal funds.
- Environmental enforcement can be quite complex and officers are exploring possible technological solutions.
- Most potholes are related to road openings by utility companies. The Council conducts audits on their resurfacing work.

- Even if the white lines denoting a recorded pothole have washed away, the record will still be in the system.
- They are enabling Skanska to deal with other potholes adjacent to known potholes and two additional work gangs are being introduced for reactive work.
- Utility companies are fined if they go over the agreed time on road openings.
- The Council liaises with Highways England in agreeing diversion routes from major roads such as the A34. They need to be suitable for HGVs so sometimes the diversions can be quite long and some people may take shorter alternatives.

It was agreed that Councillor Jenny Hannaby will lead a 'deep dive' with a view to reporting to the Committee at its November meeting and Councillor Liam Walker will be invited to participate.

45/18 COMMITTEE WORK PROGRAMME
(Agenda No. 11)

..... in the Chair

Date of signing 20

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Division(s): All

PERFORMANCE SCRUTINY COMMITTEE – 6 SEPTEMBER 2018

IMPLEMENTING A NEW OPERATING MODEL FOR OXFORDSHIRE COUNTY COUNCIL

Report by the Chief Executive

Introduction

1. The Performance Scrutiny Committee was updated in March 2018 on the progress of the Council's Fit for the Future Transformation programme and was introduced to the development of a new Operating Model for the Council as a whole.

2. The Operating Model is a detailed description of how the Council will work in the future, with the key aims of putting better outcomes for residents and the delivery of the Thriving Communities Vision at the centre of all plans and operations.

3. Development activity since March has produced a detailed design for the Operating Model and Cabinet is due to consider the proposal on 18 September 2018. As noted to the Committee in March, detailed further work on implementation will be required beyond the agreement of the Operating Model. Therefore, a subsequent report on the investment required for implementation and a recommended strategy for delivery will be considered by Cabinet in October 2018. Consideration of identified financial benefits from delivery of the Operating Model will be developed as part of the Service and Resource Planning process for ultimate agreement by Council in February 2019.

4. If adoption of the Operating Model and implementation is agreed, arrangements for the monitoring and scrutinising of implementation and the delivery of agreed benefits will need to be agreed with the Committee.

5. The draft Cabinet Report and Annexes, including the full Business Case for the Target Operating Model (which incorporates an Executive Summary), are attached to this report.

6. This paper highlights, in brief, specific areas of the Operating Model which may be of particular interest to the Committee. It goes on to recommend that the committee notes the content of this report and comment on any issues relating to the proposed adoption of the Operating Model.

Background Information

7. The background to the development of the Operating Model and the development of a Case for Change were considered by the Committee in March and are not repeated here. They are set out in full within the attached draft Cabinet report.

The Business Case

8. The purpose, approach and structure of the Business Case for a new Operating Model is set out in the attached Cabinet report.

9. Fundamentally, the Operating Model seeks to describe the way that the Council will function in the future. The Operating Model, in itself, does not determine *what* the Council will do but *how* it will work. It is therefore closely aligned to the Corporate Plan and the wider strategic policy and planning framework which set out the Council's agreed priorities and objectives and is integral to the delivery of that framework.

10. The Business Case is set out in full at Annex 1 of the Cabinet report, introduced with an Executive Summary.

11. Members of the Performance Scrutiny Committee may be particularly interested in the following areas of the Operating Model and the associated Business Case:

Strategic Capability

12. This section of the Operating Model (section 3e, slide 161) seeks to deliver a refreshed capacity to support members in defining priority aims and vision and to manage, support and communicate the delivery and monitoring of those aims. It includes a description of what capability is required for strategy and policy making and for performance management, and how these functions will work with service areas. It addresses the role of members and is about enhancing the capability of the organisation to respond to and deliver on the priorities set through the democratic processes.

Business Intelligence

13. This section (section 3e, slide 184) describes a new function for the Council that will develop significant insights from data and information, using technology, data science and partnership approaches to support the Council in making evidence based and data-led decisions.

Integrated Business Centre

14. This section (section 4i, slide 241) describes work undertaken to review the public partnership arrangements with Hampshire County Council and the delivery of financial and HR transactional activity through the Integrated Business Centre (IBC). In particular, it considers whether the IBC, in its current form, can support the delivery of the Operating Model, considers strengths and challenges and asks what may need to change.

The Financial Case

15. This section of the Business Case (section 5, slide 257) sets out the financial case for change in terms of the programme itself.

Financial Implications

16. The Cabinet report sets out the relationship between the savings from transformation already required in the Medium Term Financial Plan (MTFP) and the proposals within the Operating Model. This Cabinet Report deals with how existing MTFP savings will be delivered through the implementation of the Operating Model and will not in itself lead to review of the MTFP. However, the extent to which the Council chooses to apply the model and the approach to implementation will have an impact which will be incorporated through the usual Service and Resource Planning processes, throughout the lifetime of the programme, and agreed by members in the usual way.

RECOMMENDATION

17. **The Committee is RECOMMENDED to:**

a) Note the contents of this report and its attachments;

b) Comment on any issues relating to the operating model and its impact on the Council's current and future performance;

c) Comment on the ongoing role of the Committee in engaging with the delivery of the Operating Model, if agreed.

PETER CLARK
Chief Executive

Attachment 1: Draft Cabinet Report *Implementing a new Operating Model for Oxfordshire County Council*

- Annex 1: Business Case
- Annex 2: Service and Community Impact Assessment

Contact Officer: Robin Rogers, Strategy Manager
August 2018

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Division(s): All

CABINET – 18 SEPTEMBER 2018

IMPLEMENTING A NEW OPERATING MODEL FOR OXFORDSHIRE COUNTY COUNCIL

Report by the Chief Executive

Introduction

1. This report sets out the work that has led to the development of a new Operating Model for the Council and summarises the business case for change. It seeks Cabinet approval to adopt the Operating Model as the basis for whole-council transformation, ahead of a future decision on the detail of investment in implementation.

2. In July 2018, the County Council adopted a new Corporate Plan for 2018-21. This plan sets out the Council's ambitious Thriving Communities vision and explains how the Council will work to deliver its objectives. It recognises long-term resource and demand pressures and identifies as a priority the need to transform the way that the Council works to be more efficient and effective in order to deliver the best outcomes for residents.

3. A specific commitment is made within the Corporate Plan to complete work on a full review of the Council's delivery model to be the fundamental basis for future change.

4. During 2017, an in-depth analysis was undertaken into the Council's operations, developing a detailed evidence base on how staff spend their time on a day to day basis.

5. Oxfordshire is a good council delivering good outcomes for residents, demonstrated by positive external statutory inspections and by the Council's leadership role in place, infrastructure and economic planning. Areas that need improvement are understood and actions are in place to bring about change.

6. However, the analysis showed that the Council could deliver outcomes significantly more efficiently through reducing duplication of effort, improving systems and processes and improving the way that services work with each other and with support functions. Overall, the Council could be more effective in meeting its obligation to support staff in delivering outcomes for residents.

7. This insight led to the commissioning of a detailed design project which through the first half of 2018 has identified opportunities for change and improvement at an organisation-wide scale. The final product of this phase of work is an Operating Model which sets out detailed proposals for how the

organisation will work in the future. The Operating Model is attached within the Business Case at Annex 1. These changes, if implemented, would provide a detailed plan for delivering savings already required within the Medium Term Financial Plan, with the potential for additional benefits to be released. As significantly, they would provide a framework for delivering a council that is as effective as possible in delivering better outcomes for residents.

Background and the drivers for change

8. Councils across England and Wales face the combined impact of rising demand with severely constrained resources. As has been seen in the financial crisis impacting Northamptonshire, responding to this scenario requires prudent financial management and sustained difficult decision making. Different but serious challenges are emerging in counties including East Sussex and Lancashire. Having taken a pro-active approach to these changes through eight years of annual real-term reductions in available budgets, amounting to a 51% reduction in government funding over the decade to 2020, Oxfordshire is in a better position than many councils in this regard. Never-the-less without further change, the Council will continue to face the challenge of long term financial sustainability.

9. The Council faces a choice between two approaches to establishing that sustainability:

10. Firstly, the Council can continue to manage ongoing reductions in funding, and rising demand through reductions in service budgets and individual efficiency initiatives. Ultimately the Council would anticipate a service offering close to or at the 'floor' of statutory obligations with major impact on residents and on the Council's ability to prioritise preventative activity. In any case, and particularly because of the constraint on resources to manage increases in demand through prevention, this may not be sufficient to ensure sustainability in the long term.

11. Alternatively, the Council can take an overall look at its total approach to delivering outcomes and ask whether a major change to its operation can release resource to support services, offer policy choices and deliver financial sustainability while at the same time improving the Council's effectiveness in terms of outcomes for residents.

12. By negatively impacting on outcomes for residents and with highly constrained opportunities for investing in services, the first approach would not allow the Council to meet the ambitions set out in the Thriving Communities vision. The potential of this second approach is acknowledged in the Corporate Plan which sets the requirement for a full review of the Council's Operating Model.

13. The Medium Term Financial Plan (MTFP) agreed by Council in February 2016 first set out the need for large scale transformation due to the significant impact of the redistribution of Revenue Support Grant and the further loss of funding above the worst-case planning scenario applied. Savings of £15m were built into the MTFP over the period 2017/18 to 2019/20. The phasing of

savings has been reprofiled since then, over the period 2019/20 to 2021/22 and now include a further £2.4m savings relating to ICT due to the decision, made during and as part of the Service & Resource Planning process last year, to defer elements of ICT redesign (specifically a proposed partnership arrangement with Local Government Shared Services), in order to align with delivery of the new Operating Model.

14. As a consequence, the Fit for the Future programme was established to manage the Council's organisation-wide transformation agenda. It aims to deliver a council that is in the strongest possible position to meet the ambitions of Thriving Communities, by re-focussing effort on resident outcomes, delivering specific identified transformation savings, contributing to long term financial sustainability and enabling political choice on service investment.

15. A first phase of enabling work, completed in summer 2017, has led to significant improvements in the Council's website and digital capacity and direct improvements for customers accessing services.

16. Experience of planning and implementing these and broader change demonstrated to the Council that the interconnections between services, and between services and support functions, were so significant and complex that major change would only be brought about at the pace required with a comprehensive plan for the total organisation. Developing and delivering such a plan would require significant investment and effort to bring about whole-organisational change.

Activity analysis and the case for change

17. In order to develop a firm evidential basis for change, the Council commissioned an activity analysis in summer 2017. With support from PwC, all staff were asked to undertake a questionnaire exploring how they spent their time on a day to day basis. The aim was to provide a scan of the organisation, showing how the Council's workforce apportions effort across 37 standard local government processes. To collect the data each member of staff allocated the time they spent each week against these 37 processes. Their responses were collated to develop a baseline for the Council and enable an analysis of the extent of fragmentation and duplication of effort. This output was benchmarked by comparison to other similar councils. Detailed interviews were also undertaken to validate the information, understand the issues identified and consider likely causes of the conclusions.

18. The main conclusions from this work were not that staff were not working hard in the interests of residents, but that the Council as an organisation was not fully meeting its obligations to support staff to get their jobs done. Specifically:

- Considerable effort was being put into support services when compared with the comparator group, even though some of these services are outsourced in Oxfordshire;

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- The Council could be utilising the information it holds about customers more effectively and that a large proportion of staff effort is spent on customer management processes, rather than direct service provision;

- Complex processes, technology and an immature digital offering may be driving some of these characteristics with leadership teams highlighting that confusing, non-standard processes and out of date IT applications were a hindrance to their workforce;

- Significantly less effort as a proportion of overall staff time is being used to deliver services, when compared to the comparator group[1]

- That the strategic direction of the Council could be clearer

19. Given the findings of the Activity Analysis a decision was taken by the Chief Executive to undertake an 'Operating Model assessment'. This enabled more detailed analysis of the issues identified in the activity analysis and formed the basis of second phase of Fit for the Future workstreams that were undertaken between October 2017 and January 2018, with the support of PwC.

20. The most significant area of this work focused on a more detailed assessment of the Council's Operating Model. A series of cross cutting workshops were held with many staff at different levels from across the Council. Detailed data analysis was undertaken and qualitative sessions held with senior managers for their assessment of current issues and future opportunities.

21. Additional work focused on understanding the Council's digital and technology environment and working with members and officers to consider future opportunities for doing things differently through the use of technology and a detailed analysis of our third party spend environment to consider opportunities for savings through commissioned services was also undertaken.

22. This work was drawn together into a Case for Change presented to the Council in January 2018. Building on the evidence from the Activity Analysis, the Case for Change concluded that:

- there was significant scope for efficiency in support services;

- that decision making is not consistently robustly informed by data and insight;

- that the Council has not fully exploited the potential of digital technology;

[1] *The activity analysis acknowledges that this may be caused in part by the proportion of services out sourced rather than being provided directly by the Council, as well as by staff performing tasks outside of their core activity – but this notwithstanding, concluded that the effort expended on service delivery was low in comparison to similar councils.*

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- that there is duplication and fragmentation of staff effort across all areas of the Council;

- and that the Council was not clear on how it will achieve its strategic ambitions.

23. Opportunities for reviewing procurement and contract management for third party spend, and for commercialisation, were also identified.

24. By addressing these challenges and opportunities, the Case for Change identified significant scope for achieving cashable financial benefits without negatively impacting on outcomes for residents. When finalised through further analysis, it has been estimated that between £34m - £58m of annual recurring savings could be delivered with a one-off investment in the region of up to £18m. Officer assessment was that the changes in approach identified also had the potential of delivering an organisation that was far more effective overall.

25. While the Case for Change identified the considerable potential of pursuing the opportunities and issues identified, addressing changes of this nature would require substantial financial investment and long-term commitment of the Council to prioritising a new approach. In order to prove the case before investment and the full commitment of the Council's resources, a further phase of work was authorised.

26. The remainder of this report introduces the Council's subsequent development of a new Operating Model with associated enabled benefits in third party spend and from commercialisation and an overall increase in effectiveness with respect to resident outcomes. The Operating Model is set-out within a broader Business Case document which builds on the case for change and sets out in more detail the costs and benefits of delivery.

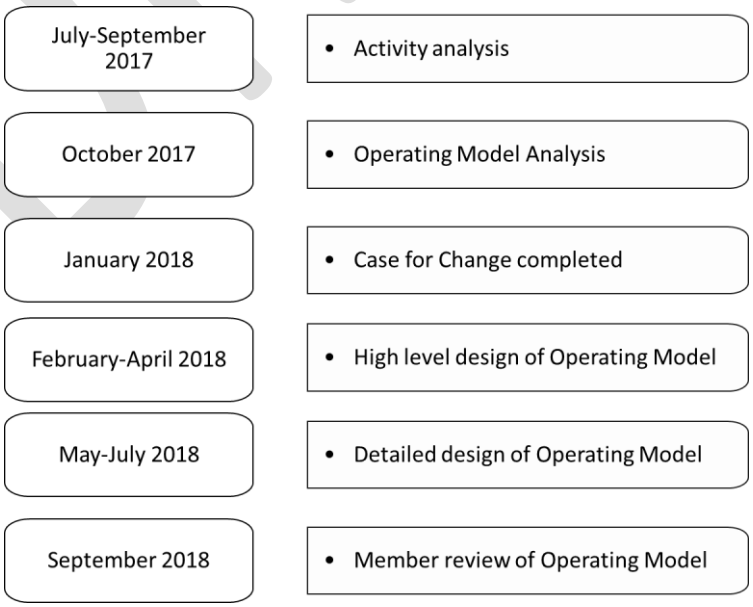

Fig 1. Timeline of Operating Model Development

The Business Case

27. The Business Case for delivering a new Operating Model is structured in six sections:

1. Operating Model *A detailed description of how the future council will operate divided into seven functioning 'layers'*	**2. Enablers** *The core enabling functions that will allow the Council to maximise the benefits of the Operating Model*	**3. The financial case** *The financial benefits of delivering the Operating Model and the associated costs*
4. Service impact and gap analysis *The outcome of work with services to develop understanding of the issues and impact associated with implementation and identify any gaps in design*	**5. Construct and implement** *Outline proposals on the practicalities of implementation and an outline phase plan*	**6. Risks** *An assessment of risks within the design and implementation of the Operating Model*

28. The Business Case is set out in full at Annex 1, introduced with an Executive Summary.

Understanding the Operating Model

29. An Operating Model is a detailed description of the way an organisation works. The Council currently has an Operating Model. However, this is not one that has ever been purposefully designed, formally articulated, considered as a whole, or that is well understood or consistently applied. Rather, the current Operating Model has developed piece-by-piece over the years of the Council's existence, adapting and changing overtime in response to specific pressures, issues, technological and policy change and the absorption or loss of services.

30. Deliberately designing a new model of operations will allow the Council to consider all of the way things are done and consider how they best fit together in the interests of efficiency and effectiveness. Within the context of tight financial management and sustained difficult decision making, this represents a one-off opportunity to re-set the organisation's basic framework for a generation.

31. This is important in local government where councils seek to further the interests of residents through a large number of diverse and interrelated services – often working in partnership with other organisations. The way these services work together, and with support and back-office functions, is determined through a complex network of policy, processes, technology,

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governance and organisational structures underpinned by local and organisational culture.

32. Without deliberate design, different areas of the Council can very easily end-up undertaking similar activity in different ways for no sound-business reason – with the potential for duplication, contradiction and conflict - ultimately diminishing the impact of scarce resources.

33. This is not to say that it is appropriate for all services to be delivered in the same way; one-size does not fit all and specialist services and complex needs require different ways of working to maximise outcomes for residents, comply with legislation and obtain best value for money. However, many tasks and activities that sit-behind very specialist services are fundamentally common across the organisation.

34. Understanding and carefully re-designing how the organisation operates in this context offers the opportunity for major improvement and the return of significant benefits to the organisation and community.

Setting the Operating Model in Context

35. The Operating Model in itself does not determine *what* the Council will do but *how* it will work. It is therefore interrelated to the Corporate Plan and the wider strategic policy and planning framework which set out the Council's agreed priorities and objectives and is integral to the delivery of that framework.

36. The decision-making, oversight, scrutiny, and representative roles of elected councillors are central to the Council's purpose and functions. The intention of the Operating Model is to be the vehicle by which the Council can ensure that it has the right capabilities, processes, structures, people, information, technology, governance and culture to deliver agreed vision, policy and plans, as set out by elected members of the Council.

37. The Operating Model, if agreed, will not supersede or direct any political, commercial or service decision making – although it will inform and shape the considerations made. For example, the Operating Model takes no position on whether services should be delivered 'in-house' or 'out-sourced'. It does however set out the mechanisms and considerations which in the future will support such decisions and sets out the processes, technology, information, capacity and skills that will be needed in such determinations.

38. Equally, the Operating Model is intended to serve any political governance structure and so is not dependent and does not pre-judge the outcomes of the ongoing Governance Review.

39. Finally, the Operating Model should not be regarded as the final position that will be implemented exactly as described at this stage. Rather, it is the organisation's best attempt to describe the future state of the council. It will inevitably be amended through implementation and in the future through experience and evidence and especially through feedback and engagement

from councillors, residents, partners and staff. Importantly however, such change will be designed and controlled against this baseline.

Developing the Operating Model

40. The Operating Model has been developed in response to the Activity Analysis in accordance with design principles set by the organisation and included within the Case for Change (see Slide 12 of the Executive Summary of the Business Case – Annex 1).

41. The detail of how the Council will work in the future is broken down into seven inter-related 'layers' for the purposes of describing the model. The layers are not a structure or a replacement for service departments or support teams; rather they describe the common activity that when put together, will deliver what is needed to deliver the best outcomes for residents. It then asks how these activities are best delivered for optimum overall outcomes: what is common, what is specialist, what needs to change and what will the overall design look like. How these layers are then built into functioning teams with associated systems and processes, is the substance of the 'construct and implement' phase of the programme that would come next if Cabinet agree to adopt the proposed model.

42. Each layer was worked on in detail by an officer working group led by a director or pair of directors and supported by PwC. Layers were also tested with services including with a cross-section of staff and managers. Councillors were asked to contribute through a specific member briefing, through briefings held in each Locality area and through feedback at the Audit and Governance and Performance Scrutiny Committees held in March. Portfolio holders and Political Group Leaders have also been engaged with the Operating Model as it has emerged.

43. The approach to developing the proposed Operating Model is set out in Section 2 of the Business Case document attached. The detailed design of each Operating Model layer is set out in Section 3. Additional 'enablers', those areas of the Council's approach that need to change and develop to maximise the impact of the Operating Model, are set out in Section 4.

44. In summary, the proposed model describes:

- Firstly, a council which prioritises investment in the community in resilience building and community solutions to maximise the opportunities for prevention and support communities and individuals to help themselves (*see the Pre-Front Door Layer)*

- Secondly, a council with an integrated and streamlined approach to customer management (see the *Customer Management layer*)

- Thirdly, a council with transparent and simplified assessment processes with proportionate resource deployed according to the complexity and risk of the assessment (see the *Customer Assessment* layer)

- Fourthly, a council with a consistent framework of processes for identifying, obtaining and managing the products and service it requires (see the *Provision Cycle* layer)

- Fifthly, a council with leading-edge professional support services to ensure that staff across the Council are able to do their jobs with maximum efficiency (see *Enabling and Support Services layer)*

- Sixthly, a council with a refreshed capacity to support members in defining priority aims and vision and to manage, support and communicate the delivery and monitoring of those aims (see *Strategic Capability* layer)

- Finally, a council with a new function that will develop significant insights from data and information, using technology, data science and partnership approaches to support the Council in making evidence based and data-led decisions (see *Business Intelligence* layer).

45. Taken together, implementing the new Operating Model will amount to a complete reconsideration of how almost all functions are undertaken and how they inter-relate, across the Council.

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Front Office	**Pre-Front Door**	Individuals, communities, members, the council and partner organisations working together to build resilience, develop strengths and create opportunities in local areas, which helps to reduce the need for council services.
	Customer Management	The customer management layer contains all activities undertaken by the council that involve interaction with customers and/or have an immediate impact on service delivery to customers.
	Customer Assessment	The customer assessment layer contains activities that are a key part of many customer interactions with the council, with information being used to decide whether and how services are provided.
Back Office	**The Provision Cycle**	The Provision Cycle layer provides the framework of processes and activities through which the Council decides how best to meet an identified need or to achieve a specific outcome, including commissioning, contracting and the management of third party suppliers.
	Enabling and support services	The Enabling & Support Services layer provides services that are optimised to meet the needs of internal customers through process improvement, the use of enhanced digital systems and clear delineation of roles and responsibilities.
	Strategic capability	The strategic capability layer provides the capabilities that the Council requires in order to define its vision, high level strategy and objectives, as well as capabilities required to support, manage and review the realisation of each of these.
	Business intelligence	The business intelligence layer provide information, intelligence and insight to a range of customers including businesses, partners and staff within the organisation.

Fig 2. Extract from Business Case – Operating Model Layers

The Financial Case

46. Analysis by PwC tested the design of the Operating Model against the evidence of the Activity Analysis and an assessment of the opportunities within each service area for change and the release of benefits.

47. Within the financial case, detail is given of the approach to calculating benefits against each layer of the Operating Model.

48. Assessment of the costs of implementation has also been made to develop an overall financial benefits profile for the life-time of the implementation programme and an ultimate annual recurring financial benefit which can be expected.

49. In summary, the overall estimated benefits profile associated with implementation of the Operating Model is as follows – assuming that delivery of benefits at the midpoint of the range of savings estimated (£34-£58m) is achieved:

Financial year	18/19	19/20	20/21	21/22	22/23
Annual recurring benefit delivered in-year	£0m	£14m	£18m	£10m	£4m
Cumulative annual recurring benefit	£0m	£14m	£32m	£42m	£46m

50. The costs of delivery depend on choices made as to how the Operating Model, if adopted, is implemented. For indicative purposes, one off implementation costs (excluding recurring maintenance for technology and potential redundancy costs, as explained in the financial implications section below), are estimated as follows:

Financial year	18/19	19/20	20/21	21/22	22/23
In-year one off costs	-£4m	-£9m	-£2m	-£2m	-£1m

51. The implications of this assessment and its relationship to resource planning processes are set out in the Financial Implications section below.

Construct and Implement

52. Section 7 of the Business Case deals with implementation of the Operating Model.

53. Delivering an Operating Model is a major initiative and the scale of change should not be underestimated. Taken overall, the Council will effectively be rebuilt in full, with no service area left unchanged in terms of the way the Council operates (as distinct from the outcomes services seek to deliver – which are not the subject of the Operating Model). The change overall would represent the largest transformation initiative that the authority has ever undertaken.

54. Section 6 of the Business Case assesses the impact of change on services and the extent to which the proposed changes are significant when compared with existing practice. It concludes, overall, that while with careful consideration and design service impact will be manageable and will not negatively impact on service users, the difference from existing ways of working is considerable.

55. Given these considerations, it is not possible or desirable to implement the substantial changes required at one single point in time. An ordered construct and implementation methodology will be required to manage the risks of change and maximise the benefits of investment. The proposed method is to deliver the organisation's new approach through a series of four phased 'releases'. While the full financial benefit will not be realised until the completion of the programme, each release will give the opportunity to deliver an element of benefits which, when assured, will be available for incorporation into the MTFP.

56. Managing delivery through an iterative series of releases will allow for testing, to respond to change and to learn as the programme progresses. It accepts that not every project element will deliver perfectly first-time and allows for flexibility to cope with that uncertainty. It will also allow for policy and operational choices along the way with a developed understanding of the impact of choice on delivery of financial benefits and improved services to residents.

57. Professional programme management will be needed to manage the interdependencies of different changes and the complexities and risks of managing an organisation in transition between current ways of working and a new model. Considerable resource will be required for communication, engagement, re-training and change management and this has been incorporated into the financial case.

58. It is projected that the implementation programme will take place over an initial two to three-year period with benefits continuing to build through to 2022/23 as new ways of working are embedded. Ongoing benefit can then continue be incorporated into the MTFP.

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59. To meet this ambitious timescale, the Council as a whole will need to prioritise delivering the new Operating Model. However, the release-based approach will allow services to manage the impact on competing priorities and day-to-day service delivery by containing intense delivery periods within clearly set out timescales. While detailed delivery of the Operating Model will be predominantly undertaken by the Council's own staff and directed by senior leaders, overseen and scrutinised by elected members, the Council will also need to supplement its existing resources, again to maintain pace and to minimise impact on front-line service delivery. Such additional resource will include strategic advice and programme management, technical and specialist support (for example IT, digital and procurement) and support for change management. It will also be necessary to ensure that sufficient capacity is available to carefully manage and account for the delivery of benefits to ensure that real benefits are delivered before incorporation into financial and strategic plans.

60. The Construct and Implement section and the Financial Case assume that a significant element of this additional resource is provided through an external provider.

61. It is the purpose of this report to consider the Operating Model itself asking Cabinet to consider its success in reflecting the specific Oxfordshire County Council context and if satisfied, to agree to its adoption.

62. The detail of the investment required for implementation and a recommended delivery mechanism – including the decision whether to appoint external providers or to supplement internal resources – will be made through a further report proposed to be considered by Cabinet in October 2018.

Implications for the partnership with Cherwell District Council and for broader partnership working

63. The developing partnership with Cherwell District Council is based on the initial sharing of the Chief Executive post with the potential in the future for sharing senior management posts and the development of shared services.

64. The Operating Model is not directly related to the partnership. However, opportunities created through the analysis now available and through the implementation phase will mean that the development of the partnership will be within a well-understood and adaptable framework. Overall, implementation of a coherent Operating Model will allow support and front-line services to be clear on both their requirements and capacities for any partnership working subsequently considered– including with Cherwell but extending to the County Council's many existing and potential partners – and so may bring forward more ambitious and deliverable business cases in the future.

65. Any such benefits and associated investment would be additional to the business case developed so far.

Options for Change

67. On consideration of the Business Case document, the options for change are summarised in the chart below:

	Description	Commentary
1	***Adopt the proposed Operating Model to enable delivery of the estimated range of savings (£34m-£58m) to the fullest extent appropriate*** – agree to the proposals as set out and go forward to identify options for delivery	***Recommended*** – the business case sets out the costs and benefits of the model, the potential for improvements to resident outcomes and includes new ways to support prevention and minimise future demand contributing to long-term financial sustainability. Delivering the maximum benefits may create capacity to manage future pressures and for policy and investment choices. It will also help create a council that is agile and resilient to change with greater capacity to manage risk and deliver agreed political objectives.
2	***Adopt the proposed Operating Model to enable delivery of required MTFP savings only, i.e. £33m*** – agree to implement the proposals only as far as required to deliver the MTFP savings without a requirement to deliver additional benefits	***Not recommended*** – the business case does not support the case for not pursuing implementation to the furthest extent possible – when taking into full account the requirements of service delivery: • Firstly, the costs of delivery are not related to savings on a linear basis - significant enabling investment is required, for example in technology, to release the initial savings; • Secondly, there are no proposals within the business case that are intended to lead to reduction in resident outcomes - rather, the range of savings shown throughout provides the flexibility for professional judgement and policy choices to be made during the construction phase where the Council will be able to assess the extent to which it thinks the Operating Model can be applied without impacting on outcomes. Where there is risk of impact, the model would not be applied, or changed, or the risk mitigated in some other way whilst maintaining overall benefits within the envelope identified. Therefore, not taking the full possible savings obtainable, whilst making the significant enabling investment, would represent poor value for money.
3	***Do nothing*** – deliver required MTFP savings through identifying service reductions and individual efficiency initiatives, including those which have yet to be identified.	***Not recommended*** – this option is likely to have a negative impact on resident outcomes through service reductions and would mean the Council having to take a similar approach to service cuts and staff reductions as in previous years. Minimal proactive investment in prevention and reducing demand will be possible, undermining any strategy to cope with increased demand in the future and reducing the ability of the Council to establish long-term financial sustainability. Relying on individual efficiency initiatives increases risk in the MTFP as these have not yet been fully identified. Continuing with individual initiatives perpetuates the challenges of duplication and un-joined up services and support functions. No benefit will be released to enable policy and investment choices.

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Governance Arrangements

68. In December 2017, a number of changes were made to the arrangements for the governance of the transformation programme. These changes were designed to:

- Strengthen overall governance and decision making, ensuring coverage of all services, avoiding duplication or gaps, and addressing concerns about the lack of a 'design authority';
- Promote clarity of arrangements for programme management; ensuring compliance with programme management tools and the Council's programme management approach;
- Refresh the existing processes and templates for the programme management office;
- Improve the tracking of benefit realisation (financial and non-financial benefits).
- Provide a 'whole council' comprehensive approach as the previous arrangements had only focused on some of the overall activity being undertaken across the Council (the three 'enabling workstreams in phase 1 work).

69. A new Fit for the Future Board was established in January 2018, chaired by the Chief Executive, with membership by strategic directors and other key officers. This board now covers all transformational activity across the Council, and will act as a 'design authority' to ensure that there is a single and joined up authoritative approach to decision making on transformation. The corporate Fit for the Future Board is fed and informed by directorate transformation working groups.

70. A small team (the Programme Management Office) is now supporting the Fit for the Future Board, ensuring oversight and accountability for all transformation projects, and that there is compliance with organisational processes and effective benefit realisation processes in place.

71. Processes and culture have embedded over the subsequent eight months and the programme management arrangements are now well-embedded. Development of the governance, support team and approach – including culture, skills and approach across the organisation – continue to be reviewed and the refresh of capacity required within the Programme Management Office is itself an early deliverable of the proposed Operating Model.

72. Member oversight will continue to be led through a cabinet portfolio holder on behalf of the cabinet. The Performance Scrutiny, and Audit and Governance, Committees are also expected to continue their role of monitoring and challenging performance, delivery, reporting and control as they have done during the development of the programme so far. It is proposed to incorporate wider councillor-engagement through the 'Construct and Implement' phases to ensure that member insight and ideas and fully considered. Some Locality

Meetings have, for example, already expressed an interest in continuing the engagement that started during the design phase.

Delivery principles

73. The Operating Model is designed to be the optimum balance of acceptable service impact and risk against level of benefit. There are no areas where service outcomes are knowingly compromised by the implementation of the Operating Model in and of itself.

74. In order to maintain this position, detailed and specific decisions will be required throughout the Construct and Implement phase at different levels, depending on scale. The overall design and key milestones will be overseen by the Fit for the Future Board, as set out in the Governance section above, and reported to Cabinet and council committees as required. The Cabinet will formally consider and sign off each release phase, agreeing investment and timescales. It is through this process that the detail of where within the potential benefits scale the programme will deliver and regular reporting and scrutiny will ensure that the right balance of programme impact and benefit delivery is achieved.

75. In order to guide these detailed decisions that go beyond what is already set out in the Operating Model, it is proposed to adopt a set of guiding principles which will direct the overall balance of decisions and ensure overall that the Cabinet's intention is delivered in the detail of service decisions.

76. The proposed principles are as follows:

- That outcomes for residents will always be the priority consideration through Operating Model construction;
- That the Council's priority outcomes are set out in the Thriving Future Vision and that these should form the basis of all organisational aspirations, supported through the application of the agreed Organisational Values;
- That a prudent approach to estimating benefits will be taken and that additional investment or savings will not be incorporated into the MTFP until real cashable benefits are on track and signed-off as 'in-delivery' by the Fit for the Future board;
- That members will take the decision on the allocation of benefits released in addition to those already required within the MTFP through the normal service and resource planning process;
- That the Council will always consider any identified risks to service outcomes and impact on service users and will ensure that before the agreement of each phase-release plan, sufficient impact assessment has been undertaken;

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- That the Council will minimise compulsory redundancies wherever possible and prioritise retraining and redeployment.

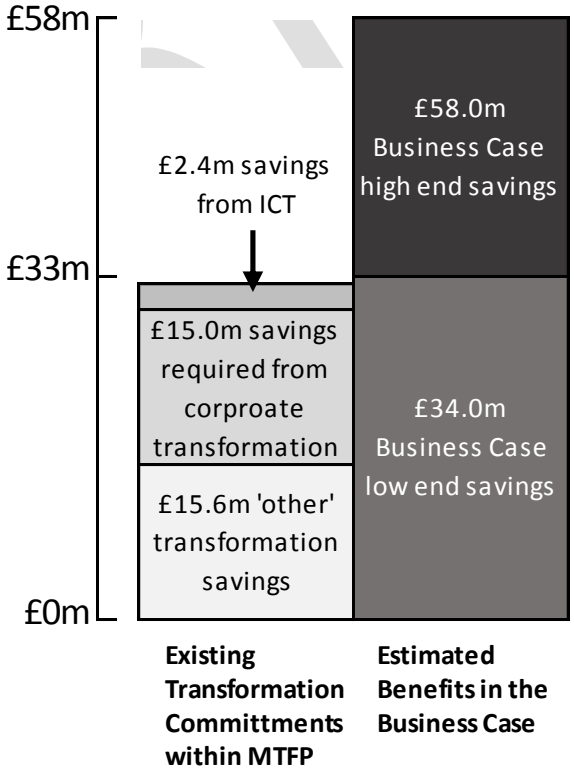
Financial Implications

77. This report recommends that Cabinet agrees to the adoption of the Operating Model set as out in the Business Case at Annex 1 as the basis of Council transformation going forward.

78. The savings arising from the Business Case range from £34m at the low end to £58m at the high end. The Business Case itself assumes the mid-point of the savings is achieved at £46m. A review has been undertaken of the PwC model to verify its logic and accuracy.

79. The existing MTFP already includes savings to be delivered through individual service redesign, income generation measures and contract efficiencies. In total theses amount to £15.6m These savings cannot be achieved in addition to those set out in the Business Case. Savings of £17.4m are also included in the existing MTFP to be delivered through corporate transformation, including £2.4m relating to ICT.

80. Therefore, in implementing the Operating Model, achieving the low end of the Business Case (at £34m) will allow for existing savings in the MTFP to be achieved. The chart below sets this out.



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81. The Business Case sets out total implementation costs of up to £18m, of which £4m is expected to be incurred in 2018/19. Further detail on the costs and phasing will be brought to Cabinet in October. Costs which are expected to be incurred in 2019/20 and beyond will need to be considered as part of the Service & Resource Planning process and agreed by Council as part of the 2019/20 budget and MTFP to 2022/23, in February 2019. A decision on how the costs expected to be incurred in 2018/19 will be met will be included in the report to Cabinet in October 2018.

82. The Business Case includes assumptions on the timing of savings. Savings are delivered in phases in line with implementation plan releases. The Business Case does not assume full in-year savings will be delivered in the year of each release, allowing realistic time for implementation to deliver savings and providing an element of budgetary tolerance for delay. Dependent on the implementation method to be agreed by Cabinet in October, further consideration will need to be given to the phasing and value of the savings and these will need to be included as part of the Service & Resource Planning process for decision by Council in February 2019.

83. The challenge for the Council will be whether it can achieve the savings in full and in the time scale that is set out in the Business Case. Depending on the option agreed as part of this report and the method of implementation to be agreed in October, a view will be taken on the level of savings in the Business Case that can be achieved and in what timescale they can be achieved in.

84. Through the Operating Model transformation, the Business Case assumes a reduction in overall staffing levels of between 600-890 current posts (before taking into account opportunities for reinvesting in services – which could reduce the net reduction). The Business Case does not however include any potential costs arising from redundancies. Full redundancy costs are not possible to calculate at this stage as the identification of an indicative number of posts to be reduced does not directly relate to specific roles. Further, the Council has a strong record of minimising redundancy as the establishment has been reduced through retraining and redeployment. In addition, as the implementation will be phased over two to three years, the Council will be able to take advantage of an annual staff turnover of some 650 staff per annum.

85. As redundancy costs need to be accounted for in the year the decision is made, it is probable that some costs will be incurred in 2018/19. Consideration of how this will be funded will be set out in the Cabinet report in October, alongside the implementation costs.

DRAFT

Staffing Implications

86. This report in-itself contains no direct implications for individual staff. However, if implemented, the subsequent delivery programme will clearly have substantial impact for all staff in the way they work. The report shows how cashable benefits may create policy and investment choices for councillors in addition to meeting existing savings commitments. What choices are made – including to reinvest potential savings in services - and the ongoing-overall financial environment, will determine the extent to which net-employment will be affected. In the scenario where benefits are delivered to the fullest extent, choices could include investing in creation of new roles, or to posts being rebalanced across the organisation.

87. If the Operating Model is applied in full, given the change both in the way resources are applied overall – with an assumed shift of resources towards service delivery – and how each individual job role will be undertaken, it is very likely that a significant number of roles will be changed to the extent that redundancy situations are created. Some compulsory redundancies may be required.

88. The Council's policy on redundancy is, and will continue to be, to avoid redundancies wherever possible. Throughout implementation, as in design, staff and unions will be consulted and the change processes managed in accordance with our agreed policies. The Council currently has processes to actively look for opportunities to redeploy staff who are at risk of redundancy. Should implementation go ahead these processes will be reviewed to ensure it is able to support the potential increased numbers of staff needing to be redeployed. £3m has been incorporated into the financial case to support the management of the change process.

89. The attached Service and Community Impact Assessment sets out the mitigating actions that will be taken to ensure that due regard is given through implementation to the impact of change on all individuals including how consideration will be given to potential differential impact on those with protected characteristics.

90. It is worth stating that in all scenarios, delivering the substantial savings already set out in the MTFP are likely to have a significant staffing impact. Delivering the full savings within the overall-management of the TOM delivery programme will give the maximum opportunity for retraining and redeployment where required.

Equalities Implications

91. The Operating Model as set out describes at a high level the design of a new approach for overall council operations. In itself, this decision will not have a direct impact on residents or staff. However, the detailed implications and outputs of the Construct and Implement phase will impact on these groups.

92. Detailed impact assessment will need to be undertaken throughout the Construct and Implement phases as each new service area is considered. High level potential impact, initial mitigating activity undertaken through design and plans for further assessment throughout implementation are set out in the attached Service and Community Impact Assessment (see Annex 2).

Member Engagement ahead of decision making

93. Ahead of the Cabinet meeting planned to consider this report on 18 September 2018, there will have been a number of opportunities for all Councillors to formally and informally review the Operating Model and to engage with senior officers – in addition to opportunities throughout the development of the approach, as set out in the Developing the Operating Model section above. These are as follows:

4 Sept	All Member Briefing
6 Sept	Performance Scrutiny Committee
6 Sept	Audit & Governance Committee
11 Sept	Full Council – thematic discussion on the Operating Model

94. It is anticipated that views from these forums will be brought to Cabinet.

95. This report and the associated documents will have been available to all members from late August with the publication of Performance Scrutiny and Audit & Governance committee papers.

RECOMMENDATION

96. **The CABINET is RECOMMENDED to:**

a) Endorse the proposed Operating Model set out in the Business Case in Annex 1 as the basis of whole council transformation planning;

b) Agree to Option 1 (see para. 67), to enable delivery of the estimated range of savings (£34m-£58m) to the fullest extent appropriate;

c) Agree the delivery principles set out in paragraph 76 as the basis for future detailed decision making;

d) Direct the Chief Executive to bring a costed proposal for implementation to Cabinet in October 2018.

PETER CLARK
Chief Executive

Annex 1: Business Case
Annex 2: Service and Community Impact Assessment

Contact Officer: Robin Rogers, Strategy Manager
August 2018

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OXFORDSHIRE COUNTY COUNCIL

Business case

Oxfordshire County Council

Target operating model

August 2018

FINAL

OXFORDSHIRE COUNTY COUNCIL

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1. Executive summary

Foreword from the Chief Executive…

Foreword

During the summer of 2017, we conducted an in depth assessment of our strategy and the way that we work as an organisation. The assessment found that while there was nothing about the Council that was fundamentally broken, there was considerable room for improvement.

To some extent, this confirmed what I suspect many of us already thought. While we had been successful in taking steps to deal with reductions in public spending at a national level, and had delivered tangible improvements in some key service areas, there was a sense in which we knew that more fundamental change was required.

The results of the assessment provided direct evidence of this. It showed that we were spending a much higher level of effort on managing customers, data entry and recording and carrying out support activities than we were on delivering services. In addition, the assessment highlighted issues concerning our processes, use of technology and information. While none of these issues had the potential to undermine the organisation in the short term, we recognised that if we didn't listen to this evidence, and respond in the right way, we would be storing up problems for the Council in the future.

Consequently, we have spent the past six months carrying out a detailed redesign of our operating model. This has comprised working through all the major functions of the County Council systematically, establishing how we would like each one to work in the future, the processes that will need to be adopted, what this will require in terms of technology and what it will all mean for our people.

This has been one of the most ambitious pieces of work we have ever undertaken. It has touched almost every aspect of the way the Council operates and really has challenged us to think much more creatively about the kind of organisation we want to be. I am very pleased that so many Councillors and members of staff were able to contribute to the work – through the numerous design sessions, service impact testing workshops and briefings that have been delivered since January.

This document is the culmination of the work that has been carried out. It sets out an exciting vision of the future, and a roadmap for transforming the whole Council over the next two years. I firmly believe that this is the right course to take, and that by taking action now we can ensure we achieve the high standards we set for ourselves for many years to come. The new operating model will be key to achieving our strategic vision: *Thriving communities for everyone in Oxfordshire.*

As I have said previously, implementing the changes described in this document will not be straightforward. We will need to be more disciplined and more focussed than at times in the past, ensuring capacity to transform while continuing usual business. However, we must take confidence from what has been achieved over the past six months. We have proven we have the ideas and the will to imagine a more sustainable future. We now need to make sure we deliver on this potential and create the organisation that our residents, communities, Members and staff deserve.

Local government continues to face significant uncertainty especially in terms of decreased funding and increasing demand for its services…

Context

Local government continues to face an unprecedented set of challenges. Further reductions in central government funding are creating a 20-30% funding gap, and there is increasing demand for existing and new services. Increasing budgetary pressures and service demand mean that councils have to do more with less.

PwC's Local State We're In 2018 review, an annual survey that consults local authority CEOs and Leaders, identified the following key themes which have begun to emerge;

1. **Fear of failure is rising:** Almost a third of councils now feel that the 'cliff edge' is imminent and are not confident of their ability to deliver next year.

2. **Confidence in the financial sustainability of the sector is reducing:** When it comes to considering the sector as a whole, almost three quarters (74%) of respondents think that some local authorities will get into serious financial crisis in the next year.

3. **Councils are at the heart of public service reform:** As councils shift their thinking towards driving public service reform across their place, six out of ten respondents agree that councils should be more responsible for facilitating outcomes rather than delivering services.

4. **Good growth continues to climb the agenda:** Place based growth has also risen up the agenda with councils' priorities for growth largely reflecting those of the public with skills, housing and transport topping the agenda. However, significant challenges remain in each of these areas, such as lack of investment in infrastructure, the impact of Brexit, lack of affordable or suitable housing and lack of influence over skills.

5. **Significant capacity and capability gaps remain:** Councils need to build organisational resilience and in particular develop new skills and commercial acumen in order to be effective. Areas in particular need of development are supply chain management, contract management, talent management, cyber security and data analytics. Rising market pressures in key sectors such as social care require the right capability, capacity and agility to respond to provider challenges and unpredictable circumstances.

Oxfordshire County Council (OCC) is in a better position than many Councils but still has to make changes in order to solve the challenges they face…

Background

While the Council's current financial pressures do not constitute an immediate need for change as experienced by other local authorities, there is a recognition amongst the County Leadership Team (CLT) that OCC faces a number of challenges which the Council must be forward thinking in addressing in order to achieve its strategic ambition of creating, and maintaining, **"Thriving communities for everyone in Oxfordshire"**.

The challenges facing OCC

1	**Requirement to be fit for the future**	OCC recognises the need to be fit for the future. It understands it needs to improve its overall efficiency and effectiveness, while recognising, and building on, those areas of good performance (e.g. Children's Services Ofsted report).
2	**The local government landscape is changing**	Local councils are experiencing a period of unprecedented pressure. Demand for services is rising and customer expectations are changing. For OCC this is manifesting itself in increasing demand for social care as well as additional pressures across other core service areas.
3	**Closer collaboration with the wider public sector**	At the same time, OCC is working closely with local district councils, specifically Cherwell District Council, and other public sector partners such as the NHS to identify opportunities for closer collaboration across the whole system.
4	**Improving efficiency of current services**	The Council understands that having the right people with the right skills to perform the right activity at the right time will be crucial to achieving its vision to be fit for the future.

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Specifically OCC faces cumulative budgetary pressures of £57.8m to 2021/22 driven by demographic changes, legislative changes and existing savings initiatives that are not expected to be delivered…

Scale of the financial challenge

In the most recent Service & Resource Planning 2018/19 to 2021/22 report Council officers identified that over the next four years the Council faces cumulative **budgetary pressures of £57.8m**, driven by:

- Demographic pressures, including increasing numbers of Children requiring placements and an increase in the number of children with disabilities
- Legislative pressures, including those continuing to arise as a result of the implementation of the National Living Wage
- Existing savings initiatives that are not expected to be achieved, including those related to services provided or commissioned for older people and people with learning disabilities

In response to these pressures, the Council has identified a number savings initiatives (a combination of corporate measures, MTFP savings and Transformation Savings) the successful delivery of which will be critical to ensuring it is able to meet the challenges it faces and succeed in delivering against its strategic ambition.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Pressures, Improvements & Investments	£46.223m	£7.318m	£4.547m	(£0.330m)	£57.758m
Directorate Savings	(£16.790m)	(£7.730m)	(£0.734m)	(£0.325m)	(£25.579m)
Corporate Measures	(£29.433m)	£10.412m	£0.387m	(£4.021m)	(£22.655m)
Transformation Savings	£0.000m	(£10.000m)	(£4.200m)	(£3.200m)	(£17.400m)
Net Pressure / (Saving)	**£0.000m**	**£0.000m**	**£0.000m**	**(£7.876m)**	**(£7.876m)**

OCC – Overall Financial Position 2018/22 (as at August 2018)

Central to ensuring that OCC is able to respond to the financial challenges it faces, and for other pressures that are likely to develop in the future, is the need for the Council to develop an operating model that is efficient and effective, and facilitates a transformation in the way in which it delivers, or commissions, services for residents.

The Council also has a clear strategic ambition and vision for what type of local authority it wants to be and what it wants to achieve for residents…

Strategic vision

"Thriving communities for everyone in Oxfordshire"

To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money.

Our priorities

Thriving communities

We help people live safe, healthy lives and play an active part in their community.

We provide services that enhance the quality of life in our communities, and protect the local environment.

Thriving people

We strive to give every child a good start in life, and protect everyone from abuse and neglect.

We enable older and disabled people to live independently and care for those in greatest need.

Thriving economy

We support a thriving local economy by improving transport links to create jobs and homes for the future.

With this strategic ambition in mind, the Council has already begun to think about how its business model will need to change:

"We will increasingly involve people who use services and their families to design, buy and evaluate the quality of those services"

"We will continue to move away from the traditional top-down service design and delivery model"

"More transactions will be digital. We will dispose of properties we do not need or generate an income from them. We will also work with partners and central government to join up local services"

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To meet its challenges and deliver its ambitious vision, the case for change completed in January 2018 identified that the Council could achieve the following benefits through operating differently…

Benefits

The case for change identified that, through addressing these opportunities, OCC could achieve between £33m - £58m of saving made up of the following:

FTE Savings	*Operating model transformation*	*It was estimated that OCC could achieve a minimum **£21m** of benefit, but that there was the potential to achieve more than this (up to **£33m**)*
	Quick wins	
3rd Party Spend	*Strategic sourcing & process improvements*	*It was estimated OCC could achieve at least **£8m** of benefit, but there was the potential to go achieve more than this (up to **£17m**)*
Income	*Commercialisation*	*It was estimated OCC could achieve at least **£4m** of benefit, but there was the potential to achieve more than this (up to **£8m**)*

Alongside the financial benefits shown opposite the case for change also identified that by addressing these opportunities OCC could achieve the following outcomes:

Customers	*"Are enabled to resolve their own issues. Their experience of the Council will be on a level with what they experience in other parts of their lives and will live up to their expectations."*
Services	*"The Council's critical services will better able to cope with future pressures and less likely to fail."*
Staff	*"Staff will feel empowered to help the Council deliver its ambitions."*
Communities	*"The transformation of the Council's operating model will exploit the local advantages Oxfordshire possesses."*

This would give the Council some choices:

"Release cash to deal with existing financial pressures"

"Reinvest in alternative delivery models to achieve long term sustainability"

Following on from the case for change the Council began the design of a Target Operating Model (TOM)…

Approach to designing the TOM

An operating model is a representation of how the Council uses its customer offerings, business capabilities and corporate structure to deliver the best possible outcomes for its residents in keeping with its vision. A Target Operating Model, purposefully developed and designed, will provide the council with a blueprint against which to build an organisation that is capable of providing all of the products and services that its customers require in a more efficient and effective way.

The design of the Council's target operating model started in February 2018 and concluded in July 2018. The work took place across two phases:

High level design phase

The high level design phase focused on…

- **Defining** the key inputs to the Council's target operating model including customer personas, strategic parameters and the needs and characteristics of each of the nine localities within Oxfordshire.
- **Designing**, at a high level, the operating model components needed to enable the successful delivery of the in-scope business capabilities.
- **Describing** the benefits, outcomes and experience of the in-scope business capabilities.
- **Testing** the emerging design with a range of council staff involved in the current delivery of the in-scope business capabilities as well as with service areas to understand the implications of the emerging design.

Detailed design phase

The detailed design phase focused on…

- **Reviewing** the emerging design blueprints against the outputs from the engagement with staff and service areas.
- **Designing**, to an increased level of detail, the operating model components needed to enable the successful delivery of the in-scope business capabilities (focusing on how they will operate in the future).
- **Describing**, in further detail, the outcomes, experience and benefits of the new design for the in-scope business capabilities.
- **Testing** with staff and services to further test and refine the detailed design blueprint.
- **Planning** out the approach the Council will need to take in order to implement the detailed design.

The design of the Council's TOM was informed by the following key inputs…

Key inputs

It is critical that the Council's TOM is informed by an understanding of its customers, its strategic vision and the needs and characteristics of the physical place it serves.

As part of the design of the TOM, consideration has been given to each of these key inputs:

Strategy

The Council has a clear strategic ambition and vision for the type of local authority that it wants to be, as set out in the 2018-2021 Corporate Plan.

From this a set of strategic parameters have been developed that have been used throughout the design process to test and challenge each and every emerging design concept in order to ensure that it aligns with the Council's ambition and vision.

Place

Consideration has also been given to the needs and characteristics of Oxfordshire as a place and the various localities within Oxfordshire.

The Council is clear in its ambition to become more of a place based authority, which is responsive to the needs and characteristics of local communities. This has led to a number of key decisions / choices that have been focused on as part of the design of the TOM.

Customer

'Customer' is used as an overarching term to refer to any person or group of people that is part of the Council or interacts with it in some way.

It is recognised that there is a diverse range of customers with many different needs and circumstances. In order to inform the design process, broad customer groups were identified and used to test, challenge and amend the design of each layer of the operating model and ensure that it remains customer focused.

Throughout the construct and implementation phase, significant further customer analysis and engagement across the full range of county council customers and service users will be required.

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As well as the following overarching design principles…

Overarching TOM design principles

Customer offering	• Residents are experts in their own lives - they are the best to identify outcomes, inform service design and help themselves within their community. • We will hold a 'single record' for each of our customers making it easier for us to understand our communities, manage demand and offer support/ intervention based on need. • Councillors and staff help people and communities to support themselves
Processes	• We will design processes around the user and their experience, enabling self-service at every opportunity. • We will be transparent about the ways in which we manage risk. • There is a clear and open approach to how we manage and scrutinise what we do, including through councillors
Technology	• Systems, applications and infrastructure will be designed around business need, with a consistent approach to functional requirements. • We will ensure that technology is always an enabler, not a hindrance.
Information	• Our decisions will be informed by sound business intelligence and data analytics • We understand community needs and priorities, and gather intelligence from councillors
Organisational structure	• We will provide transparency, clarity and consistency on roles and expectations for councillors and staff across the organisation • Accountability will sit at the most appropriate structural and community level • We will consolidate strategic and common functions with a clear purpose, maintaining flexibility in local delivery
People capabilities	• We will enable all our people to use their creativity to develop innovative solutions to the challenges we face. • Councillors act as community leaders.
Performance Management	• We will measure the right things, through a consistent performance management framework, from corporate outcomes to individual performance. • There is effective scrutiny and challenge from councillors.

At the start of the process the Council confirmed that the Target Operating Model would be comprised of different layers…

OCC TOM Layers

The Council has used cross-cutting 'layers' to design a Target Operating Model which maximises opportunities across the whole organisation, builds greater consistency and avoids fragmented silo thinking based around traditional service-based directorates. These layers are defined by their functional purpose for the organisation, cutting horizontally across services, as follows:

Front Office	**Pre-Front Door**	Individuals, communities, members, the council and partner organisations working together to build resilience, develop strengths and create opportunities in local areas, which helps to reduce the need for council services.
	Customer Management	The customer management layer contains all activities undertaken by the council that involve interaction with customers and/or have an immediate impact on service delivery to customers.
	Customer Assessment	The customer assessment layer contains activities that are a key part of many customer interactions with the council, with information being used to decide whether and how services are provided.
Back Office	**The Provision Cycle**	The Provision Cycle layer provides the framework of processes and activities through which the Council decides how best to meet an identified need or to achieve a specific outcome, including commissioning, contracting and the management of third party suppliers.
	Enabling and support services	The Enabling & Support Services layer provides services that are optimised to meet the needs of internal customers through process improvement, the use of enhanced digital systems and clear delineation of roles and responsibilities.
	Strategic capability	The strategic capability layer provides the capabilities that the Council requires in order to define its vision, high level strategy and objectives, as well as capabilities required to support, manage and review the realisation of each of these.
	Business intelligence	The business intelligence layer provide information, intelligence and insight to a range of customers including businesses, partners and staff within the organisation.

*In addition, **Service Delivery** relates to the actual provision of frontline services to customers. This has not been designed as an individual layer of the TOM, but the rest of the layers will involve change across all operational service areas to better enable and improve service delivery.*

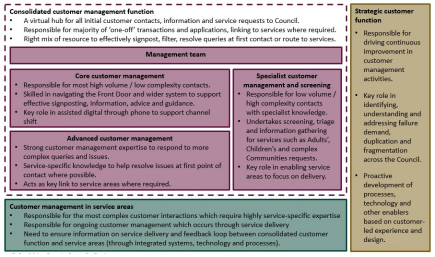
What will the Front Office look like in the future…

Key characteristics of the Front Office

Digital by design

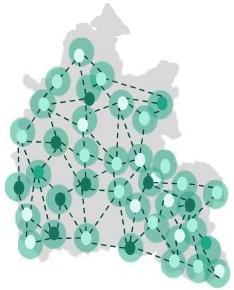
Development and promotion of channel shift opportunities across all service areas, with a particular focus on digital and self-service. This will be enabled by a simple digital customer portal, integrated systems and an assisted digital offer.

Enhanced Customer function



An enhanced Customer function with the right mix of resources and service specialisms to effectively signpost, filter, resolve queries at first contact or route to operational service areas. This supports a consistent Front Door across the whole council to assist residents, Members and staff.

Enabling service areas and communities



Links with the Pre-Front Door will help people to find solutions and create opportunities in their local communities. Operational service areas will be able to focus on more complex customers and service delivery, supported by streamlined processes and improved technology.

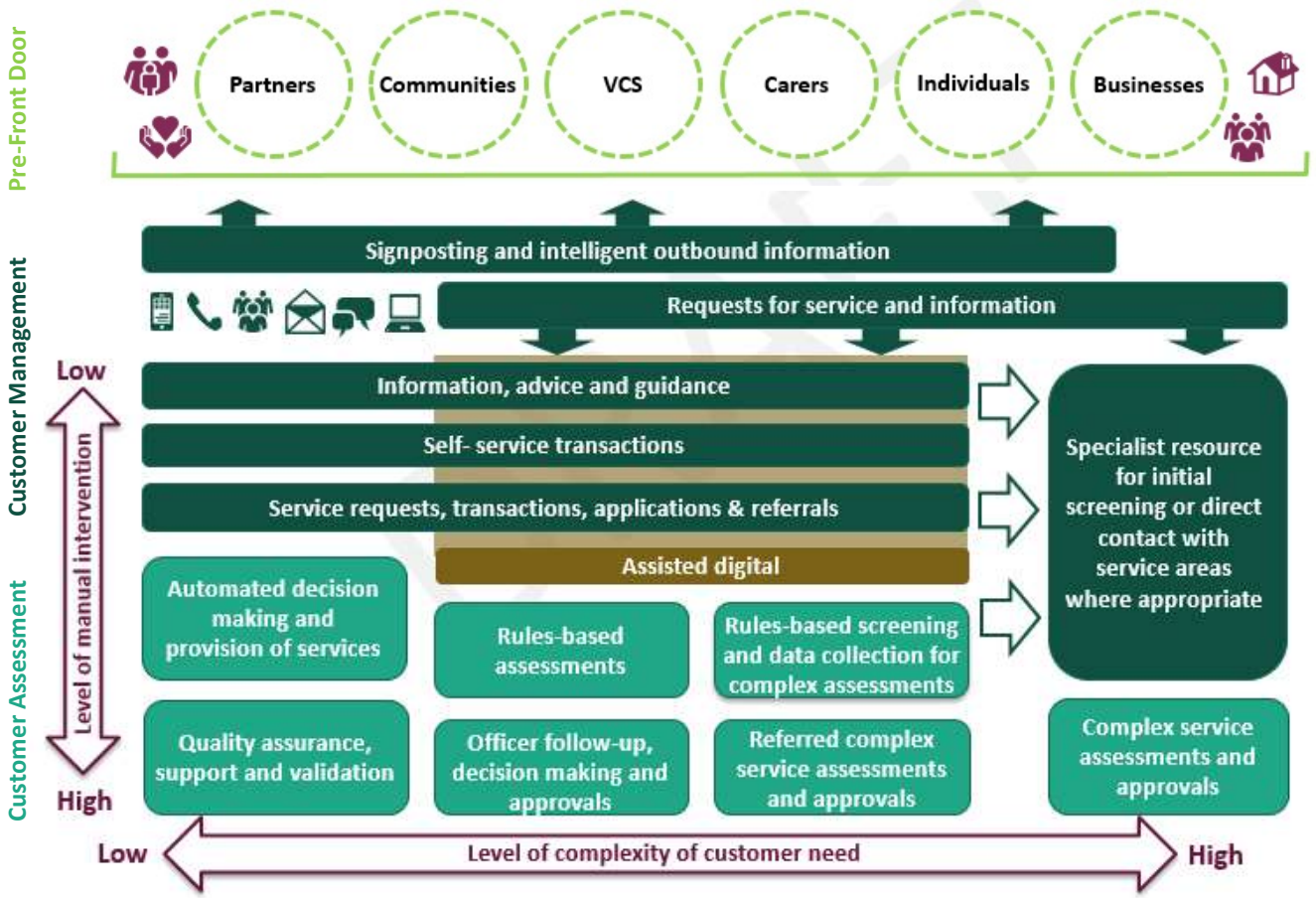
How will the functional model for the Front Office work…

The future 'front office' will have streamlined channels of contact and consistent ways of working so that residents, Members, partners and businesses can interact with the council easily and effectively. Customer management and assessment activities will be consolidated wherever possible, with close collaboration between the Customer function and operational service areas to ensure the needs of customers are being met appropriately. Technology, systems and processes will be integrated between the front office and operational services, so that services can be delivered in the right way, staff can focus their efforts where they are most needed, and there is a seamless customer experience. By facilitating community action through the Pre-Front Door, the council will also promote more sustainable approaches to supporting and enabling Oxfordshire residents over the longer term.

How will the Front Office work…

Functional model for the Front Office

The model below sets out how the key functions for the **Customer Management** and **Assessment** layers, linking into the **Pre-Front Door**, work together to form the Front Office for the council.



The Pre-Front Door will involve the council working with a range of external stakeholders to grow resilience and opportunities in communities. By strengthening support within communities and enhancing the role of prevention, this will improve resident outcomes overall and reduce the call on council services, which can then focus on the most complex needs.

Where customers do need to contact the council. the functional model highlights how the approach to customer interactions and the level of manual intervention will vary according to the level of complexity of customer need. Simple interactions will require less manual intervention through the use of automation and technology, with access to the appropriate specialisms for more complex interactions.

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What will the Back Office look like in the future…

Key characteristics of the Back Office

Consistent across the whole Council

The Back Office will provide internal and external customers with a set of consistent business capabilities that are delivered on a 'whole council basis'. Existing silos will be broken down and Back Office capabilities will be consolidated and standardised where appropriate.

Enabling

The Back Office will deliver a responsive and high quality service to customers. The menu of products and services delivered by the Back Office capabilities will be developed in partnership with customers and will be regularly reviewed to drive a cycle of continuous improvement.

Powered by technology

The Back Office will be powered by technology. This will provide customers with easy access to the tools, information and insight they need in order to deliver against the Council's strategic objectives.

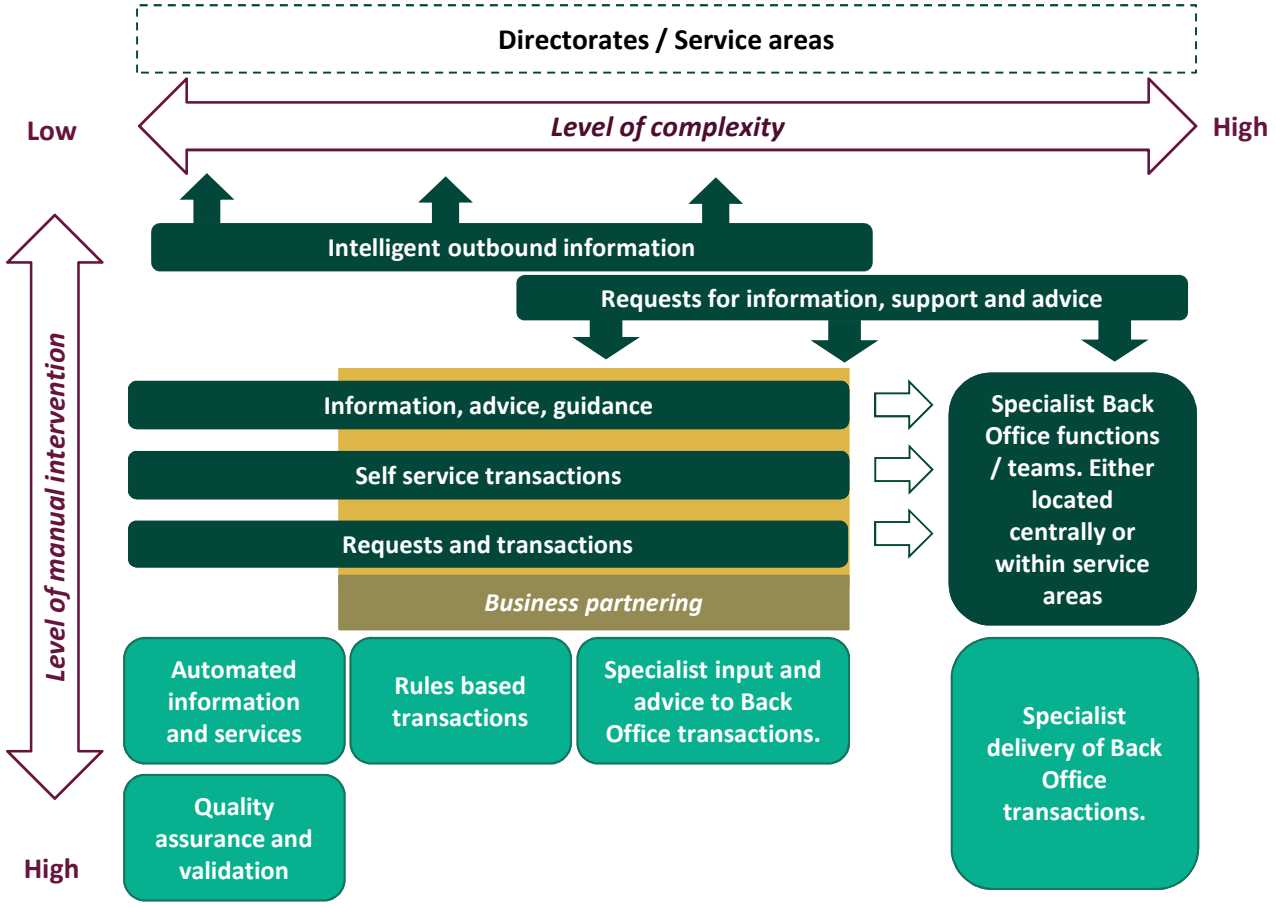
How will the functional model for the Back Office work…

The future Back Office will have standardised and consistent processes that are delivered on a whole Council basis so that the siloed, fragmented and duplicative ways of working identified in the case for change are eliminated. Back Office capabilities will be consolidated wherever appropriate, with close collaboration between Back Office capabilities and service areas in order to ensure that the needs and wants of service areas are being managed and met. Technology, systems and processes will be streamlined and consideration will be given to the most appropriate channel through which to deliver Back Office capabilities (Self-service; dedicated business partners supporting activities for service areas; specialist corporate hub leading activities which can take place on a whole council basis).

How will the Back Office work…

Functional model for the Back Office

The model below sets out how the key functional elements of the **Provision Cycle**, **Enabling & Support Services**, the **strategic capability** and **business intelligence** combine together to form the Back Office for the council.



- The functional model for the Back Office will be based on the principle of self service and self sufficiency wherever appropriate. This will be driven through investment in technology and the use of intelligent outbound information.
- Where customers do need specialist support for a Back Office process, a business partnering model will be the preferred delivery channel calling on corporate resources where needed (e.g. Business Administration support).
- Where requirements are more complex, specialist Back Office teams will be used (either located as a corporate hub or, where appropriate, with service areas).

The following key enablers will be required to deliver the Target Operating Model and to maximise the benefits that the Council can achieve…

Key enablers required for the TOM

Enablers describe the supporting changes needed to create the right conditions for the target operating model to be implemented and sustained, maximising the benefits that the Council could achieve through it. They can be grouped into a number of categories.

The following enablers have been described as part of the **layer by layer run through of the TOM** (slides 42 – 197) with further information available as part of the appendices to this business case.

- **Customer Offering**
- **Organisation**
- **Performance Management**

The following enablers are described at an organisational level **in a dedicated section of the business case.** Where relevant, specific enabler requirements per layer are also highlighted in the TOM design, as well as the appendices.

- **Processes**
- **People Capabilities**
- **Technology**
- **Information**
- **Assets**
- **Governance**
- **Culture**
- **Role of the manager**
- **Integrated Business Centre (IBC)**
- **Innovation**

Each enabler has been described using the following structure:

Where are we today?

What is the current state assessment of the council in regard to this enabler (from the Case for Change)?

How will this change in the TOM?

How will the enabler be different in the future TOM?

What will this look like in practice?

What will this change actually look like in the future TOM?

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The analysis undertaken as part of the design of the TOM has validated the benefits identified in the case for change…

Benefit categories

It is estimated OCC could achieve **c.£34m - £58m** of on-going benefits over the next five years through 3 key areas.

1	*FTE savings*	*Operating model transformation*	Through implementing the TOM it is estimated that the Council could deliver between **c.£22m - £33m of benefits**. The level of capacity released will depend on the Council's ambition and the choices made through construct and implement, but a range of **c.603 – 885 FTE** through a whole council redesign should be achievable.	*The design of the TOM validates the benefits outlined in the initial case for change, estimating that OCC could achieve **c. £22m - £33m** of potential benefits.*
2	*3rd party spend*	*Strategic sourcing & process improvements*	A wholesale review of procurement and contracts should yield significant benefits for the Council. Based on experience elsewhere and the work undertaken through the 3rd party spend review and Strategic Sourcing Plans (SSPs), it is estimated the Council could achieve at least **£8m** of benefit on its third party spend *(This is in addition to the FTE savings identified as part of the Provision Cycle layer of the operating model).*	*The Operating Model Assessment estimated that OCC could achieve **c.£8m - £17m** of potential benefits. The SSPs developed in this phase start to validate this through 3 specific examples*.*
3	*Income*	*Commercialisation*	Based on experience elsewhere, there are a number of opportunities for non-people related initiatives to drive additional income from the Council's services. This could include service cost recovery, trading or commercialisation opportunities, or a further review of fees and charges.	*The Operating Model Assessment estimated that OCC could achieve **c.£4m - £8m** of potential benefits.*

** SSPs have been produced for Adult's residential & nursing homes, Children's residential care and Children's fostering. These support a number of existing initiatives within directorates related to these areas identified within the Medium Term Financial Plan and further work is being undertaken to progress these.*

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Pulling the revised benefits and costs together provides the Council with the following cost - benefit profile over the next five years…

Cost - benefit profile

Through implementing the TOM it is estimated that Council will deliver between **£34m** and **£58m** of on-going benefits over the next five years.

This cost-benefit profile aligns with the proposed implementation plan outlined in *section 7* of this business case. This assumes that FTE benefits through operating model transformation will begin to be realised on the 1st of the month following each *'release' (please refer to section 7 for an explanation of what a release is and how this links to OCC's services and operating model layers).*

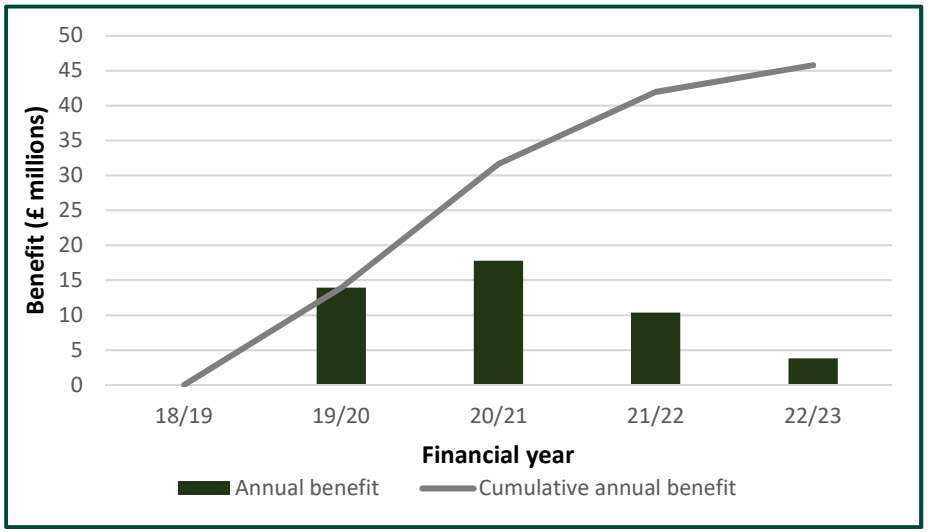
As outlined previously, the estimated required investment is made up of **one-off costs** associated with external implementation support, people costs and technology. The Council may be able to capitalise a proportion of these.

These investments will enable the Council to construct and implement its TOM, as well as to implement the new ways of working and technologies that are required to deliver the savings identified in this revised case for change.

The graph to the right shows the benefit off the baseline over a five year period, using the mid-point benefit scenario **(c.£46m).**

Cost assumptions

- ***A summary of the assumptions that underpin this cost-benefit profile can be found at slides 269 – 270 of Section 5: Revised Financial Case.***
- ***For the avoidance of doubt redundancy costs have been excluded from the cost estimate calculation.***



Financial year	18/19	19/20	20/21	21/22	22/23
Annual recurring benefit delivered in year	£0m	£14m	£18m	£10m	£4m
Cumulative annual recurring benefit	£0m	£14m	£32m	£42m	£46m

The following one off costs will be incurred over the period to implement the TOM.

Financial year	18/19	19/20	20/21	21/22	22/23
In-year one off costs**	-£4m	-£9m	-£2m	-£2m	-£1m

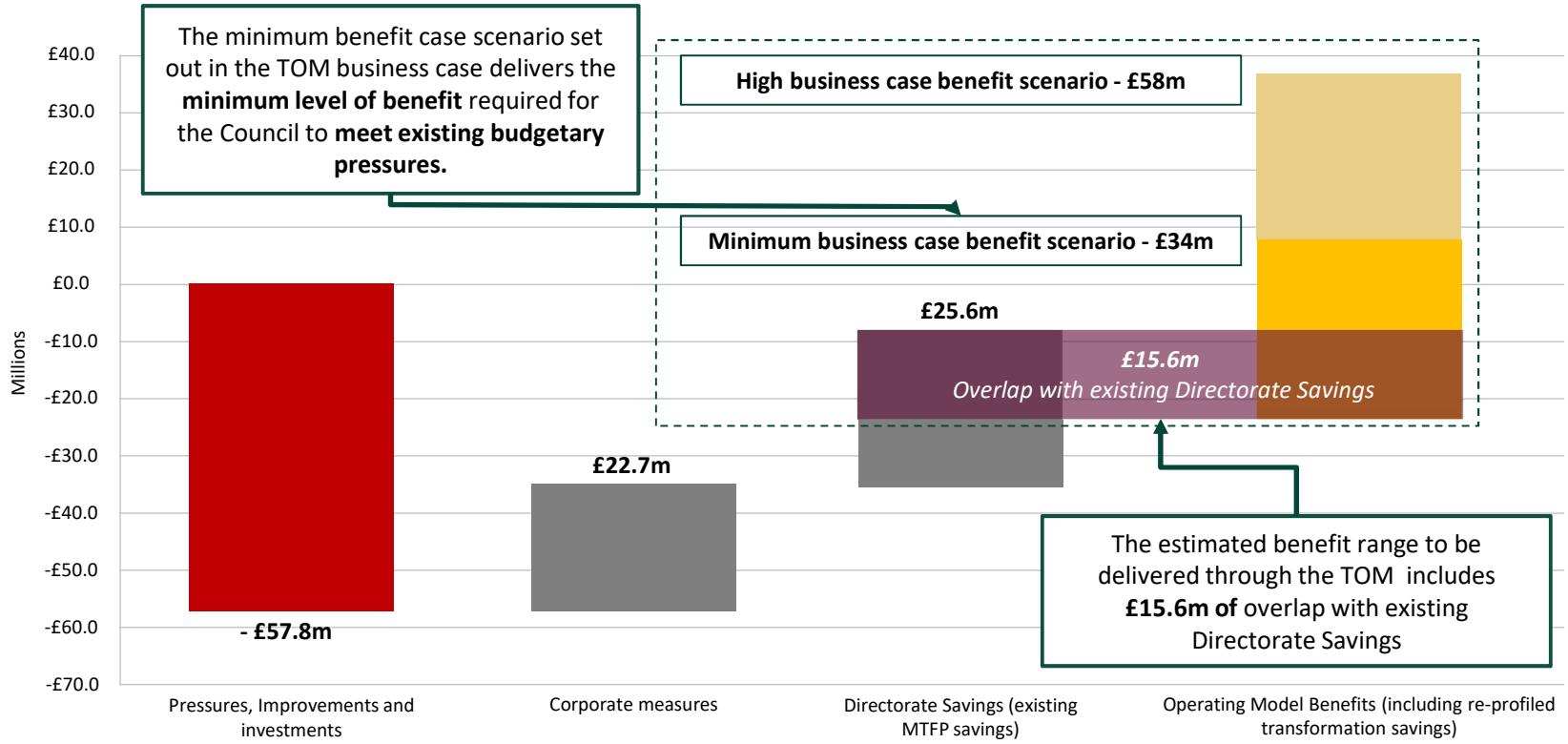
**For simplicity, all numbers in this table are rounded to the nearest whole number. The totals have been calculated before rounding for accuracy.*
*** The costs shown in this table **exclude** recurring maintenance costs for technology.*

The revised financial case will support the Council with responding to its budgetary pressures…

Linking the revised financial case to the Council's current financial plan

The Council has identified that over the next four years it faces cumulative pressures, improvements and investments of £57.8m.

The revised financial case, set out in Section 5 of this document, builds on the existing transformation activities the Council has underway, whilst recognising that there is some overlap with existing Directorate Savings, to provides a clear roadmap for how the Council can achieve the minimum level of benefit required (£34m) to meet its existing budgetary pressures (as set out on slide 7).



The TOM has been reviewed by each service area in order to understand the impact on the service and the gap between current and future ways of working…

Service impact & gap analysis approach

There has been a range of opportunities to consider service impact throughout the design process. In addition, each service area (based on CLT members and their direct reports) has had two dedicated opportunities (one at the end of the high level design phase and one at the end of the detailed design phase) to review the emerging TOM design and comment on the potential impact of the proposed design on the service.

In addition at the end of the detailed design phase the service areas were also asked to capture the gap (H/M/L) between the proposed way of working set out in the TOM and the current way of working within the service area. These gaps have been used to inform the composition and sequencing of each of the proposed releases set out on slide 26.

Service impact testing round 1 (High level design)

At the end of the high level design phase service areas were asked to review the high level design and RAG rate a series of statements summarising the key changes arising from the TOM based on their impact on the service. Services also discussed a number of changes and opportunities for the Front Office in their areas.

R	A	G
Proposed change would result in service area not being able to fulfil statutory obligations due to…	Proposed change would work for service area but consideration would need to be given to…	Proposed change would work for the service area…

Service Impact Testing RAG Key….

Service impact testing round 2 (detailed design)

At the end of the detailed design phase service areas were asked to repeat the RAG rating exercise (based on the additional information provided) and to consider the gap between the proposed future way of working and the current way of working within that service area.

H	M	L
Significant gap between current state and future state.	Medium gap between current state and future state.	Low gap between current state and future state.

Gap Analysis Key….

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Although service areas across the Council broadly believe changes will have a positive impact, there is still a considerable gap to move to future ways of working…

Summary of service impact & gap analysis across the Council

TOM Layer	Design statement	Average impact	Average gap
Customer management	*Proactive signposting*	G	H
	Digital customer portal	G	H
	Digital self-service	G	M
	Multi-skilled customer management function	G	H
	Multi-purpose face-to-face sites	G	M
	Strategic customer approach	G	M
Customer assessment	*Improved screening & triage*	G	M
	Simplifying non-complex assessments	G	M
	Channel shift to reduce manual interventions	G	M
	Streamlining complex assessments	G	H
	Enhanced partnership working & shared records	G	H

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Although service areas across the Council broadly believe changes will have a positive impact, there is still a considerable gap to move to future ways of working…

Summary of service impact & gap analysis across the Council (cont.)

TOM Layer	Design statement	Average impact	Average gap
Provision cycle	*More Active Engagement*	G	L
	Category Management	G	M
	Strategic Contract Management	G	M
	Operational Contract Management	G	H
	Transparent Governance	G	M
Enabling & support services	*Self Service*	G	H
	Business Partnering	G	M
	Centrally managed BAS	A	H
	Virtual BAS Teams	A	H
	Functional BAS Teams	A	M

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Although service areas across the Council broadly believe changes will have a positive impact, there is still a considerable gap to move to future ways of working…

Summary of service impact & gap analysis across the Council (cont.)

TOM Layer	Design statement	Average impact	Average gap
Strategic capability	*Strategy & Policy Definition*	G	M
	Project Management Framework	G	H
	Clear project approval process	G	H
	Single view of corporate performance	G	M
	Streamlined performance reporting	G	M
	Outcome based KPIS at a corporate level	G	M
Business intelligence	*Automated standardised reporting*	G	M
	Quality assurance checks	G	H
	Data will be easy to update and share	G	H

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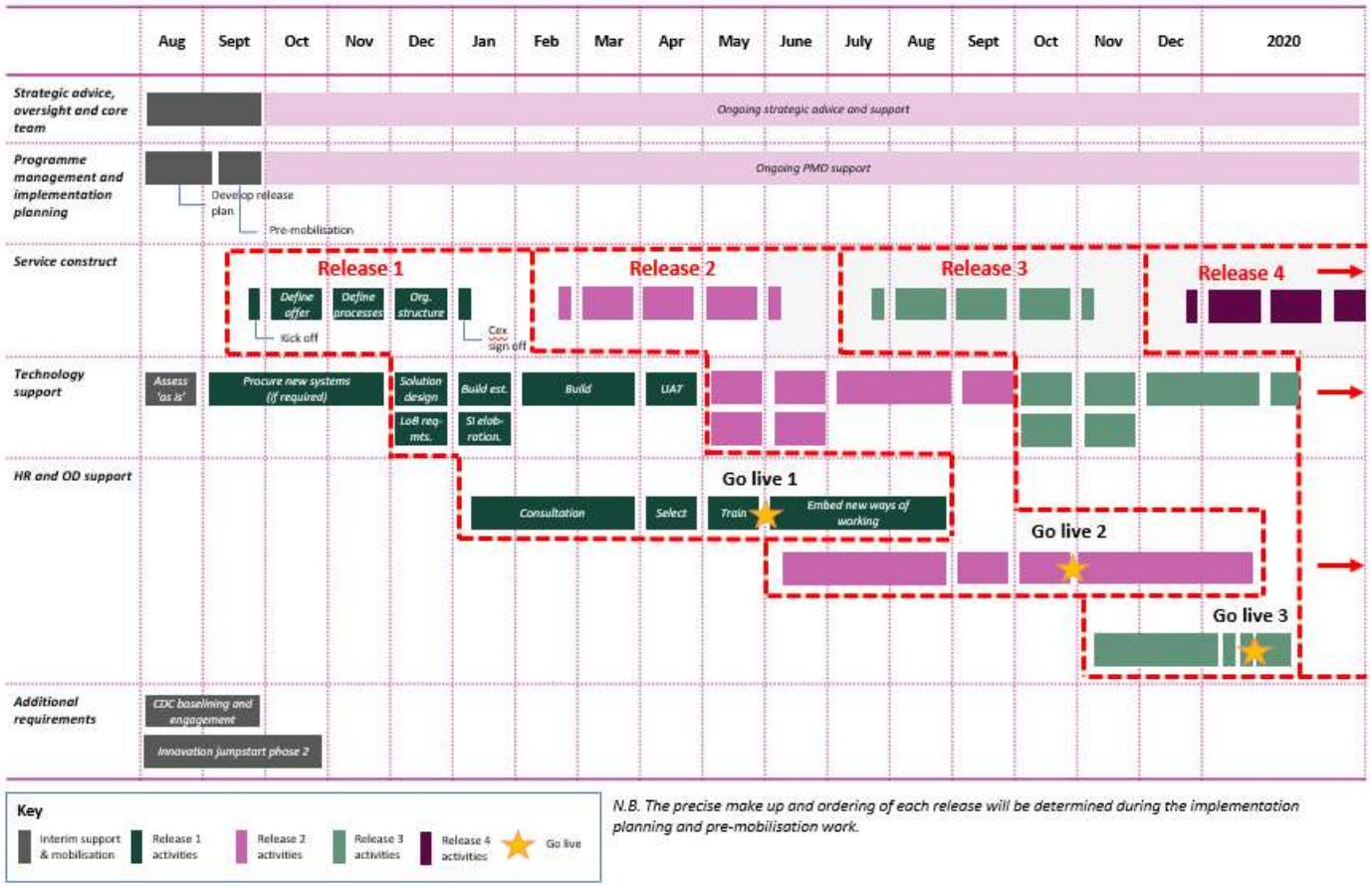
The outputs from this have been used to develop a plan for how the Council should construct and implement its TOM…

Target implementation plan*

The implementation plan shown opposite sets out at a high level the activities required to construct and implement the Council's TOM over the next 2 years.

Releases involved a series of stepped changes to process, people and technology required by each layer of the Council's TOM as well as service areas in order to achieve the target benefits. Full detail of activities is included in Section 7.

The County Leadership Team will further develop this high-level release plan in order to confirm a realistic phased approach to implementation given operational and regulatory factors.



N.B. The precise make up and ordering of each release will be determined during the implementation planning and pre-mobilisation work.

This includes the following implementation roadmap showing the proposed composition of each release…

Implementation roadmap

The table below shows an indicative ordering of the horizontal layer components of the TOM and vertical service areas covered in each release. These have been prioritised based on the benefits that can be released, the risk associated with implementation, along with speed and complexity to implement. It should be noted that there will be a time lag from when technology goes live to when benefits can be realised.

This high-level view will be updated and a more detailed release plan created in preparation for Construct and Implement. The implementation of horizontal layers will involve change and create opportunities for all service areas, but the implementation plan will also need to reflect how functions within service areas might be ordered across different releases. The plan will need to ensure there is sufficient review and approval time for key milestones and is likely to need further refinement when technology decisions are made.

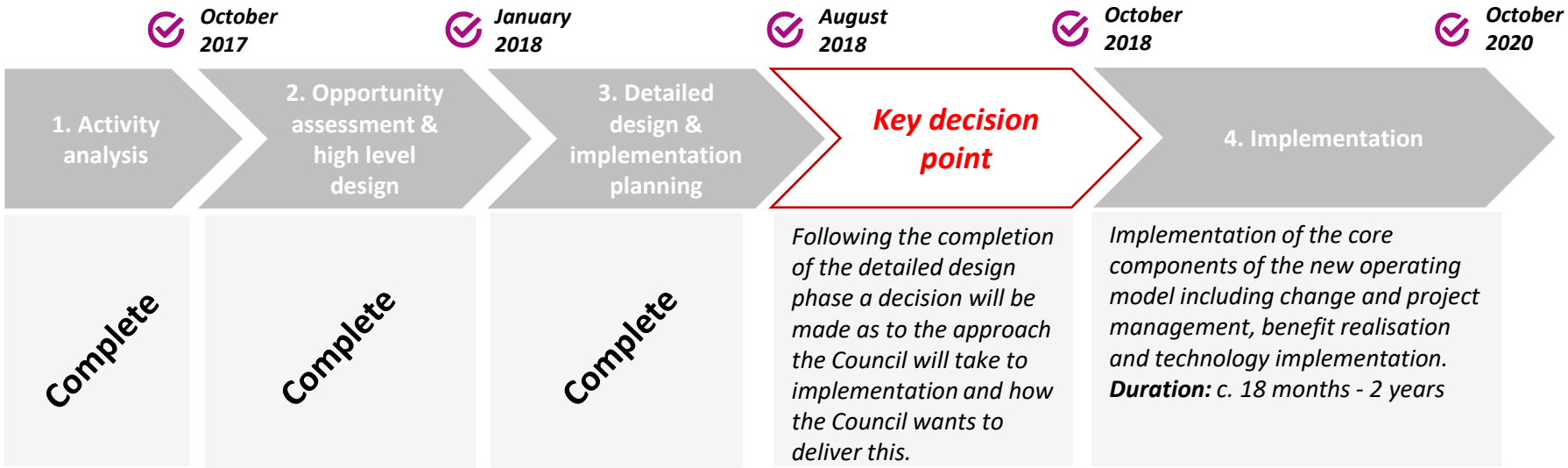
Release	**TOM layer** *(involves all service areas)*	**Residual service area redesign** (*All service areas will be impacted by the implementation of the horizontal TOM layers)*	Benefit
1	• Customer Management • Customer Assessment • Provision Cycle • Business Intelligence • Strategic Capability	Remainder of: • Policy • Customer Experience	£4.0m
2	• Enabling & Support Services • Pre-front door	Remainder of: • Infrastructure Operations • Planning and Place • Public Health • Law & Governance	£4.1m
3	• N/A	Remainder of: • Adult's Services • Oxfordshire Fire and Rescue • Investment and Capital Delivery	£11.3m
4	• N/A	Remainder of: • Children's Services • HR • Finance • IT	£8.5m

This business case provides the Council with a comprehensive design for a more efficient and effective organisation. The Council now has a decision to make about whether it wants to implement this design and how it wants to do that…

Next steps

The Council has taken significant steps towards becoming a more efficient and effective organisation in the future. The operating model assessment enabled the Council to look at itself in a holistic manner, to understand how its effort and resource were being deployed and to develop an overarching case for change.

The subsequent design of the Council's TOM has engaged staff from right across the organisation to set out an exciting vision of the future, and a roadmap for transforming the whole Council over the next two years. The Council now has a decisions to make about whether it wants to implement this design and how it wants to do that.



The decision as to whether or not the Council chooses to implement the TOM is of critical importance. Delay will impact on the benefit profile and will reduce the options the Council has to enhance service provision and ensure financial sustainability…

Conclusion

The Operating Model and the approach to implementation described in this Business Case has been designed to tackle the particular challenges faced by Oxfordshire County Council. Successful implementation will enable the Council to address the issues identified in the analysis conducted during the summer of 2017. It will ensure the Council is better equipped to cope with ongoing financial pressure as well as improve outcomes and experience for residents and staff.

Implementing the TOM will enable the Council to adopt an approach that is consistent, streamlined, entrepreneurial, agile, innovative and ambitious. It will provide an opportunity to address existing inefficiencies in the way the Council is organised and operated. It will enhance the Council's capacity and capability to address front line service challenges – enabling specialists to focus on delivering better outcomes for residents, at the same time as improving efficiency and resilience within services and at a whole council level.

Fundamentally, the transformation described in this document will provide an opportunity to achieve these benefits at the same time as reducing the cost of running the Council. While the Council has made prudent decisions in the past about its finances, ensuring it is in a better position than many other local authorities, it will still need to make significant savings in the coming years. Implementing the TOM will enable the Council to meet this challenge by reducing expenditure in certain areas by design.

The consequences of not implementing the Operating Model are difficult to quantify. To some extent, the Council has been attempting to achieve the benefits described above, but without the coherence and structure an Operating Model implementation programme provides, for many years. The Council's own assessment of the effectiveness of this programme suggests that the benefits achieved have been somewhat limited. If the Council decides not to pursue the more structured approach described in this document, or opts for a partial implementation aimed at achieving the minimum level of benefit required to meet existing pressures, then it is highly likely that the required reductions in spending will be apportioned out across existing services, with the result that any progress that is achieved will become piecemeal, levels of risk will increase and there would be a greater likelihood of unforeseen consequences arising.

Implementing the TOM in full, following a structured and coherent programme and investing in the right level of support and enabling technology, offers the Council the best chance of securing a strong and sustainable future, delivering on its strategic objectives and playing its part in improving the lives of everyone living and working in Oxfordshire.

2. Context & approach

Local government continues to face significant uncertainty especially in terms of decreased funding and increasing demand for its services…

Context

Local government continues to face an unprecedented set of challenges. Further reductions in central government funding are creating a 20-30% funding gap, and there is increasing demand for existing and new services. Increasing budgetary pressures and service demand mean that councils have to do more with less.

PwC's Local State We're In 2018 review, an annual survey that consults local authority CEOs and Leaders, identified the following key themes which have begun to emerge;

1. **Fear of failure is rising:** Almost a third of councils now feel that the 'cliff edge' is imminent and are not confident of their ability to deliver next year.

2. **Confidence in the financial sustainability of the sector is reducing:** When it comes to considering the sector as a whole, almost three quarters (74%) of respondents think that some local authorities will get into serious financial crisis in the next year.

3. **Councils are at the heart of public service reform:** As councils shift their thinking towards driving public service reform across their place, six out of ten respondents agree that councils should be more responsible for facilitating outcomes rather than delivering services.

4. **Good growth continues to climb the agenda:** Place based growth has also risen up the agenda with councils' priorities for growth largely reflecting those of the public with skills, housing and transport topping the agenda. However, significant challenges remain in each of these areas, such as lack of investment in infrastructure, the impact of Brexit, lack of affordable or suitable housing and lack of influence over skills.

5. **Significant capacity and capability gaps remain:** Councils need to build organisational resilience and in particular develop new skills and commercial acumen in order to be effective. Areas in particular need of development are supply chain management, contract management, talent management, cyber security and data analytics. Rising market pressures in key sectors such as social care require the right capability, capacity and agility to respond to provider challenges and unpredictable circumstances.

Oxfordshire County Council (OCC) is in a better position than many Councils but still has to make changes in order to solve the challenges they face…

Background

While the Council's current financial pressures do not constitute an immediate 'burning platform', there is a recognition amongst the County Leadership Team (CLT) that OCC faces a number of challenges which the Council must be forward thinking in addressing in order to achieve their strategic ambition of creating, and maintaining, **"Thriving communities for everyone in Oxfordshire"**.

The challenges facing OCC

1	**Requirement to be fit for the future**	OCC recognises the need to be fit for the future. It understands it needs to improve its overall efficiency and effectiveness, while recognising, and building on, those areas of good performance (e.g. Children's Services Ofsted report).
2	**The local government landscape is changing**	Local councils are experiencing a period of unprecedented pressure. Demand for services is rising and customer expectations are changing. For OCC this is manifesting itself in increasing demand for social care as well as additional pressures across other core service areas.
3	**Closer collaboration with the wider public sector**	At the same time, OCC is working closely with local district councils, specifically Cherwell District Council, and other public sector partners such as the NHS to identify opportunities for closer collaboration across the whole system.
4	**Improving efficiency of current services**	The Council understands that having the right people with the right skills to perform the right activity at the right time will be crucial to achieving its vision to be fit for the future.

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Specifically OCC faces cumulative budgetary pressures of £57.8m to 2021/22 driven by demographic changes, legislative changes and existing savings initiatives that are not expected to be delivered…

Scale of the financial challenge

In the most recent Service & Resource Planning 2018/19 to 2021/22 report Council officers identified that over the next four years the Council faces cumulative **budgetary pressures of £57.8m**, driven by:

- Demographic pressures, including increasing numbers of Children requiring placements and an increase in the number of children with disabilities
- Legislative pressures, including those continuing to arise as a result of the implementation of the National Living Wage
- Existing savings initiatives that are not expected to be achieved, including those related to services provided or commissioned for older people and people with learning disabilities

In response to these pressures, the Council has identified a number savings initiatives (a combination of corporate measures, MTFP savings and Transformation Savings) the successful delivery of which will be critical to ensuring it is able to meet the challenges it faces and succeed in delivering against its strategic ambition.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Pressures, Improvements & Investments	£46.223m	£7.318m	£4.547m	(£0.330m)	£57.758m
Directorate Savings	(£16.790m)	(£7.730m)	(£0.734m)	(£0.325m)	(£25.579m)
Corporate Measures	(£29.433m)	£10.412m	£0.387m	(£4.021m)	(£22.655m)
Transformation Savings	£0.000m	(£10.000m)	(£4.200m)	(£3.200m)	(£17.400m)
Net Pressure / (Saving)	**£0.000m**	**£0.000m**	**£0.000m**	**(£7.876m)**	**(£7.876m)**

OCC – Overall Financial Position 2018/22 (as at August 2018)

Central to ensuring that OCC is able to respond to the financial challenges it faces, and for other pressures that are likely to develop in the future, is the need for the Council to develop an operating model that is efficient and effective, and facilitates a transformation in the way in which it delivers, or commissions, services for residents.

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In response to these challenges the Council has embarked on a journey to transform its operating model…

Overview

Over the last 12 months the Council has embarked on a journey aimed at transforming its operating model in order to respond to the many challenges it faces.

1 Activity analysis

To begin with the Council undertook an activity analysis to help it understand how staff effort was being deployed across the Council.

2 Operating Model Assessment

Building on the findings from the Activity Analysis the Council then completed an assessment of its current operating model culminating in a case for change.

3 High level design

Following acceptance of the case for change the Council developed a high level design setting out what its target operating model could look like.

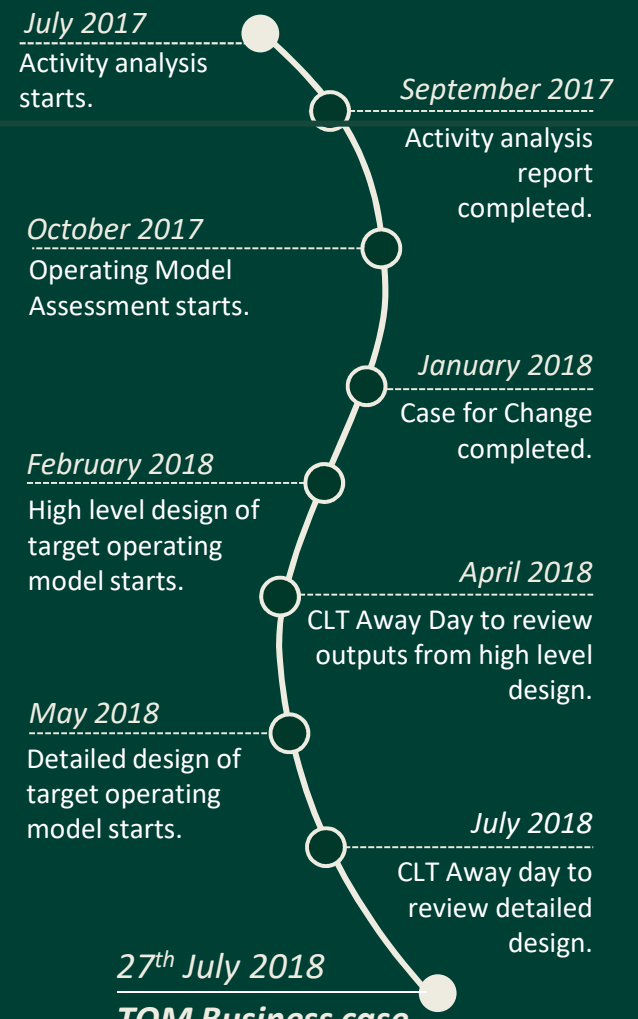
4 Detailed design

Building on the high level design the Council then completed a subsequent phase of design work setting out how the target operating would work in the future.

5 TOM Business case

Finally the high level and detailed designs were pulled together into a summary business case.

The operating model transformation journey…



The output from the activity analysis and the operating model assessment was a case for change setting out how the Council could operate in the future…

The case for change

The operating model assessment identified a number of challenges with the way the Council is currently organised, including:

- ***The Council does not consistently demonstrate leading practice in the delivery of support services.***
- ***Decision making across the Council is not robustly informed by data and insight.***
- ***The Council has not fully exploited the potential of digital technology.***
- ***There is duplication and fragmentation of staff effort across all areas of the Council.***
- ***The Council is not clear on how it will achieve its strategic ambitions.***

Based on the findings from the operating model assessment, the case for change identified the following opportunities for how OCC could operate differently in the future:

Business model themes

Place-based transformation and leadership	Unlocking the power of communities	Partnership & integrated working

Operating model themes

Service provision and delivery models	Digital workforce - mobile/ agile working	Commercialisation & income
Customer management models	Procurement & commissioning	Enabling & Support Services
Strategic core/ BI & reporting	Role of the manager	Digital

OXFORDSHIRE COUNTY COUNCIL

The case for change identified that, through operating differently, the Council could achieve the following benefits …

Benefits

The case for change identified that, through addressing these opportunities, OCC could achieve between £33m - £58m of saving made up of the following:

FTE Savings	*Operating model transformation*	*It was estimated that OCC could achieve a minimum **£21m** of benefit, but that there was the potential to achieve more than this (up to **£33m**)*
	Quick wins	
3rd Party Spend	*Strategic sourcing & process improvements*	*It was estimated OCC could achieve at least **£8m** of benefit, but there was the potential to go achieve more than this (up to **£17m**)*
Income	*Commercialisation*	*It was estimated OCC could achieve at least **£4m** of benefit, but there was the potential to achieve more than this (up to **£8m**)*

Alongside the financial benefits shown opposite the case for change also identified that by addressing these opportunities OCC could achieve the following outcomes:

Customers	*"Are enabled to resolve their own issues. Their experience of the Council will be on a level with what they experience in other parts of their lives and will live up to their expectations."*
Services	*"The Council's critical services will better able to cope with future pressures and less likely to fail."*
Staff	*"Staff will feel empowered to help the Council deliver its ambitions."*
Communities	*"The transformation of the Council's operating model will exploit the local advantages Oxfordshire possesses."*

This would give the Council some choices:

"Release cash to deal with existing financial pressures"

"Reinvest in alternative delivery models to achieve long term sustainability"

Alongside this the case for change recommended that developing a target operating model (TOM) would put OCC in the best position to achieve these benefits…

Developing a target operating model

The case for change provided a deep understanding of both the issues facing OCC and the opportunities it has to change.

Its key recommendation was that through developing **a target operating model (TOM)** OCC could pull together all of the identified opportunities for change into a single, coherent, transformation programme.

What is an operating model?

An operating model is a term that is widely used and has a variety of interpretations.

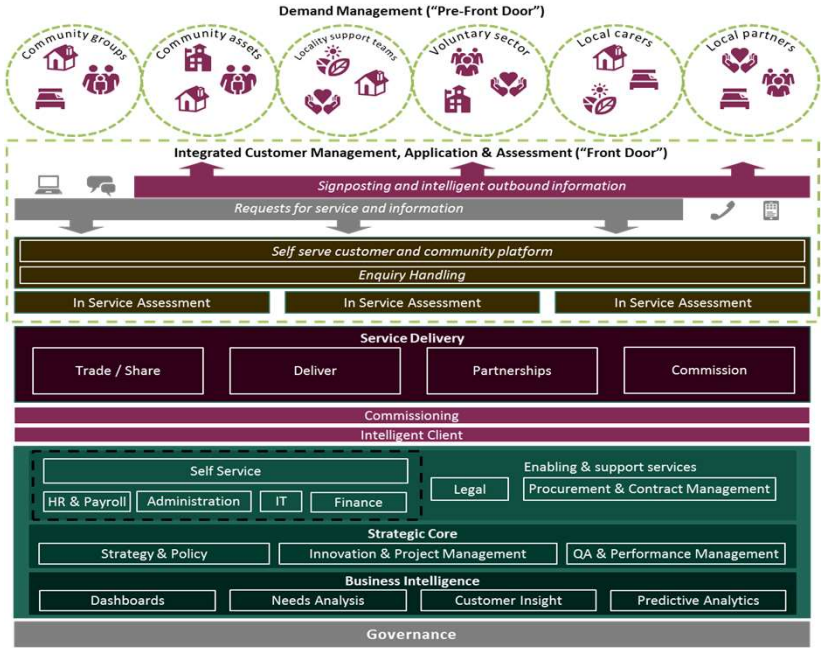
For OCC an operating model is a representation of how the Council uses it's customer offerings, business capabilities and corporate structure to deliver the best possible outcomes for its residents in keeping with its council vision.

What is a target operating model (TOM)?

OCC currently has an operating model that the case for change identified as having a significant number of weaknesses leading to in-efficiency, in-effectiveness and higher operating costs.

A TOM, purposefully developed and designed, will provide OCC with a design blueprint against which to build an organisation that is capable of providing all of the products and services that its customers require in a more efficient and effective way.

The case for change described at a high level what the Council's TOM could look like (shown below) and recommended that the Council undertake a phase of design work to develop out the TOM in more detail.



OCC – Draft target operating model as included in the case for change

The design of a new target operating model for the Council was completed in two stages…

Approach to designing the TOM

The design of the Council's target operating model started in February 2018 and concluded in July 2018.

The work took place across two phases (high level design and detailed design), the purpose of which is set out below.

High level design phase

The high level design phase focused on…

- **Defining** the key inputs to the Council's target operating model including customer personas, strategic parameters and the needs and characteristics of each of the nine localities within Oxfordshire.
- **Designing**, at a high level, the operating model components needed to enable the successful delivery of the in-scope business capabilities.
- **Describing** the benefits, outcomes and experience of the in-scope business capabilities.
- **Testing** the emerging design with a range of council staff involved in the current delivery of the in-scope business capabilities as well as with service areas to understand the implications of the emerging design.

Detailed design phase

The detailed design phase focused on…

- **Reviewing** the emerging design blueprints against the outputs from the engagement with staff and service areas.
- **Designing**, to an increased level of detail, the operating model components needed to enable the successful delivery of the in-scope business capabilities (focusing on how they will operate in the future).
- **Describing**, in further detail, the outcomes, experience and benefits of the new design for the in-scope business capabilities.
- **Testing** with staff and services to further test and refine the detailed design blueprint.
- **Planning** out the approach the Council will need to take in order to implement the detailed design.

Design of each layer of the TOM was supported by a working group comprised of experienced officers and supplemented by additional engagement as required, including with members…

Officer engagement with design process

Held at least one design session per week with each operating model layer working group, led by a member of the County Leadership Team.

Over **100**

design sessions

Delivered seven cross Council workshops involving over 150 different members of staff from right across the Council.

150 members

of staff from across the Council.

Held three service impact workshops (one per directorate) for High Level Design plus further sessions for service areas in Detailed Design

100+

members of staff from each directorate.

Member engagement with design process

Fortnightly briefings with portfolio holder for transformation.

Monthly updates to extended political group leaders.

Nine briefings for members in their localities and an All Members Briefing.

Broader engagement has also taken place through the Innovation Jumpstart approach, which is helping the Council to move to the ways of working needed for the new TOM. Staff from across the Council were asked to provide ideas for how the Council could do things differently, with several concepts then being tested and developed further.

Once the design of the TOM was completed the Council developed a revised financial case setting out the benefits it could achieve…

Revised financial case

A revised financial case has been produced that sets out the following:

1

Target benefits

An overview of the potential target benefits that could be delivered based on the TOM design.

2

Benefit levers

A summary of the various benefit levers that have been applied as part of the design of the TOM.

3

Implementation costs

A summary of the various costs required in order to implement the TOM design,

4

Technology costs

A summary of the technology costs required to enable the TOM design.

5

Cost / benefit profile

The overall cost / benefit profile for the TOM driven by the target benefits, implementation costs and technology costs.

6

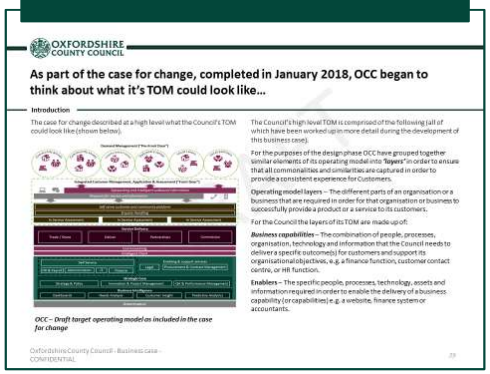
Assumptions

A summary of the key assumptions that underpin the financial case.

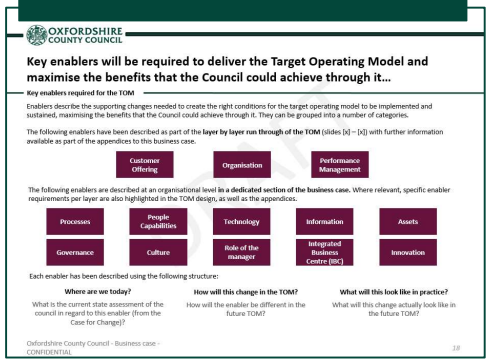
The structure of this business case is shown below, which details the design developed by OCC setting out how it should operate in the future…

Structure of this business case

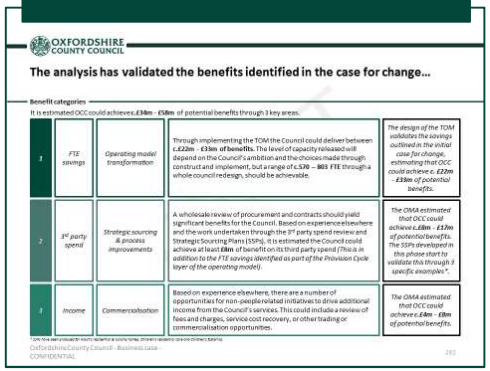
1. Target operating model



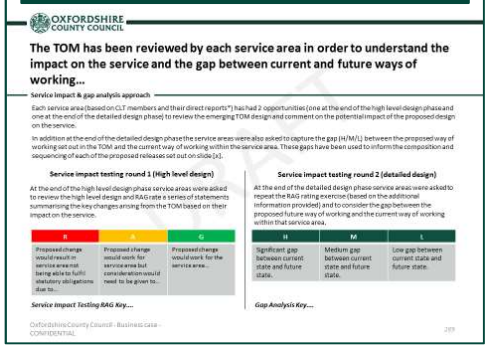
2. Enablers



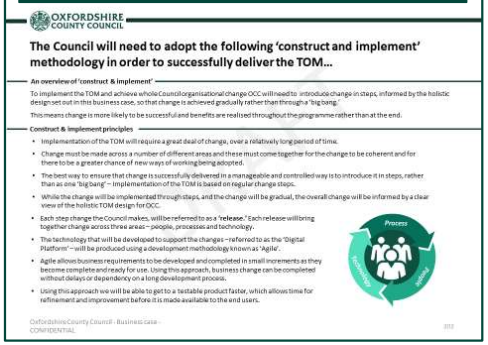
3. Revised financial case



4. Service impact & gap analysis



5. Construct and implement



6. Risks

3. Target operating model

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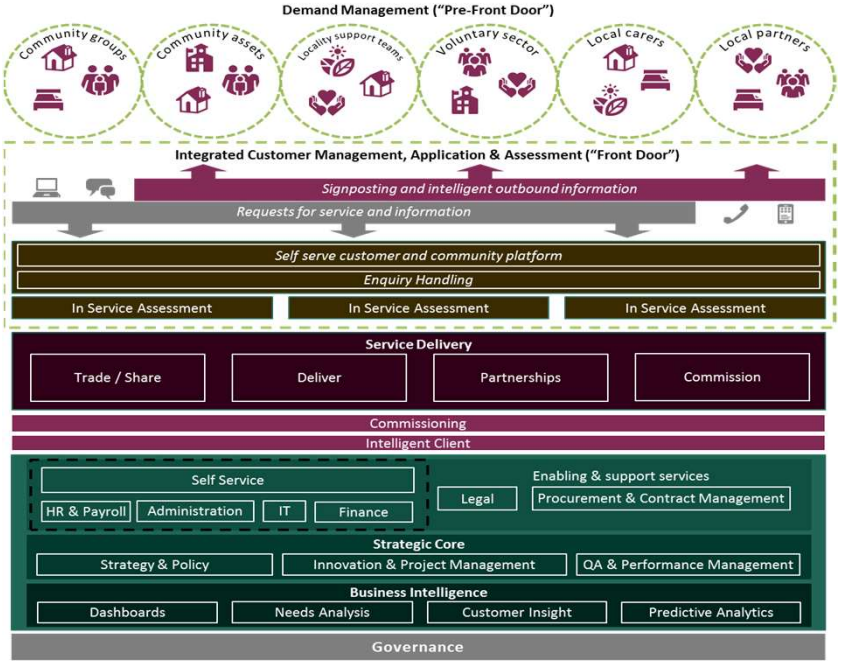
As part of the case for change, completed in January 2018, OCC began to think about what it's TOM could look like…

Introduction

The case for change described at a high level what the Council's TOM could look like (shown below).



OCC – Draft target operating model as included in the case for change

The Council's high level TOM is comprised of the following (all of which have been worked up in more detail during the development of this business case).

For the purposes of the design phase OCC have grouped together similar elements of its operating model into ***'layers'*** in order to ensure that all commonalities and similarities are captured in order to provide a consistent experience for Customers.

Operating model layers – The different parts of an organisation or a business that are required in order for that organisation or business to successfully provide a product or a service to its customers.

For the Council the layers of its TOM are made up of:

Business capabilities – The combination of people, processes, organisation, technology and information that the Council needs to deliver a specific outcome(s) for customers and support its organisational objectives, e.g. a finance function, customer contact centre, or HR function.

Enablers – The specific people, processes, technology, assets and information required in order to enable the delivery of a business capability (or capabilities) e.g. a website, finance system or accountants.

This section of the business case sets out the work the Council has undertaken to design its Target Operating Model…

Designing the Target Operating Model

a

Key inputs to the TOM design

The design of the Council's TOM has been informed by a number of key inputs.

These include: the Council's strategy, the requirement to be responsive to the needs and characteristics of the various localities within the County, and the needs and wants of Customers.

b

Design principles

The County Leadership Team (CLT) developed a set of design principles that have been used to guide the design of the TOM.

In addition to this each working group developed a set of layer specific design principles as well.

c

Layers of the TOM

To support with the design process the Council's high level TOM was divided up into 'layers' in order to ensure that all commonalities and similarities between business capabilities are captured in order to provide a consistent experience for Customers.

d

The 'Front Office'

This sub-section provides a summary of those layers of the operating model that are focused on interactions with the Council's customers.

These are: Pre-front door, Customer management and Customer assessment.

e

The 'Back Office'

This sub-section provides a summary of those layers of the operating model that primarily provide capabilities to other areas of the organisation.

These are: The Provision Cycle, Enabling & Support Services, The strategic capability and Business Intelligence.

3a. Key inputs to the target operating model design

The design of the Council's TOM has been informed by the following key inputs…

Key inputs

It is critical that the Council's TOM is informed by an understanding of its customers, its strategic vision and the needs and characteristics of the physical place it serves.

As part of the design of the TOM, consideration has been given to each of these key inputs:

Strategy

The Council has a clear strategic ambition and vision for the type of local authority that it wants to be, as set out in the 2018-2021 Corporate Plan.

From this a set of strategic parameters have been developed that have been used throughout the design process to test and challenge each and every emerging design concept in order to ensure that it aligns with the Council's ambition and vision.

Place

Consideration has also been given to the needs and characteristics of Oxfordshire as a place and the various localities within Oxfordshire.

The Council is clear in its ambition to become more of a place based authority, which is responsive to the needs and characteristics of local communities. This has led to a number of key decisions / choices that have been focused on as part of the design of the TOM.

Customer

'Customer' is used as an overarching term to refer to any person or group of people that is part of the Council or interacts with it in some way.

It is recognised that there is a diverse range of customers with many different needs and circumstances. In order to inform the design process, broad customer groups were identified and used to test, challenge and amend the design of each layer of the operating model and ensure that it remains customer focused.

Throughout the construct and implementation phase, significant further customer analysis and engagement across the full range of county council customers and service users will be required.

Strategy

The Council has a clear strategic ambition and vision for what type of local authority it wants to be and what it wants to achieve for residents…

Strategic vision

"Thriving communities for everyone in Oxfordshire"

To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money.

Our priorities

Thriving communities

We help people live safe, healthy lives and play an active part in their community.

We provide services that enhance the quality of life in our communities, and protect the local environment.

Thriving people

We strive to give every child a good start in life, and protect everyone from abuse and neglect.

We enable older and disabled people to live independently and care for those in greatest need.

Thriving economy

We support a thriving local economy by improving transport links to create jobs and homes for the future.

With this strategic ambition in mind, the Council has already begun to think about how its business model will need to change:

"We will increasingly involve people who use services and their families to design, buy and evaluate the quality of those services"

"We will continue to move away from the traditional top-down service design and delivery model"

"More transactions will be digital. We will dispose of properties we do not need or generate an income from them. We will also work with partners and central government to join up local services"

From this a set of strategic parameters have been developed which have been considered as part of the development of the Council's TOM…

Linking the TOM to the Council's strategic direction

These parameters for the TOM ensures it will help members and staff at all levels to realise the council's strategy.

…an **integrator** with joint operational commissioning functions with other public bodies, commissioning with 'one voice'. Increasingly the Council will act as the fulcrum through which other public bodies as well as itself commission outcomes.

This may mean having less direct control, but improved influence, while also needing investment in developing the capabilities of partners.

…a **co-ordinating council**, shaping markets and providing the tools, capability and platform for residents, businesses and others to become more self reliant.

This may mean brokering provision and enabling access to solutions, without necessarily providing them yourself. A clear procurement and market management strategy is required.

…a **community-led approach** where the Council and its partners will provide strategic oversight with budgets and operational commissioning increasingly delegated to a local level.

This may mean the focus is on developing capability to eliminate the need for council involvement in localised decisions as communities help themselves.

…in line with the co-ordinating council principle there will be a move to relying more on **influencing and focusing commissioning on strategic priorities and outcomes**.

This may mean developing a more strategic intelligence, policy and commissioning capability.

…a decisive focus on the areas in which the council has the **opportunity to trade and grow**, where it offers potential for **revenue and enhanced customer service**.

This may mean agreeing a framework for defining a limited number of priorities with a high chance of generating returns and investing in their success, not spreading capacity too thinly.

Place

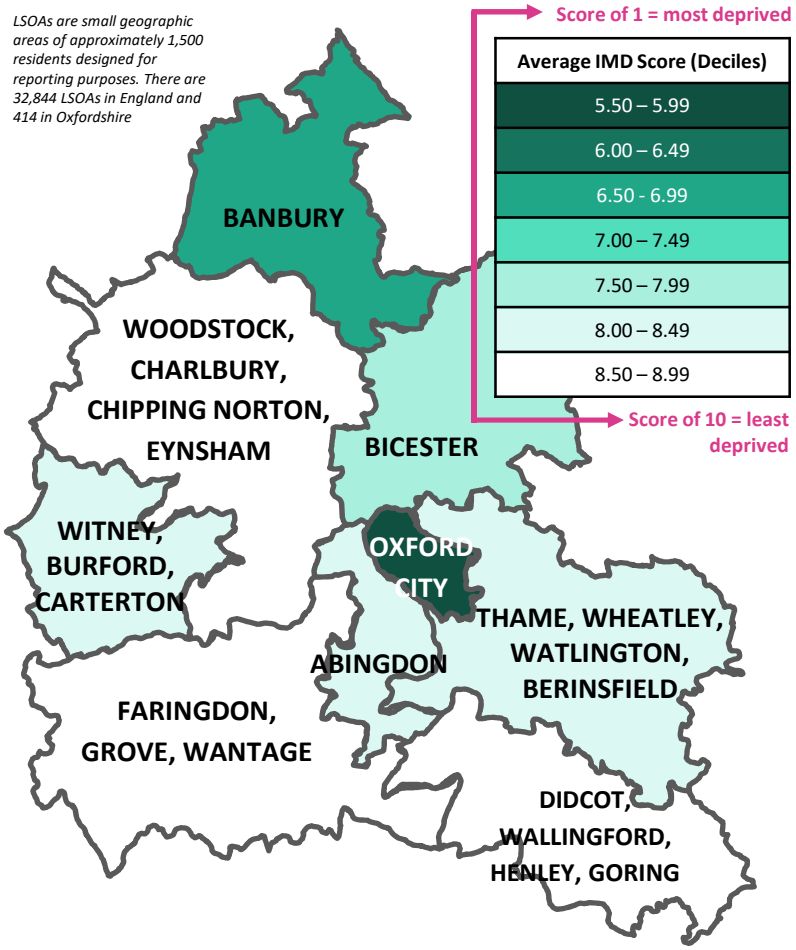
OXFORDSHIRE COUNTY COUNCIL

Consideration has also been given to the key needs and characteristics of Oxfordshire as a place…

*Further detail on the needs and characteristics of Oxfordshire as a place is available at Appendix A.

Key needs and characteristics of Oxfordshire

LSOAs are small geographic areas of approximately 1,500 residents designed for reporting purposes. There are 32,844 LSOAs in England and 414 in Oxfordshire



Oxfordshire is the 4th least deprived county in England. However levels of deprivation differ vastly between measures and between areas of the county.

Oxfordshire is the 3rd least deprived county in England in terms of income, almost a whole decile less deprived than its CIPFA nearest neighbours.

Oxfordshire is the 3rd least deprived county in England in terms of employment, with 54% of LSOAs in the 20% least deprived nationally.

Oxfordshire is the 4th least deprived county in England in terms of education, with 66% of LSOAs less deprived than the national average.

Oxfordshire is the 18th most deprived county in England in terms of barriers to housing, over a decile more deprived than its CIPFA nearest neighbours.

Oxfordshire is the 20th most deprived county in England in terms of geographical barriers to services, worse than the national average but close to the CIPFA average.

Oxfordshire is the 3rd least deprived county in England in terms of health. 85% of LSOAs are less deprived than the national average.

As well as how far the Council wishes to go in terms of being a place based local authority…

Place based aspirations

Thinking about the needs and characteristics of Oxfordshire as a place has identified some key choices facing the Council in terms of the role it wants to play within the community.

OCC aspires to be…	A **more place-based authority**
…and has described how it will be more place-based in its approach:	1. Residents are experts in their own lives - they are the best to identify outcomes, inform service design and help themselves within their community. 2. We will design processes around the user and their experience, enabling self-service at every opportunity. 3. Accountability will sit at the most appropriate structural and community level
…therefore OCC needs to make some important choices over it's place-based approach:	★ Will OCC's service offer be the same in each place? ★ Will OCC deliver services in the same way in each place? ★ How will OCC work with partners in places? ★ What will be the extent of local decision making?

OCC's stated ambition is to be more place-based to meet geographical variation in priorities and demand for services. The design of the TOM seeks to enable the council to be flexible and responsive to different needs while remaining efficient and consistent overall. While fundamental elements of the TOM will not need to be varied across localities, specific policies, priorities and practice in service delivery may be tailored to meet circumstances in different localities.

Customer

What we mean by 'customer'…

Defining 'customer'

Due to the nature of local government and the wide range of services it provides and co-ordinates, people will have many different backgrounds, needs, motivations and attitudes which will influence how the Council as an organisation will operate. Throughout this business case, 'customer' is used as an overarching term to refer to any person or group of people that is part of the Council or interacts with it in some way.

The interpretation of 'customer' is much broader and flexible than a traditional definition of someone involved in a transactional exchange of goods and services. In some circumstances, a person may not have a choice in interacting with the Council, such as services making an intervention as a result of statutory responsibilities or the Council being the sole provider of the required service. There may also be other alternative terms used in relation to different customers – for example, 'service user', 'client', 'service recipient' or 'end user' – which may be more suitable due to the context or type of interaction.

Regardless of the specific term used, the aim and principles will remain the same in describing the purpose, value and role of the operating model in servicing the customer and meeting their needs.

OCC Customer Segments

While it is recognised that the Council has a very wide range of customers, each with very different needs and wants, it is necessary to group similar customers together in order to develop the Target Operating Model. They help to identify key characteristics, preferences and requirements that can inform the design process. The Council has therefore looked at six broad customer groups, also known as segments:

Consideration of these customer segments has been used in designing each element of the TOM to ensure it is focused on delivering value for all customers of the Council.

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How the customer segments have been used…

*Further detail on the customer segments and associated personas is available at Appendix B.

Using customer segments in the TOM design process

The customer segments have been used in a variety of ways throughout the development of the TOM:

Personas

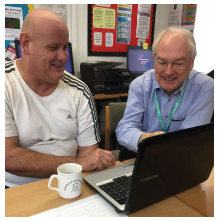
Personas were created as fictitious archetypal characters that represent the needs of each customer group. They identify the users' motivations, expectations and goals responsible for driving their relationship with Oxfordshire County Council. They provided a reference to consider what the TOM would do and how it would work for each segment.

Testing elements of the design

Throughout the design workshops and discussions, the customer segments provided a focus point for developing new ways of working and constructive challenge regarding the TOM. As key elements of the design emerged for each layer and the overall TOM, the customer segments were used to test how it would work for each group.

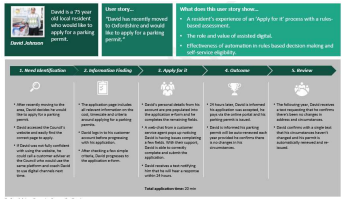
Developing customer offers

The influence and impact of each customer segment was considered when developing how each layer of the TOM would work. This helped to set out the customer offer of each layer by defining who its main customers are, their requirements of the layer and the approach for how these will be delivered.



User stories

The anticipated benefits and improved outcomes for key customer segments have been identified for each layer of the TOM. User stories describing what the future looks like for customers were also developed to illustrate the positive impact of implementing the TOM.



When the Council proceeds to construct and implement the TOM, it will need to directly engage with its customers and consider their requirements in further detail. This will ensure it has the flexibility and robustness to meet the wide-ranging requirements of its diverse customer base.

3b. Design principles

The Council has developed a set of design principles that have been used to guide the development of the TOM…

What are design principles

- Design principles are the "overarching truths" that guide practice and determine the 'target' organisation we need to be. They must be adhered to throughout the transformation
- Principles are not service specific - they set the direction for the whole Council.
- There will be a number of "elements" that characterise each principle in unambiguous terms that the Council understands.

How have design principles been used in the development of the Council's TOM?

- An overarching set of design principles were set out for the Council's Target Operating Model.
- In addition, a series of specific design principles were developed for each individual layer of the TOM. They are derived from the overarching principles, but contains specific guidance that is specific to the nature and purpose of that layer.
- Each aspect of the TOM has been tested against the design principles to ensure that it supports / maintains the integrity of the overarching design and does not contradict the principles.
- It is recognised that not every element of the design supports every principle. Some elements of the design only support a few principles but most importantly they do not contradict any.

Introducing design principles…

What do the design principles cover?

- Customer Offering
- Processes
- Technology
- Information
- Organisational Structure
- People Capabilities
- Performance Management

The overarching principles used to guide the design of the Council's TOM are set out below…

Overarching TOM design principles

Customer offering	• Residents are experts in their own lives - they are the best to identify outcomes, inform service design and help themselves within their community. • We will hold a 'single record' for each of our customers making it easier for us to understand our communities, manage demand and offer support/ intervention based on need. • Councillors and staff help people and communities to support themselves
Processes	• We will design processes around the user and their experience, enabling self-service at every opportunity. • We will be transparent about the ways in which we manage risk. • There is a clear and open approach to how we manage and scrutinise what we do, including through councillors
Technology	• Systems, applications and infrastructure will be designed around business need, with a consistent approach to functional requirements. • We will ensure that technology is always an enabler, not a hindrance.
Information	• Our decisions will be informed by sound business intelligence and data analytics • We understand community needs and priorities, and gather intelligence from councillors
Organisational structure	• We will provide transparency, clarity and consistency on roles and expectations for councillors and staff across the organisation • Accountability will sit at the most appropriate structural and community level • We will consolidate strategic and common functions with a clear purpose, maintaining flexibility in local delivery
People capabilities	• We will enable all our people to use their creativity to develop innovative solutions to the challenges we face. • Councillors act as community leaders.
Performance Management	• We will measure the right things, through a consistent performance management framework, from corporate outcomes to individual performance. • There is effective scrutiny and challenge from councillors.

3c. Target operating model layers

At the start of the process the Council confirmed that the Target Operating Model would be comprised of different layers…

OCC TOM Layers

The Council has used cross-cutting 'layers' to design a Target Operating Model which maximises opportunities across the whole organisation, builds greater consistency and avoids fragmented silo thinking based around traditional service-based directorates. These layers are defined by their functional purpose for the organisation, cutting horizontally across services, as follows:

Front Office	**Pre-Front Door**	Individuals, communities, members, the council and partner organisations working together to build resilience, develop strengths and create opportunities in local areas, which helps to reduce the need for council services.
	Customer Management	The customer management layer contains all activities undertaken by the council that involve interaction with customers and/or have an immediate impact on service delivery to customers.
	Customer Assessment	The customer assessment layer contains activities that are a key part of many customer interactions with the council, with information being used to decide whether and how services are provided.
Back Office	**The Provision Cycle**	The Provision Cycle layer provides the framework of processes and activities through which the Council decides how best to meet an identified need or to achieve a specific outcome, including commissioning, contracting and the management of third party suppliers.
	Enabling and support services	The Enabling & Support Services layer provides services that are optimised to meet the needs of internal customers through process improvement, the use of enhanced digital systems and clear delineation of roles and responsibilities.
	Strategic capability	The strategic capability layer provides the capabilities that the Council requires in order to define its vision, high level strategy and objectives, as well as capabilities required to support, manage and review the realisation of each of these.
	Business intelligence	The business intelligence layer provide information, intelligence and insight to a range of customers including businesses, partners and staff within the organisation.

*In addition, **Service Delivery** relates to the actual provision of frontline services to customers. This has not been designed as an individual layer of the TOM, but the rest of the layers will involve change across all operational service areas to better enable and improve service delivery.*

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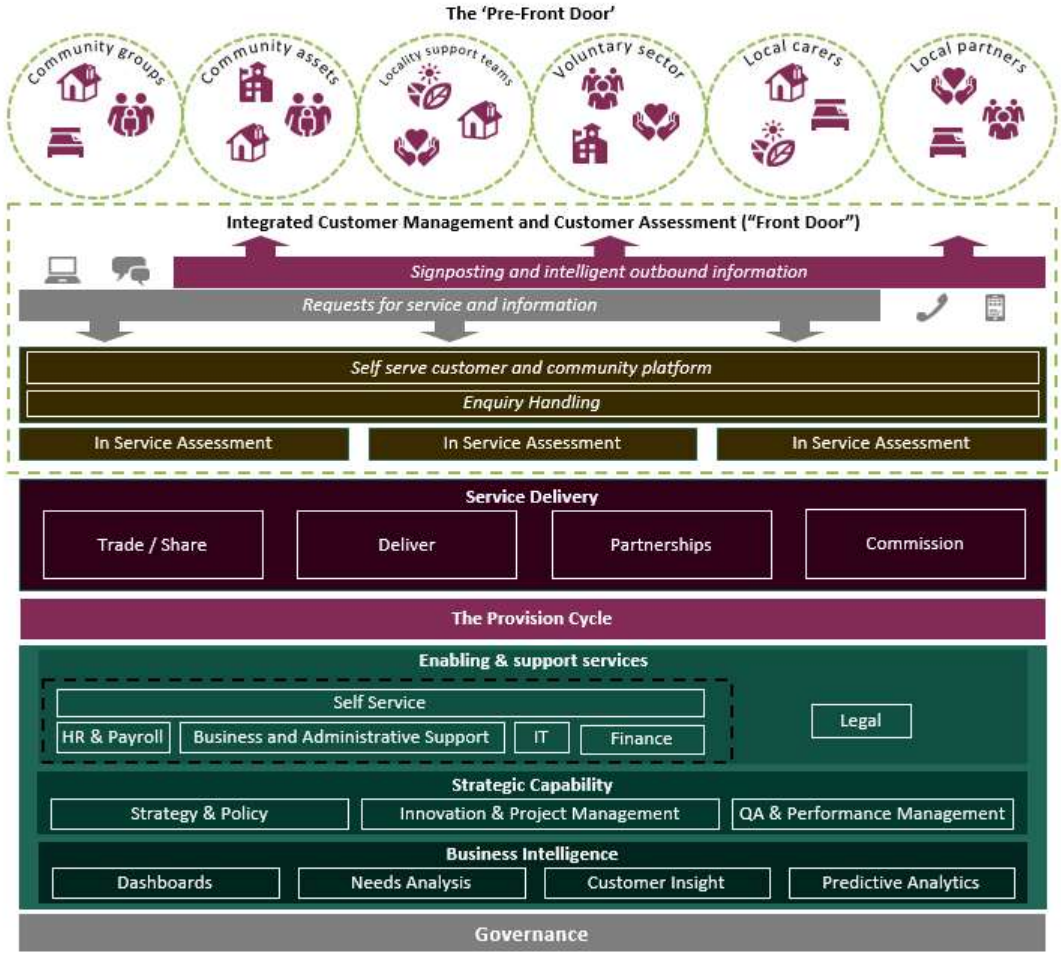
These layers and the Council's high level TOM on a page were confirmed as part of the detailed design phase…

OCC High level TOM on a page



For each layer of the TOM, a detailed design pack has been produced. These are summarised for each layer in the following sub-sections of this business case…

Overview of design pack output

Each layer description in this section follows the format set out below with full detail of the design for each layer available at the relevant appendix.

1

What is the layer?

A definition of the operating model layer.

2

Why are we looking at the layer?

The reasons for looking at the layer of the operating model as identified in the Case for Change.

3

What is the Council's ambition for the layer?

The Council's ambition for the layer as part of its TOM.

4

What are the design principles governing the layer?

The specific design principles governing the design of the layer.

5

What will the layer look like in the future?

A section describing what the layer will look like as part of the Council's TOM.

6

How will the layer work in the future?

A section describing how the layer will work in the future (including how it will work with the rest of the TOM).

7

What needs to change in order to achieve this?

A section summarising the key enablers and changes required to achieve the Council's ambition for the layer.

8

What are the benefits of the layer?

The benefits the Council can achieve through constructing and implementing the layer.

3d. Front Office

What is the 'Front Office'…

The Front Office layers

The Front Office involves interactions with external customers, primarily residents but also partners, businesses and other organisations. It refers collectively to the top three layers of the Council's future operating model:

Pre-Front Door	The Pre-Front Door focuses on how the Council works with individuals, communities, partners and other organisations to empower residents to build resilience and help themselves. As well as improving experiences and outcomes, it aims to reduce customer contacts or service requests coming directly to the council.
Customer Management	Customer management refers to all activities undertaken by the Council that involve interaction with customers and/or have an immediate impact on service delivery. Initial contact with customers, signposting and receiving requests for information and/or services occurs at the 'Front Door'.
Customer Assessment	Customer Assessment is a key part of many customer interactions with the Council, with information being used to decide whether and how services should be provided. Assessments can be relatively simple, based on rules and 'binary criteria', or complex requiring professional expertise and judgement based on relative information.

Purpose of the Front Office

The overall purpose of the Front Office is to understand the wants and needs of customers and fulfil these as appropriate. This will be achieved through proactive signposting to support outside the council, resolving at the point of contact or directing to operational service areas. The Front Office needs to balance experience of customers, efficiency for the council and outcomes for all in order to be fully effective.

The Front Office also plays a key part in working with and supporting Members with their case work and representation of constituents, helping them to get the right information and support through the Council.

There are considerable interdependencies between the three layers of the Front Office, as customers will flow through initial contact, assessment and engagement with operational service areas in different ways according to their circumstances. As a consequence, this overview first sets out the overarching principles and approach which underpins all three layers, providing the required integration and consistency for the future operating model. The design of each individual layer and its contribution within the 'Front Office' is then set out in more detail.

What are the principles that underpin its future design…

Front office design principles

Customer offering	• We will design our customer approach to embrace the digital age. • We will be proactive in the management of our customers.
Processes	• Processes will be simplified, standardised and 'self serve' wherever possible. • Processes will be fit for the modern world, involving minimal touchpoints and bureaucracy.
Technology	• We will seek innovative, new solutions to drive our transformation, where appropriate with technology supporting our customers to 'self serve'. • Our technology will enable a modern customer experience.
Information	• We will adopt a 'customer account' approach where we will collect and store data once to personalise our services where possible. • We will use our data to identify trends and issues, to help improve our services, keep customers informed and target areas of concern.
Organisational structure	• We will embed accountabilities at the right level (in consultations with our partners), to enable us to make the right decision, at the right level, at the right time.
People capabilities	• We will empower our staff to take ownership of the relationship with customers and to drive the delivery of solutions. • We will encourage staff to be innovative in approach to delivering solutions whilst maintaining a consistent look and feel of interacting with the council.
Performance Management	• We will empower and support our partners to utilise performance information to innovate, take measured risks and manage demand.

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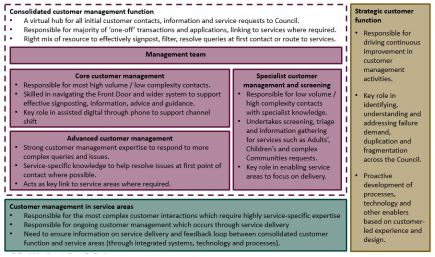
What will the Front Office look like in the future…

Key characteristics of the Front Office

Digital by design

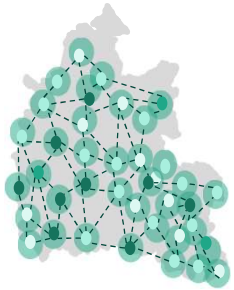
Development and promotion of channel shift opportunities across all service areas, with a particular focus on digital and self-service. This will be enabled by a simple digital customer portal, integrated systems and an assisted digital offer.

Enhanced Customer function



An enhanced Customer function with the right mix of resources and service specialisms to effectively signpost, filter, resolve queries at first contact or route to operational service areas. This supports a consistent Front Door across the whole council to assist residents, Members and staff.

Enabling service areas and communities



Links with the Pre-Front Door will help people to find solutions and create opportunities in their local communities. Operational service areas will be able to focus on more complex customers and service delivery, supported by streamlined processes and improved technology.

How will the functional model for the Front Office work…

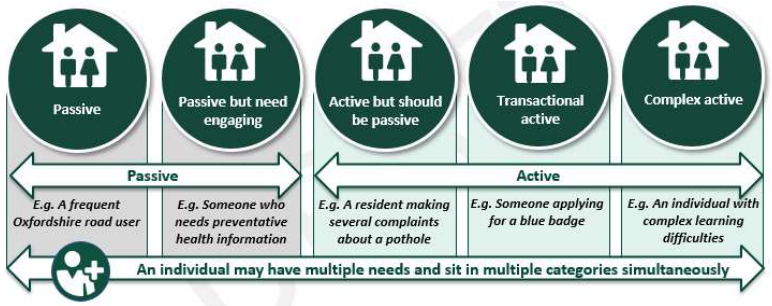
The future 'front office' will have streamlined channels of contact and consistent ways of working so that residents, Members, partners and businesses can interact with the council easily and effectively. Customer management and assessment activities will be consolidated wherever possible, with close collaboration between the Customer function and operational service areas to ensure the needs of customers are being met appropriately. Technology, systems and processes will be integrated between the front office and operational services, so that services can be delivered in the right way, staff can focus their efforts where they are most needed, and there is a seamless customer experience. By facilitating community action through the Pre-Front Door, the council will also promote more sustainable approaches to supporting and enabling Oxfordshire residents over the longer term.

An approach tailored to meet a wide range of customers…

Customer segments

The 'Front Office' design is primarily focused on residents as the main external customers interacting with the council.

The council's approach and customer offer for residents will be steered by how active they are in needing to interact with the council, as well as the complexity of their query or circumstances.



Members

Partners

Business

Other key groups interacting with the front office include:

- Members contacting the front door for information and services on behalf of residents.
- Partners such as other local authorities, schools and health professionals.
- Businesses such as commissioned providers delivering goods and services for or on behalf of the council.

The same principles of self-serve, automation, simplicity and consistency as far as possible in contacting the council will be applied. This will be supported by digital technology such as customer portals and access to the right service areas where needed.

Contact channels

Increasing use of digital channels is key to the council's Front Office model, resulting in changes to other contact channels for customers.

Digital ↑

- Primary contact channel, fully transactional and mobile.
- Focused on self-serve for information, application and some assessments.
- Automation such as chatbots for simple interactions.

Phone ↓

- Maintaining a high quality telephony service, including assisted digital offer.
- Consolidation of contact numbers into the council.
- Reduced direct phone contacts into service areas.

Email ↓

- Phasing out inbound email contact, replacing with transactional web forms and e-forms where possible.
- Automation, templates and greater consistency for outbound contacts.

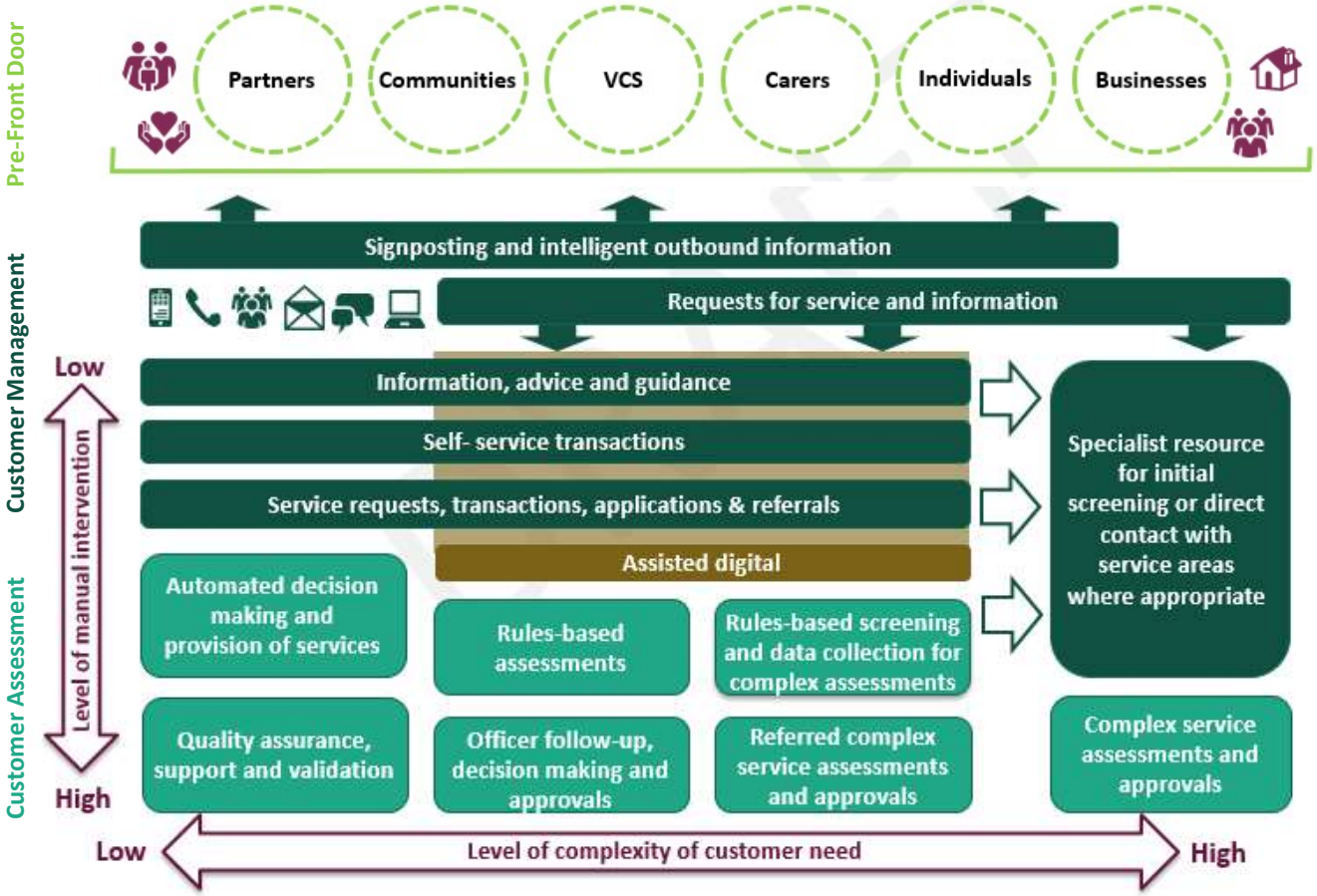
Face to face →

- Information, advice and assisted digital through some front-facing sites such as libraries and receptions.
- By appointment only for operational services, with some emergency provision.

The functional model for the Front Office of the TOM…

Functional model for the Front Office

The model below sets out how the key functions for the **Customer Management** and **Assessment** layers, linking into the **Pre-Front Door**, work together to form the Front Office for the council.



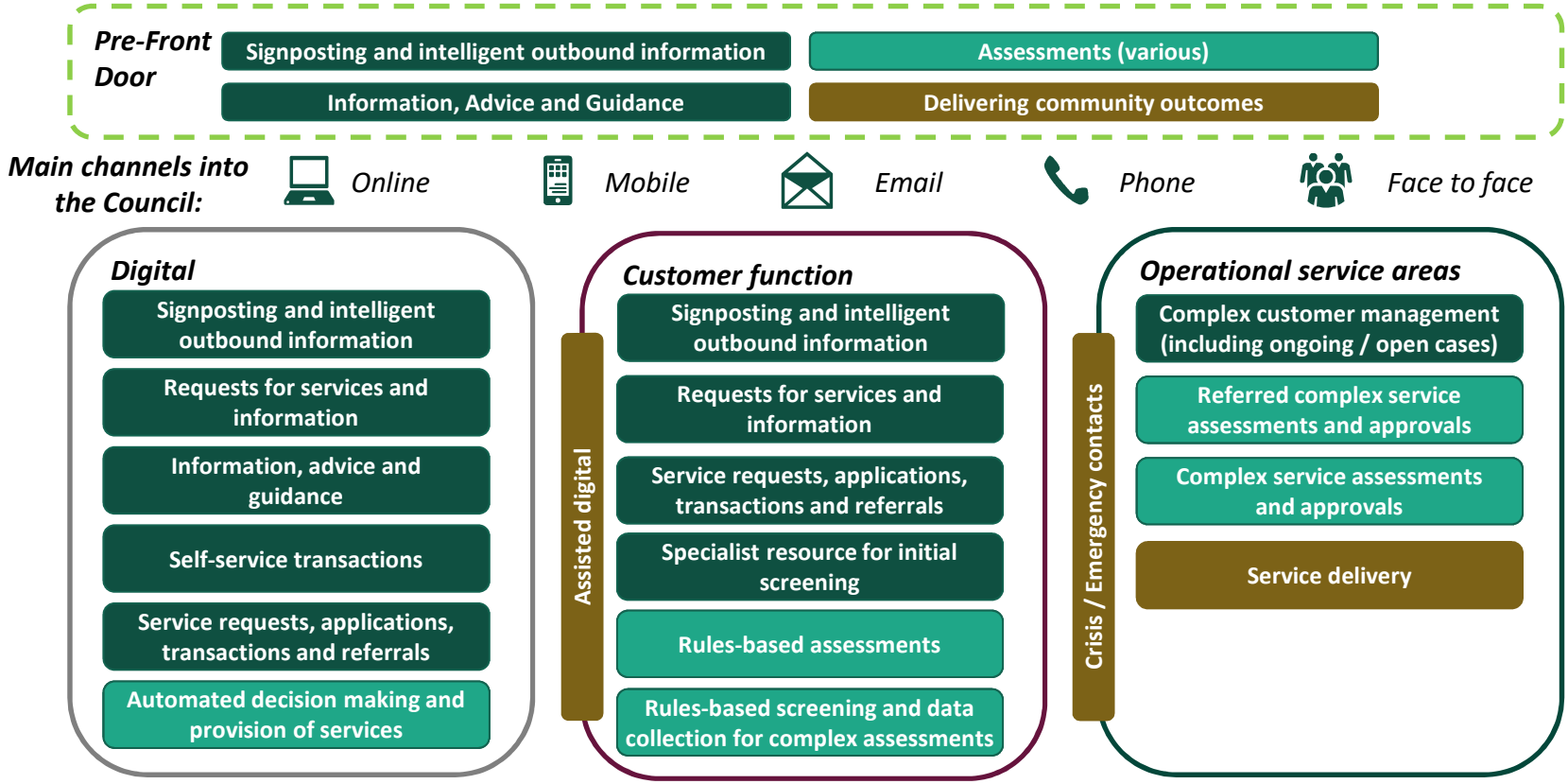
The Pre-Front Door will involve the council working with a range of external stakeholders to grow resilience and opportunities in communities. By strengthening support within communities and enhancing the role of prevention, this will improve resident outcomes overall and reduce the call on council services, which can then focus on the most complex needs.

Where customers do need to contact the council. the functional model highlights how the approach to customer interactions and the level of manual intervention will vary according to the level of complexity of customer need. Simple interactions will require less manual intervention through the use of automation and technology, with access to the appropriate specialisms for more complex interactions.

How will Front Office functions be delivered in the future Operating Model…

A blended approach to delivery

In order to effectively address the wide range of services types and customer needs that the Council supports, a **blended approach** to delivering Front Office functions will be required. The four main approaches are highlighted below, along with the **main functions** that they will undertake in the future Operating Model. The role of the Pre-Front Door, Digital and a Customer function will be developed and enhanced to better manage demand in a consistent and effective way, while complex customer interactions will continue to be met by operational service areas.



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What benefits can the Council achieve through this…

* Further detail on the benefits case for the Front Office can be found in the Revised Financial Case and at Appendix F.

Outcomes, experience and benefits*

An intelligent and integrated Front Office for the council will deliver ***improved outcomes*** *for its customers.*

- ✓ Customers interacting with the council will receive the right support they need at the right time in a manner which best suits their circumstances.
- ✓ Customers will access appropriate information and services more easily and quickly, so issues do not escalate and take up more time and resources than initially required.
- ✓ Customer interactions and operational services will continuously improve as a result of better insight and understanding across the whole council of needs and demand.

A ***better experience*** *for external customers who interact with the council, as well as for staff.*

- ✓ Digital channels and simpler ways of working will make it easier for customers to access information and complete transactions at a time and place convenient for their lives.
- ✓ Customers will experience a seamless journey across service areas within the council as well as external partners.
- ✓ A consistent front door supported by the same principles and standards will ensure that customers have a positive experience regardless of how they contact the council.
- ✓ Operational staff will be able to focus on their professional roles and delivering services, instead of managing customer interactions and the associated administration.

Benefits of £7.2m – £10.0m *per annum through channel shift and new ways of working for Front Office activities across the whole Council, with further benefits of between* ***£8.6m - £12.1m*** *across related Middle Office activities.*

- ✓ Through proactively helping customers to lower cost channels, reducing avoidable customer contact, improving processes and better utilising resources for customer management and assessment, the Council can achieve a reduction of between in the total effort it expends on Front Office activities.
- ✓ While not quantifiable at this stage, it is anticipated that the impact of the Pre-Front Door in building more resilient communities will also help the council to be more sustainable over the longer term.

Pre-Front Door

What is the Pre-Front Door…

Definition

What it is…

- Individuals, communities, Members, the council and partner organisations working together to build resilience, develop strengths and create opportunities in local areas.
- The council will act as a facilitator within and across Oxfordshire in order to support this vision.
- The role of the council will range across:

Light touch strategic co-ordination

Proactive enabling support

Lead role in co-delivery

What it isn't…

- The council operating in a vacuum – *the Pre-Front Door design is a proposal to develop collaboratively with communities.*
- Trying to take the place of the multitude of individuals, groups and organisations that already do a huge amount of important work.
- Establishing a corporate central function responsible for 'Pre Front Door' activity.
- Duplicating what operational services are already doing in providing support and interventions to communities.

Why do we need it…

The council responds reactively to demand, resolving presenting needs which can be costly with less positive outcomes.

Different initiatives and approaches to working with communities are not as joined up as they could be across Oxfordshire.

There is a lack of shared knowledge & insight regarding local community needs and capacity.

The council is currently viewed as remote and bureaucratic, with limited engagement with communities.

Rising demand requires a new approach to helping communities to ensure sustainable services in the future.

There is no whole system approach to longer-term prevention solutions in Oxfordshire.

What will the Pre-Front Door do (i)…

Existing examples of Pre-Front Door activity in Oxfordshire

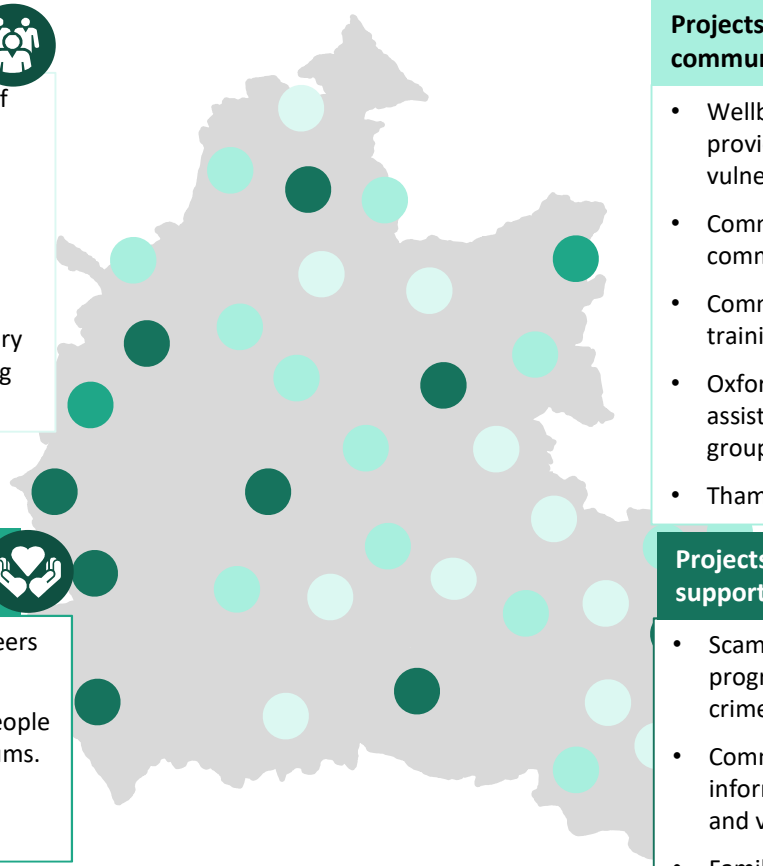
There are a wide range of existing projects and initiatives delivered across Oxfordshire by communities which enable people to build resilience, develop strengths and create opportunities in their local areas. Many of these are supported in some form by the council, including through grants, additional resources and the use of assets. A number of examples are illustrated below.

Projects led by communities

- Volunteers running a wide range of Libraries and Museums services.
- Community Action Group leading work on climate change action.
- South Chilterns Path Maintenance Volunteers.
- Oxfordshire Community & Voluntary Action (OCVA) linking and providing training to volunteers.

Projects co-led by the council and communities

- Wellbeing employment service and the print unit providing employment and skills training for vulnerable adults.
- Community Wardens in local areas building community links.
- Community Safety activity including cycle safety training and Safe and Well visits.
- Oxfordshire Together providing advice and assistance to towns, parishes and volunteer groups for delivering local services.
- Thames Valley Environment Records Centre.



Projects led by communities with support from the council

- Stay & Play sessions run by volunteers using OCC physical assets.
- Reminiscence sessions for older people operating from Oxfordshire museums.
- Commissioned dementia support services.

Projects led by communities with initial support from the council

- Scam awareness training and volunteer programme to help protect people from financial crime.
- Community Information Network providing information, advice and guidance for older people and vulnerable adults in Oxfordshire.
- Family Information Service providing information, advice and guidance to families.

What will the Pre-Front Door do (ii)…

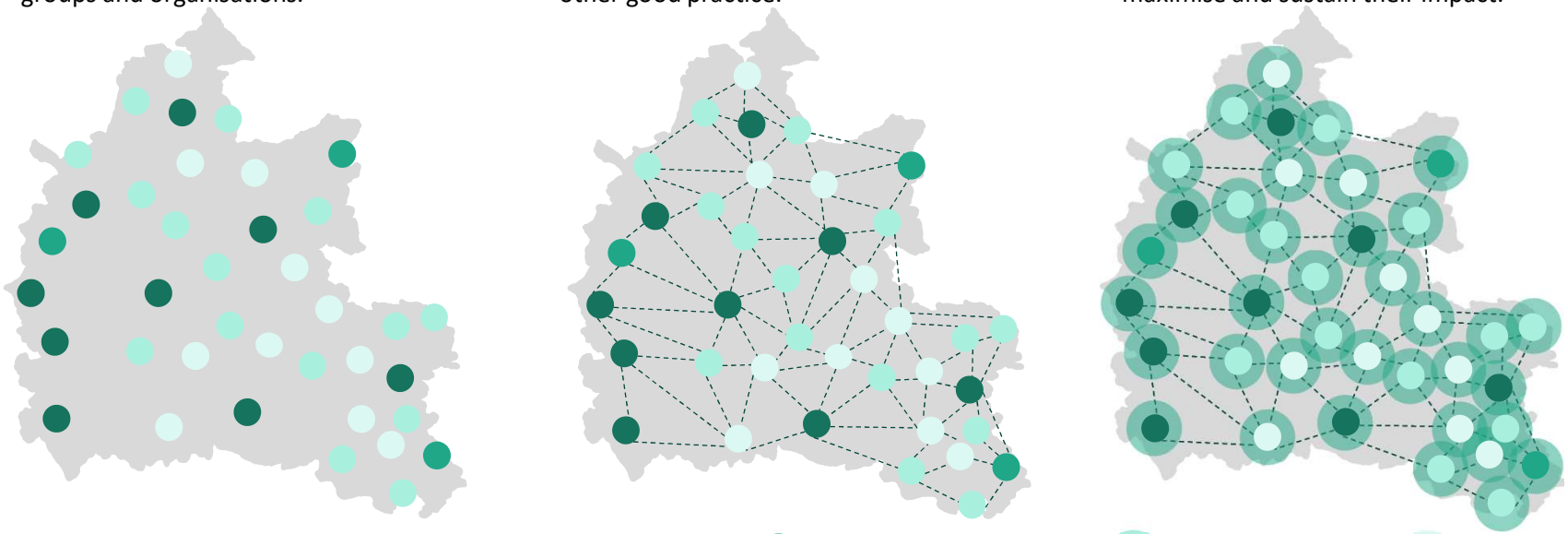
The role of the council in facilitating the Pre-Front Door

There are many strengths in the existing initiatives being undertaken across the county, utilising local knowledge and expertise in communities to understand assets, needs and how best to support them. However, there is an opportunity to build an even stronger Pre-Front Door, facilitated by the council working with communities and partners. A systemic approach to linking services and community initiatives together will collectively increase experience and learning, maximising impact. This can help the growth of resilient and thriving communities.

Current projects & initiatives →
The current ongoing activity across the county, carried out by a range of individuals, groups and organisations.

Connecting & enabling the Pre-Front Door →
Linking ongoing initiatives from across the county will allow for sharing and learning of other good practice.

A strengths based Pre-Front Door
Learning from each other and strategic use of resources help initiatives to grow, maximise and sustain their impact.



Projects led by communities with initial support from the council

Projects led by communities with support from the council

Projects co-led by the council and communities

Projects led by communities

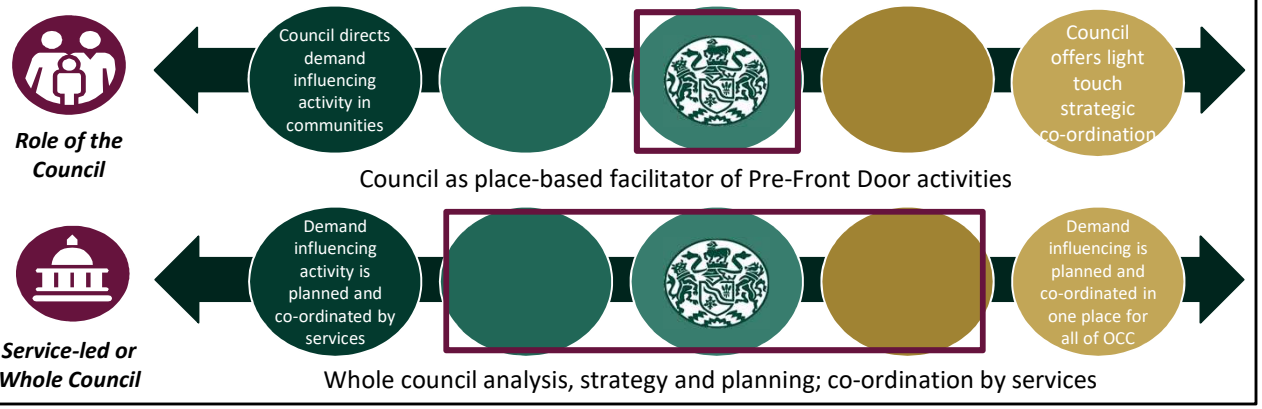
Connecting, sharing & learning

These are illustrative examples

What is the Council's future ambition for the Pre-Front Door…

Future ambition for the Pre-Front Door

Key features of the layer have a spectrum of options for how they could be designed and delivered. The icon below indicates the Council's broad position for the future, with a box highlighting how this may vary.



In the future…
The Council will be a place-based facilitator for Pre-Front Door activities. Its role may vary from light touch strategic co-ordination to proactive enabling support and up to leading co-delivery with partner organisations (for time-limited periods). This will involve the Council's whole operating model working to link up, support and grow Pre-Front Door activities

An overall ambition is that the council can become known for its vibrant and innovative approach to developing the Pre-Front Door, leading to recognition within the sector and beyond.

Customer offer

Facilitating the right conditions

The Council's Pre-Front Door will facilitate the conditions for communities to create opportunities and solve problems locally for themselves.

Empowering others

The Council shall seek to maximise the role of individuals, community groups and partners in developing and sustaining thriving communities.

Connecting resources

The Council will use its unique position to better connect information, people and support across the Pre-Front Door to build resilience and empower individuals and communities.

What will the Pre-Front Door look like in the future (i)…

How the council's role in the Pre-Front Door will vary

Different types of activity will enable the Pre-Front Door and can be broadly grouped into the following six areas. The Council's role and level of involvement will vary according to the intended outcome and the capability and capacity of local communities.

Light touch strategic coordination by the council enables local communities by pushing out easily accessible data, information and guidance. This builds greater understanding of assets and needs in local areas and promotes collaboration.

The council provides proactive enabling support by using its expertise and resources in targeted ways to catalyse and grow community action. This can includes incentivising volunteering activities and providing funding, training and access to assets for community groups.

For specific initiatives, the council will play a lead role in working with key groups for the delivery of community based projects. This will require the council to leverage its brand, transfer skills and knowledge so the initiative can continue sustainably when the council steps back.

Strategic capabilities link ***Business intelligence link*** ***Provision Cycle link***

Strategically linking in initiatives, capabilities and outcomes from across the council and different partners, ensuring that whole council leadership, governance and evaluation supports the Pre-Front Door.

Proactive sharing of business intelligence and insights, which shows strengths, needs and capacity at a local level. Understanding of current and forecasting demand informing Pre-Front Door strategy and actions within the council and communities.

Pre-Front Door aims are inherent within the Provision Cycle and commissioned services.

What will the Pre-Front Door look like in the future (ii)…

How different functions contribute to the Pre-Front Door

Different functions within and connected to the council will play important parts in growing and promoting the Pre-Front Door:

Members are one of the first points of contact between residents and the Council, democratically accountable to residents of their ward. They directly serve the interests and needs of their community, acting as a voice, motivator and connector, adopting an 'asset based approach' to enabling communities.

Communities are at the heart of the Pre-Front Door. The ultimate goal is that communities are able to find solutions, are resilient and create opportunities for themselves. The ownership of Pre-Front Door activities by different communities will increase over time, supported to varying degrees by the Council.

Co-ordination across the whole council will connect Pre-Front Door activity, linking together existing activity & information, driving forward partnerships, functioning as an incubator, always maintaining an 'asset based' approach to building & supporting communities .

The **Front Office will** maintain comprehensive knowledge of the council, its services and wider support in Oxfordshire so best to signpost customers at the first point of contact.

Service areas will provide specific knowledge & expertise in their specialism and locality, maintaining relationships with specific partners and communities. They will enable others to develop specific skills in the process.

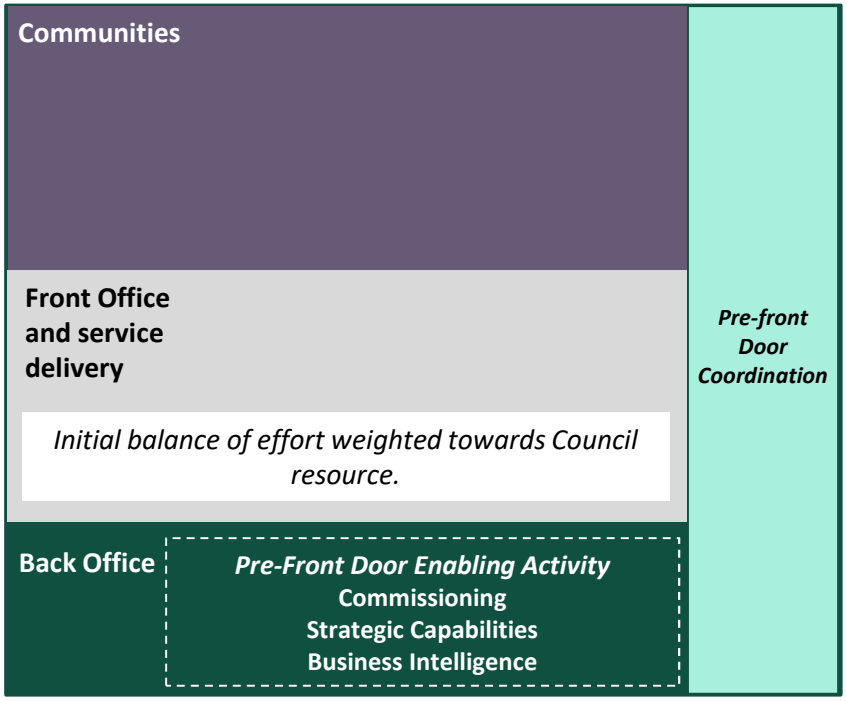
Enabling functions will provide information & insight to different areas of the business where Pre-Front Door activity is taking place, so that the business can make informed decisions and think strategically regarding Pre-Front Door activity.

What will the Pre-Front Door look like in the future (iii)…

Developing the Pre-Front Door over time

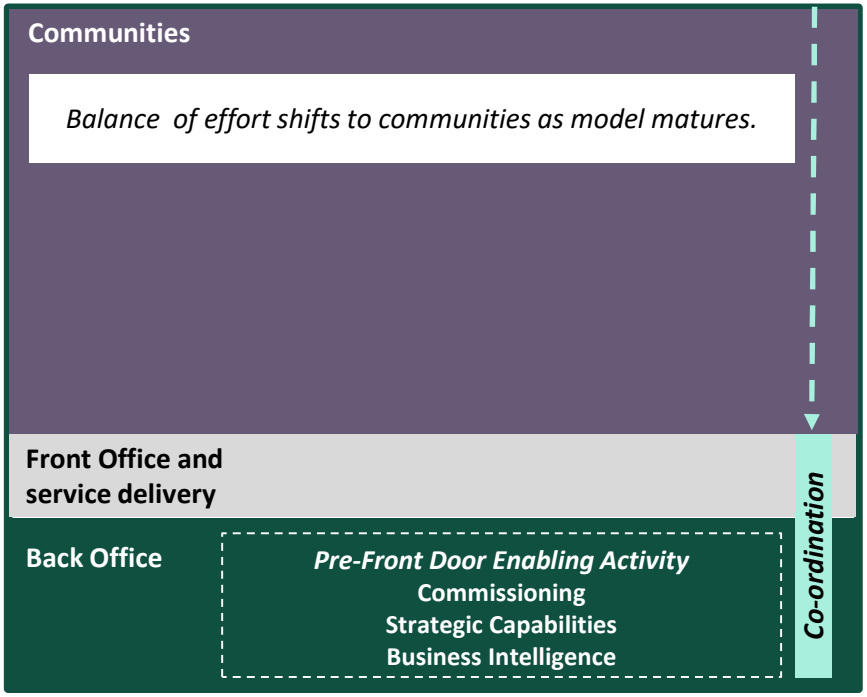
The council will need to consider how it can use its resources across the organisation and beyond to develop the Pre-Front Door, with the balance changing over time as community capacity and capability builds.

Stage 1: Set Up & Interim Model



Developing Pre-Front Door activity so that it is sustainable and effective will require more effort and investment from the council in the initial stages. Dedicated interim resource with a clear mandate, as well as linking up existing council resource, will support the necessary co-ordination.

Stage 2: To be state - Business as Usual



Beyond this interim model, however, the council will be able to step back allowing communities to be more self-sustaining, provided that the adequate support has been delivered and community networks are mature.

How will the Pre-Front Door work with the rest of the council…

The interaction model

Pre-Front Door activity will be woven through every layer of the operating model, so as to facilitate the right conditions for communities to build resilience, solve problems and create opportunities.

Customer management and assessment

- Understands Pre-Front Door capacity and opportunities in order to signpost effectively and enable others to find solutions themselves.
- Contributing data on customer demand in order to further plan and develop the Pre-Front Door.

Service delivery

- Contributing locality and community knowledge to inform and influence community action.
- Providing subject matter expertise when playing a lead role in co-delivery of specific initiatives.

The Provision Cycle

- Enhancing social value throughout all of the council's commissioning activity to support Pre-Front Door aims.
- Working with partners to develop a place-based approach to commissioning and funding for provision in local areas.

Enabling & Support Services

- Providing the supporting infrastructure to enable the Pre-Front Door across the council's operating model.

Strategic capabilities

- Oversight of how policy objectives and business plans across the council and wider system are informed by and contribute to the Pre-Front Door.
- Collective development of policy and strategy with communities.
- Key role in building the strategic partnerships and relationships to support the Pre-Front Door.

Business intelligence

- Place-based information and insights to give a shared picture of their local area.
- Insight on current needs, provision across the system and gaps for local communities.
- Insight on long term patterns and trends in needs and gaps in communities

Types of Pre-Front Door activity

Light-touch strategic co-ordination

Proactive enabling support

Lead role in co-delivery

The Provision Cycle link

Strategic capability link

Business Intelligence link

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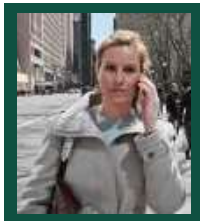
What will the Pre-Front Door look like in practice…

*Further user stories are available at Appendix C.

An example user story*



Donna

Donna is a working mother of 2 children, with an elderly mother Dorothy who is progressively less able to live on her own.

User story….

'I want to easily understand what groups may be available in my local area to support my mum, my children and me.'

What does this user story show…

- Appropriate, place-based information being available.
- Highly functional online portal providing relevant information to the resident and ability to carry out actions.
- Information gathering and feedback that can then be used by the wider Council .

Discover	**Engage**	**Develop**	**Activity**	**Review**
• Donna is able to log on to the Council's customer portal via her smart phone. • Donna's profile recognises her locality, her needs and her interests. • The customer portal is integrated with information from a range of voluntary and community groups in the area.	• Donna is able to view the different community groups offering advice and support in her area, both for older people and for children. • The groups are listed by proximity and the extent to which these groups will serve Donna's needs.	• Donna finds a social connections group which is hosted at her local library. • She uses the information on the online portal to book attendance for her mother at the next event. • Donna also finds other community groups that she would like to be involved in.	• Donna, her children and her mother are able to attend the relevant groups, which provides appropriate support and also allows Donna to build networks with others who are in a similar position to her.	• Using her customer portal and the digital community hubs, Donna can give feedback to the groups she is involved in and the Council. • The information Donna provides, as well as Business Intelligence, is used by the Council to shape support for community groups, as well as its own services.

What needs to change in order to achieve this* (i)…

*A detailed explanation of each enabler required is available at Appendix C.

Enablers*

Strategy

- Co-development of a vision and proposals for the Pre-Front Door across Oxfordshire by the council, communities and partner organisations, building on this design concept.
- Agreed strategy for how the council as a whole can act as a place-based facilitator of Pre-Front Door activities.
- Strategy embedded in business plans and translated into operational practice with directorates and services.
- Increased community resilience and capacity overall to be measured by a suite of strategic indicators.

Governance

- Flexible and enabling governance which reflects the council's position as a facilitator rather than an accountable body.
- For specific projects, governance mechanisms will depend on risk and statutory accountabilities for any Pre-Front Door initiatives or activities being led or sponsored by the Council.
- Use of existing partnership networks to build collective ownership and oversight across Oxfordshire.
- More recognition and support for members in their local leadership role regarding the Pre-Front Door.

Process

- Streamlined and agile ways to try out pilots and new initiatives which support the ambition of the Pre-Front Door.
- Processes involved in running initiatives and programmes will vary and be owned by those responsible for delivering initiatives, which may be the council or communities.
- Clear, accessible technology enabled processes for residents to understand what opportunities and assets are in their community.
- Clarity on how the council steps back from Pre-Front Door initiatives it has been supporting once they are sustainable.

Technology

- Use of digital channels to signpost and connect people to Pre-Front Door opportunities.
- Access to digital community hubs which enable customers (residents, voluntary organisations etc) to understand what opportunities are available in their locality.
- A digital platform for council staff that consolidates and maps pre-front door activity and relevant projects in service areas.
- Ability for partners and community organisations to input data into systems to enable monitoring, support and other operational activities by OCC.

OXFORDSHIRE COUNTY COUNCIL

What needs to change in order to achieve this* (ii)…

*A detailed explanation of each enabler required is available at Appendix C.

Enablers cont. *

Information

- Open-access approach to relevant council data for others to develop relevant support and services in local communities.
- Improved flexibility and visualisation of information, such as being able to cut data by different characteristics e.g. locality, demographics.
- Insight on current and future needs, provision and gaps across the system for local communities.
- Local knowledge, understanding and qualitative information provided by local communities and Members.

People & Structure

- Interim dedicated resource to co-ordinate and better connect Pre-Front Door activities across the Council but this would not be a permanent, consolidated function.
- Building greater understanding of staff who are engaged in facilitating Pre-Front Door activities across the council.
- Growing capacity and skills for community engagement and development across the council.
- Embedding Pre-Front Door principles and values into recruitment, induction and performance management to support shift in organisational culture.

Culture

- An organisational culture which puts the resident at the heart of everything, with every staff member thinking how they can enable the Pre-Front Door.
- Being prepared to take risks and be agile, learning from initiatives that do not work to improve the ones that do.
- A distributed leadership approach which is able to let go of control and empowers others in communities to do more.
- Thinking outside of service or organisational boundaries to develop a place-based identity and ways of working.

How will the Council know the Pre-Front Door has been successful…

Measures of success

There will be challenges in directly measuring the impact of the Council's facilitation of the Pre-Front Door, due to long timescales for realising outcomes and difficulty in attributing them to interventions. However, for specific initiatives led or co-ordinated by the Council, there will be a clear and consistent approach to monitoring impact which is related to return on investment.

In addition, a broader range of indicators could be used when measuring the overall strategic value of developing the Pre-Front Door:

Efficiency	• Reduction in demand on council resources over time as more resilient communities prevent or delay the need for more expensive services, assistance and care. • Improved use of resources by better connecting initiatives and learning from experience. • Increased mobilisation of external resources to support local communities, including external grants and funds.
Effectiveness	• Increased awareness across the council of Pre-Front Door activities in local communities, so is able to provide targeted support where appropriate. Learning and good practice is then shared and built upon. • More links between service areas and across other organisations to tackle priorities in local communities.
Outcomes	• Increased community capacity and resilience, with local communities in control. • The voluntary and community sector report that they feel valued and enabled. • Improved reputation for the County Council, which is perceived as in-touch, responsive, collaborative and trusted.
Experience	• Increased engagement by community groups and partners to find solutions and create their own opportunities. • Greater attachment and ownership of 'place' by individuals, community groups and partners, instead of perceiving divided organisational responsibilities. • Increased number of residents who can access information, opportunities and support in local communities without requiring direct council intervention, which may otherwise involve some delay and less local provision.

OXFORDSHIRE COUNTY COUNCIL

What benefits can the Council achieve through this…

* Further detail on the benefits case for the Pre-Front Door can be found at Appendix C.

Outcomes, benefits and experience *

Improved outcomes *for residents and the council as a result of thriving communities*

- ✓ Residents are supported by those in the community who know them, their needs and their local context.
- ✓ Quality of information regarding resident need, existing initiatives, community & council assets is improved.
- ✓ Improved access to this information allows residents, members, partners & council staff to make smarter choices and support each other more effectively.
- ✓ There is a greater range of support at a local level which addresses gaps in the system.
- ✓ Proactive engagement and early intervention at a local level prevents the needs of individuals or places from escalating and becoming more difficult to solve.

A ***better experience*** *for residents, local organisations, members and council staff*

- ✓ Residents are connected and empowered to support their communities and help themselves.
- ✓ Close collaboration between the council, partners and communities is the expected way of working.
- ✓ The whole council is better able to support Members in their local leadership role to connect and enhance community action across Oxfordshire.
- ✓ The council is known nationally for facilitating its local communities in dynamic and innovative ways.

Financial benefits *could be made across the council and wider public services.*

- ✓ Demand on council services is diverted to others who are enabled to deliver outcomes in local areas.
- ✓ Prevention and early intervention through Pre-Front Door activities delays or reduces demand on council services.
- ✓ More effective use of resources by reducing fragmentation and duplication of activities by the council to enable communities.
- ✓ Greater local insight supports ongoing improvement of core council services, reducing failure demand.

The Pre-Front Door represents an investment case for the Council. It will save money in the future, but has not been designed to release capacity in the short term (unlike the other layers of the TOM).

Customer Management

OXFORDSHIRE COUNTY COUNCIL

What is Customer Management…

Definition

What it is…

- Customer Management captures all activities that involve interaction with customers and/or have an immediate impact on customer service delivery.
- It primarily focuses on initial contact with customers, signposting and receiving requests for information and/or services. It can be referred to as the 'Front Door'.

Enquiry handling

Processing requests and applications

Managing appointments

What it isn't…

- Ongoing interactions with customers requiring services or support are considered to be inherent within service delivery, not part of customer management.
- Applying a blanket 'one size fits all' approach to all customers regardless of their needs or desired outcomes.
- Addressing information and service requests by staff as internal customers, which is covered by the Enabling & Support Services layer of the Target Operating Model.

Why do we need it…

***500** FTEs*

*We currently spend approximately **500 FTEs** worth of effort on Customer Management activities, a greater proportion than comparator Councils*

The majority of interactions through the customer service centre occur on the phone, with only 10% of interactions taking place online.

There is no consistent approach to Customer Management activities, resulting in a fragmented experience for customers.

Effective Customer Management upfront can help to avoid demand by resolving issues at first point of contact or keeping customers better informed.

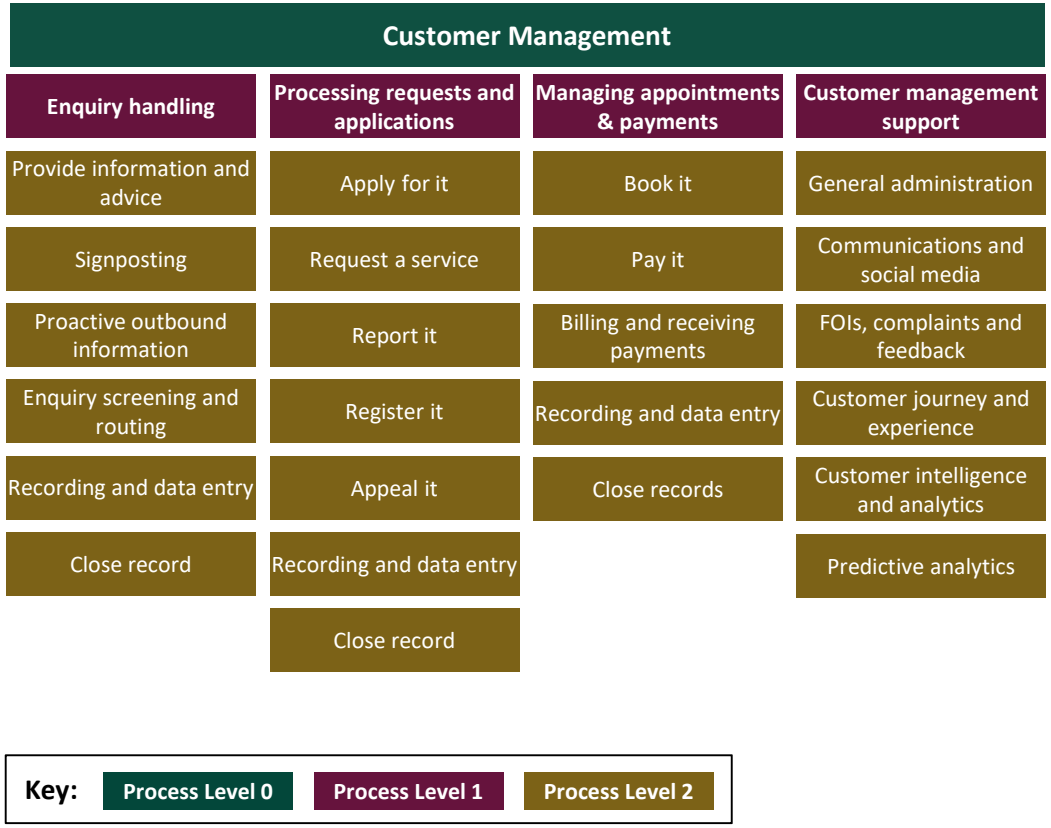
The Council does not have a single, holistic view of demand or its customers across the services it provides.

Simplifying and streamlining customer management activities will enable staff to focus their efforts on more complex customers and service delivery.

What will Customer Management do…

What is the role of Customer Management within the Council's operating model?

The council's operating model will be underpinned by an integrated Customer Management layer with standardised ways of working and streamlined channels of contact wherever possible. Its purpose is to ensure a consistent approach in experience and outcomes across the council while ensuring it meets the wide range of needs and circumstances in the customers it serves.



Customer Management involves interactions across all channels – online, email, phone, face to face – and across all service areas in the council.

The main Customer Management processes focus on initial customer contacts to fulfil requests for information or services. The detailed processes will vary according to complexity and service type, but consistency across the council will include:

- Consistency of process regardless of channel;
- Automation and self-serve wherever possible;
- Use of one customer account / portal for transactions;
- Upfront information and eligibility to set expectations;
- Use of standardised systems integrated to operational service areas.

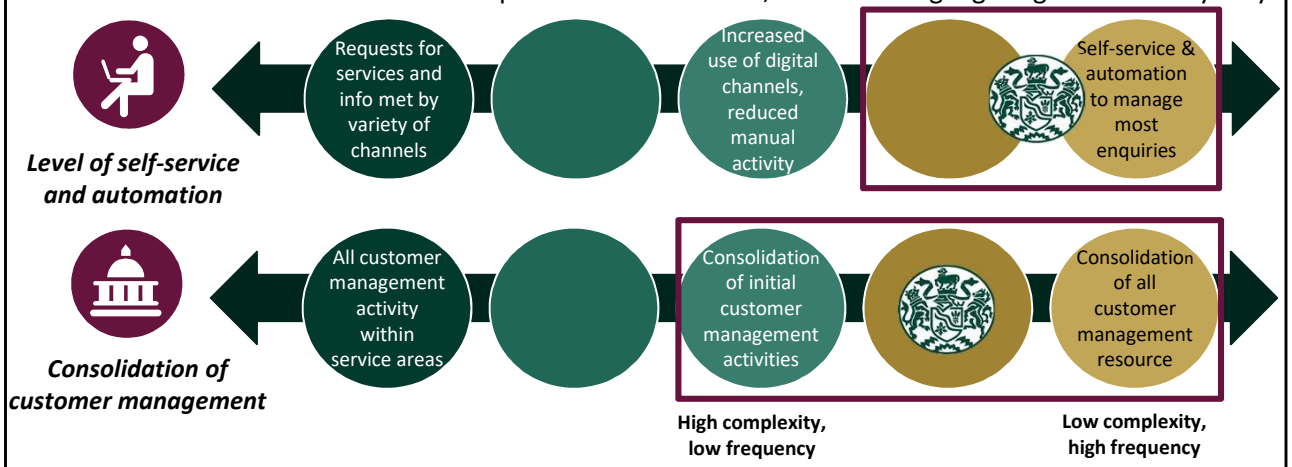
In addition, there are a range of strategic and transactional supporting processes that improve the efficiency and effectiveness of Customer Management, as well as Customer Assessment. These are linked to the Back Office layers but with a particular Customer focus which enables the council to be proactive in managing its customers.

OXFORDSHIRE COUNTY COUNCIL

What is the Council's future ambition for Customer Management…

Future ambition for Customer Management

Key features of the layer have a spectrum of options for how they could be designed and delivered. The icon below indicates the Council's broad position for the future, with a box highlighting how this may vary.



In the future…

Customer Management activities to be as consistent and consolidated as possible while recognising differences in customer complexity. To achieve this, we will simplify, enable self-service, automate, consolidate and standardise activities where possible, providing additional support and assistance or ensuring access to services / expertise when needed.

Customer offer

Simple digital front door

For the majority of residents, we will offer a simple, digital front door that minimises effort on behalf of residents and staff, whilst providing additional arrangements where required for residents with specific needs.

Getting it right first time

We will provide customers with a front door that delivers a timely and appropriate response that meets their needs, supported by effective links with the relevant services.

Proactive and informative

Our front door will keep residents informed with clear and regular information which is appropriate for their needs and circumstances.

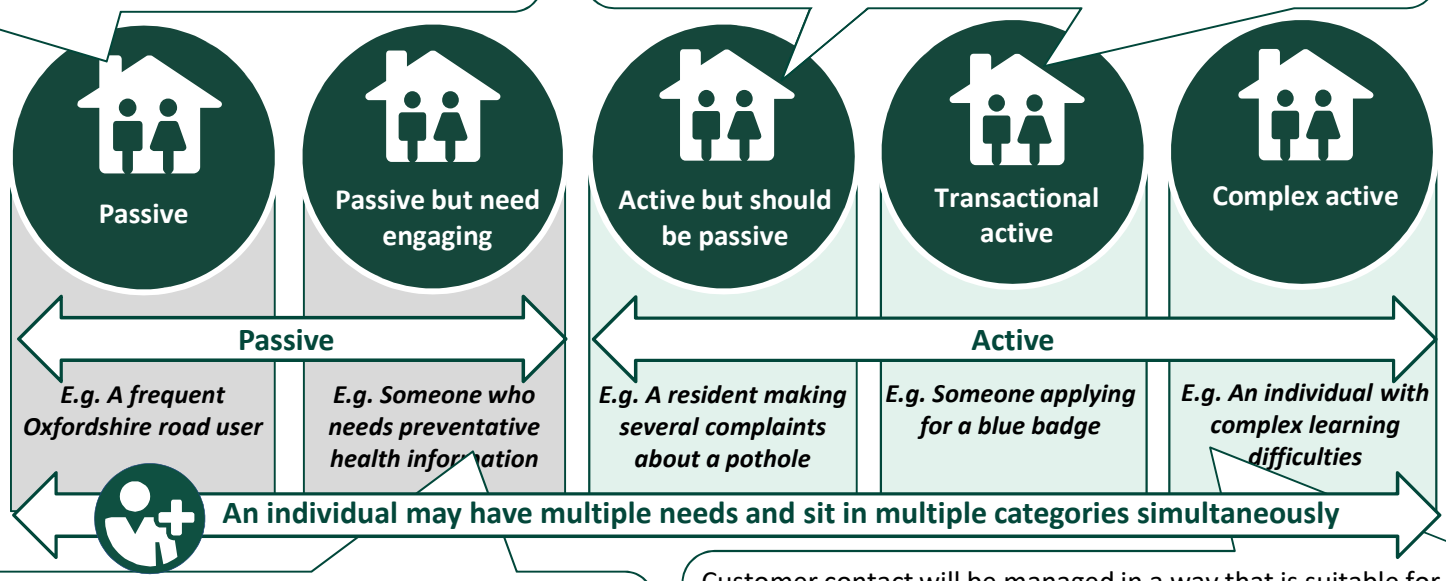
What will Customer Management look like in the future (i)…

A flexible customer offer for different circumstances

The Customer Management layer will need to support the needs and wants of a wide and diverse range of residents. How the layer operates will vary according to how passive or active residents are in their interaction with the council.

These residents are unlikely to need to contact the council independently. Through proactive information and social media, however, they will have a better understanding of what the Council does and where to go for information.

There will be automation, self-serve and consistency in approach as far as possible, available 24/7 through digital channels. Notifications and tracking of progress will avoid repeated requests. There will be an assisted digital offer to help where required.



These residents will receive more targeted information and communications through council and partner channels on what services are available and where to get further information. Partners may signpost and direct this group to the council.

Customer contact will be managed in a way that is suitable for the individual, but aiming to provide resolution wherever possible at point of contact. Customers will be appropriately directed based on need and risk e.g. safeguarding concerns fast-tracked to specialist teams, minimising handoffs. Many contacts and referrals may come from partners or other professionals.

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What will Customer Management look like in the future (ii)…

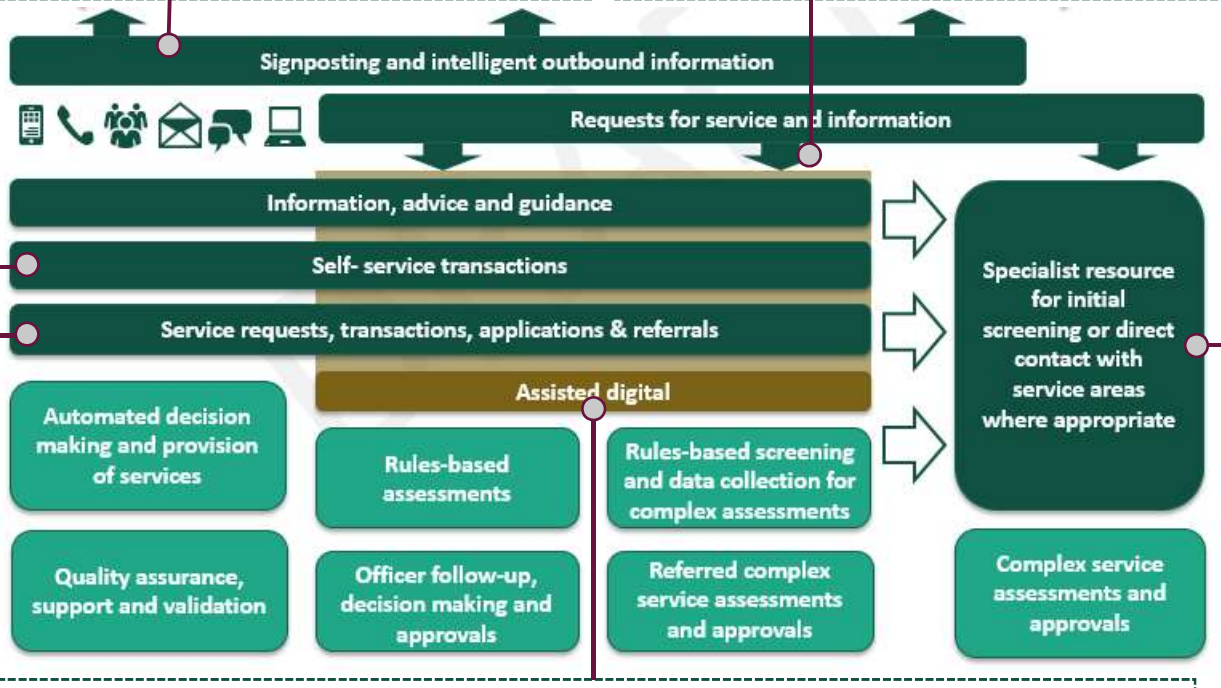
Key features of future Customer Management functions

Building on the Front Office model presented on slide 68, the following diagram highlights how Customer Management functions will be delivered.

- Improved connections to to alternative provision in the Pre-Front Door.
- Automatic email and text notifications keep customers updated.

- Digital is actively promoted as the primary contact channel.
- Simple and intuitive website, with use of chatbots to automate simple requests for information.

- Self-serve for simple transactions.
- Single customer portal for requesting services
- Use of e-forms to replace email, paper and downloadable forms.
- Continued rationalisation of phone numbers
- Consolidated Customer function for all initial contacts.



- Professional service expertise incorporated in enhanced Customer function to quickly direct more complex contacts
- Key principle is to resolve issue at point of contact to avoid unnecessary handoffs
- Customer interactions for ongoing cases managed in operational service areas.

- Assisted digital for residents who cannot self-serve and need support to access council services.
- Residents are guided to complete the digital process themselves or information is taken on their behalf by phone or face-to-face.

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How will Customer Management work in the future (i)…

Digital by Design

Digital by Design is a key pillar for the Front Office of the future operating model, with channel shift, a customer portal and assisted digital applied across all service areas.

There will be a proactive drive towards digital channels for the majority of customer interactions, minimising manual effort required for simple requests and transactions so officer time can focus on more complex customers. A key feature will be a customer portal with a single account that residents can use to easily access information and services.

- An easy-to-use customisable portal for the customer based on their personal situation and preferences.
- Access to all council services through portal, including all assessments which can be completed online.
- Selection of interests and preferred communication channel to personalise engagement with the council.

- Integration of front and Back Office systems to improve the customer experience and better enable service delivery by operational services.
- Interaction log keeps records of all prior contact, service requests and assessments carried out by the council to support a single view of the customer.

Assisted Digital

Assisted digital is support for customers who can't use online council services on their own, including those that are offline (without access to the internet) and those with limited digital capability. While some customers will always need assisted digital support, a key aim is to increase the number of people who can use digital services by themselves.

It can take the form of guiding customers to complete the digital process themselves or entering information on their behalf, using face to face, telephone or webchat assistance.

Effective assisted digital is:

- Designed to meet well-defined assisted digital user needs
- Helps users build the skills and confidence to use online channels independently
- Is easy for users to find – at the times and places they need it
- Is trusted, free to use and easy to access

Face to Face

Available at key Council locations, such as libraries and receptions. Using own device, self-serve kiosks or desktop PCs.

Telephone

Can be guided over the phone to complete themselves or operator can register and then complete for customer.

Webchat

Can support the customer through the process when they are already online and require intervention / support.

How will Customer Management work in the future (ii)…

Using physical locations for customer contact

Lower cost channels such as digital will be actively promoted for the majority of residents. However, there will continue to be face-to-face customer interactions at the front door, particularly for more complex customers. A range of delivery models can be considered, involving varying degrees of integration of public services:

OCC future

In the near future through the operating model, designated libraries and reception desks will provide an enhanced face-to-face offer. They will focus on enabling future channel shift through effective digital assistance and query resolution where possible. Improved processes and digital platform will help staff to meet customer needs and signpost effectively. Some additional services could be delivered through these sites on a case-by case basis.

Long-term potential

Further strategic development and closer multi-agency working could lead to a more integrated place-based model of public services. This would aim to improve accessibility and experience for customers at a more local level. This is beyond the implementation of the operating model and would be dependent on the aspirations of other organisations.

Current model

- Libraries and reception desks as main customer-facing locations.
- Personalised service but staff have limited tools and information to meet a range of customer queries.
- Inconsistent customer offer.

Enhanced as-is

- Current locations better enabled to provide effective information, advice and guidance across the council using improved tools and technology.
- Consistent assisted digital offer.

OCC locality model

- Strategically located customer-facing sites provide an expanded customer offer of council services.
- Increased open access to sites for community events.
- Greater promotion of Pre-Front Door activities through sites.
- Assessment ‘clinics’ and additional service delivery at designated hubs by appointment.

Integrated place-based sites

- An integrated space for a wide range of public services across Oxfordshire.
- Sites incorporate access to and delivery of services by the county council as well as partners such as the Districts and Health.
- Acting as ‘one-stop shops’ for residents to meet a wide range of needs and circumstances.
- Delivered through a small number of hubs in key locations, based on analysis of demographics and needs.
- Supported by smaller satellite where needed.

How will Customer Management work in the future (iii)…

An enhanced Customer function

An enhanced Customer function will consolidate resources to undertake customer management activities. This will complement ongoing customer interactions in service areas and support a consistent front door for customers across the whole council, regardless of contact channel. The box diagram below represents how key responsibilities will be delivered in the future.

Enhanced Customer function

- A virtual hub for all initial customer contacts, information and service requests to the council.
- Responsible for majority of 'one-off' transactions and applications, linking to services where required.
- Right mix of resource to effectively signpost, filter, resolve queries at first contact or route to services.

Management team

Core customer management

- Responsible for most high volume / low complexity contacts.
- Skilled in navigating the Front Door and wider system to support effective signposting, information, advice and guidance.
- Key role in assisted digital through phone and webchat to support channel shift.

Advanced customer management

- Strong customer management expertise to respond to more complex queries and issues, plus work scheduling to support operational delivery
- Service-specific knowledge to help resolve issues at first point of contact where possible.
- Acts as key link to service areas where required.

Specialist customer management and screening

- Responsible for low volume / high complexity contacts with specialist knowledge.
- Undertakes screening, triage and information gathering for services such as Adults', Children's and complex Communities requests.
- Key role in enabling service areas to focus on delivery.

Customer management in service areas

- Responsible for the most complex customer interactions which require highly service-specific expertise.
- Responsible for ongoing customer management which occurs through service delivery.
- Need to ensure information on service delivery and feedback loop between consolidated customer function and service areas (through integrated systems, technology and processes).

Strategic customer function

- Responsible for driving continuous improvement in customer management activities.
- Key role in identifying, understanding and addressing failure demand, duplication and fragmentation across the Council.
- Proactive development of processes, technology and other enablers based on customer-led experience and design.

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How will Customer Management work in the future (iv)…

*Further detail on the roles set out below is available at Appendix D.

Enhanced Customer function roles *

The following roles, some of which already exist across the organisation, will be required in order for the Council to achieve its ambition for the enhanced Customer function, undertaking Customer Management and Assessment activities as appropriate. The balance and structure of these roles across a virtual hub and service areas will be determined during the construct phase.

Indicative Customer function roles

Head of Customer

Generalist	*Specialist*	*Strategic*
Team Manager	Specialist Team Manager	Customer Analyst
Customer Supervisor	Service Professionals	Customer Development Officer
Customer Adviser	Specialist Customer Adviser	Customer Technical Officer
Generalist teams undertake the majority of information requests and service requests that do not required service-specific expertise. Clear career pathways based around experience in customer management.	*Specialist teams for relevant service areas which incorporate professional expertise to resolve issues at point of contact wherever possible. Potential career pathways into operational service areas (and from them).*	*Technical expertise to develop customer insights and solutions for continuous improvement. Additional bespoke requirements can be commissioned from other functions, such as Business Intelligence.*

All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

How will Customer Management work with the rest of the Council…

The interaction model

The consolidated Customer function will be required to engage, interact and develop links with other parts of the Council as well as wider organisations on a regular basis.

Leadership and governance:

- Sets agreed business rules for how customer management activities are delivered for the organisation.
- Frontline managers to be empowered and agile in balancing volume and quality of customer contacts at the 'Front Door'.
- Clarity and guidelines for Members to help resolve casework issues.

Operational service areas:

- Need confidence and assurance that the right customers are being directed to or away from service areas by customer management function.
- Reciprocal development of practice and continuous improvement.
- Potential opportunity for cycles of experience between customer management function and service areas.

Support functions (BI / ICT / Finance):

- Ability and capacity to develop and deliver technical solutions which automate, simplify and consolidate customer management activity.
- Integrated Back Office processes and people capabilities which better enable customer needs.
- Some strategic and support functions may sit within Customer function.

Partners and external organisations:

- Relationship building and development for referrals to OCC.
- Information sharing and integrated systems across partners.
- Potential alignment / integration of initial customer management activities with partners (ie. Health, Districts).

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What needs to change in order to achieve this* (i)…

*A detailed explanation of each enabler required is available at Appendix D.

Enablers*

Strategy

- Agreed OCC Customer Strategy, detailing the Council's customer offer for accessing information and services that it provides.
- Consistent policies for the 'front door' in line with the strategy
- Promote low-cost digital channels for all service areas, with ongoing rationalisation of telephone numbers and face-to-face contact for simple information requests and transactions.
- A consistent approach to Assisted Digital across the council, providing additional support for more complex customers to use these channels where required.

Governance

- Cross-Council compliance and oversight with its agreed Customer Strategy.
- Clear navigation and guidance at the front door for members.
- Effective oversight and quality assurance shared between Customer function and operational service areas.
- Appropriate delegation of decision making to frontline managers in the Customer function.
- Potential alignment and/or integration of customer management functions with other public sector partners.

Process

- Consistency in customer management processes regardless of contact channel, which will enable better alignment and integration with systems.
- Clearly defined processes for the Customer function to be undertaken on behalf of operational service areas.
- Simplification and automation of customer management activities across all service areas, with a particular focus on minimising surrounding administrative processes.
- Migrating initial contact handling activity by telephone and online from service areas into the Customer function.

Technology

- A digital portal for customers (residents, businesses etc) which enables online transactions, payments and appointment bookings. This portal also keeps customers informed of the status of their requests and applications.
- Use of chatbots and Artificial Intelligence to automate simple information requests and transactions for OCC customers.
- Developing and enhancing the number of e-forms for applications and service requests which are integrated with line of service systems to minimise processing time and repeat contacts.

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What needs to change in order to achieve this* (ii)…

*A detailed explanation of each enabler required is available at Appendix D.

Enablers cont. *

Information

- Clear and consistent data will be captured on customer demand types, volumes and contact channels utilised.
- Smart customer segmentation and cross-council understanding of current and predicted customer demand will inform customer management activities and service planning.
- Ongoing insight on customer satisfaction and experience used to improve customer management processes or service areas.
- Use of real-time demand information and historic patterns to inform resource planning and continuously improve the customer function to reduce failure demand.

Culture

- Putting the customer first in terms of co-creation and development of the front door with customers in mind.
- Networking and joining up internally to understand the wider offer from a whole council perspective.
- Cross-council trust and collaboration where this is a split in responsibilities and accountabilities for customer interactions.
- Staff empowered by and confident in technology and digital platforms so as they can assist customers in channel shift.
- Reflective practice built across the whole council rather than in pockets to continuously improve customer interactions.

People & Structure

- Service-specific expertise brought into enhanced customer function to resolve issues at first point of contact if possible.
- Operational service areas to focus effort on more complex customer management requirements and service delivery.
- Overarching management structure to ensure clarity and consistency of customer management activities.
- Strategic customer focus that involves customer segmentation, and predictive analytics to proactively avoid failure demand.
- Links to Council's asset strategy and use of locations.

How will the Council know it has been successful…

Measures of success

Efficiency	• Increased use of self-service and lower cost channels which reduces the cost to serve through customer management activity. • Increased speed of service for customers who have simple information requests and service transactions. • Reduced demand on the council as a result of greater prevention and early intervention, resolving issues at first point of contact as far as possible and minimising repeated requests for information and services. • Appropriate use of resources to undertake customer interactions according to the type and complexity of demand.
Effectiveness	• Customer management activity is consolidated around clear roles and responsibilities with a consistent approach across the whole council. • Increased proportion of staff effort in operational service areas focused on service delivery and supporting more complex customers instead of customer management activities.
Outcomes	• Increased number of customers are connected to other organisations or support in local communities which best meets their circumstances. • Simple information and service requests are addressed quickly with minimal effort by customers and council staff. • Members are well-supported when contacting the council on behalf of their constituents. • Operational service areas receive all the information they need from customer management activities to plan and deliver an effective service for the customer.
Experience	• Increased customer uptake and confidence in the use of digital channels, but utilising additional support or alternative access where this is not possible. • Increased customer satisfaction, with feedback captured consistently and used to develop and improve customer management on an ongoing basis. • Operational service areas report that they are confident and assured that relevant customers are entering their services at the right time.

What will Customer Management look like in practice…

*Further user stories are available at Appendix D.

An example user story*

Peter Andrews

Peter is a 42 year-old resident and an active user of Oxfordshire's roads.

User story…

"Peter has noticed multiple street maintenance issues and would like to report these to the Council for repair."

What does this user story show…

- Simplicity and self-service functionality of a 'Report it' request.
- Reduction of duplication through upfront information for pre-existing issues such as the progress and outcomes.
- Automatic notifications providing progress updates and the ability to track progress through the digital portal.

1. Need identification	2. Information finding	3. Application	4. Outcome	5. Close record
• Peter has noticed a pot-hole and traffic light issue over the last two weeks and would like to report them for repair.	• Peter accesses the Council website and easily navigates to the relevant page where he is provided relevant information around the reporting process and expected timescales. • Peter inserts the street name for the faulty traffic light and is informed it has already been reported. He is shown accurate information on progress of this repair and schedule repair date. • Peter then enters the pot-hole location, notices it hasn't been reported and progresses with the reporting process. **Total Time: 5 minutes**	• Peter inserts initial pot-hole details including estimated depth and width before instantly being prompted that it is eligible for repair. • Due to the eligibility for repair, the e-form then requires Peter to submit further details and photos of the pot-hole. • Peter is prompted to log in to his personal customer account before reviewing and submitting the issue details to the Council. **Total Time: 10 minutes**	• 24 hours later, Peter receives an automatic confirmation email that his repair has been accepted and is provided accurate information on an expected repair date. • Through his customer portal, Peter tracks the status of the repair and receives an email notification each time this status is updated, removing the need to contact the Council.	• One week later, Peter receives a final confirmation that his repair has been completed and valuing his efforts to improve Oxfordshire's roads. • Peter receives a request to provide feedback on his experience with his comments being used to continually improve the process.

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What benefits can the Council achieve through this…

* Further detail on the benefits case for Customer Management (as part of the Front Office) can be found in the Revised Financial Case and at Appendix F.

Outcomes, experience and benefits*

*Rethinking how customer management is undertaken will deliver **improved outcomes** for the Council and its Customers.*

- ✓ Customers will receive a response which is appropriate to their circumstances, which may be provided by the council or an alternative organisation.
- ✓ Greater consistency across the organisation in how customers interact and engage with the council.
- ✓ Improved clarity for council members and staff on responsibilities and connections across service areas and with partner organisations.
- ✓ Management of customers continuously evolves, informed by business intelligence and feedback from operational service areas.

*A **better experience** for external customers who interact with the council for information and services, as well as staff.*

- ✓ Customers can use digital self-service to access information and services at a time and place convenient to their lives.
- ✓ Customers will interact with knowledgeable staff able to resolve queries or route to the right service.
- ✓ Members will be well-supported in finding the right support for their constituents effectively and efficiently.
- ✓ Greater consolidation and professionalisation of customer management activities will mean operational service staff can focus on service delivery and customers who most need their support.

*Digital by Design and a Customer function contributes to the **overall financial benefits** from the Front Office.*

The key benefit levers which contribute to financial benefits through the Front Office include:

- ✓ Proactively pushing customers to lower cost channels
- ✓ Reducing avoidable customer contact with resolution at point of contact where possible
- ✓ Improving business processes and integrating systems to deliver end to end customer journeys
- ✓ Consolidating and better utilising resources for customer management.

This helps to reduce total effort expended on Front Office, and related Middle Office, activities.

Customer Assessment

OXFORDSHIRE COUNTY COUNCIL

What is Customer Assessment…

Definition

What it is…

- Customer Assessment is a key part of the Front Office, using information to decide whether and how services are provided.
- Rules-based assessments involve reviewing information against 'binary' criteria to make decisions.
- Complex assessments review information against variable factors, with decisions being based on professional opinion.

Eligibility checks → Assessment → Approval of services

What it isn't…

- A process which is undertaken in isolation from customer management activities or operational service areas.
- Applying a generic approach to determining need, eligibility and provision across a range of service types and customers.
- Undertaking checks of eligibility, needs or circumstances where it is not necessary.

Why do we need it…

***268** FTEs*

*We currently spend approx. **268 FTEs** worth of effort on customer assessment activities, a greater proportion than comparator councils.*

Inconsistency and fragmentation of assessment processes across the council, with a number of handoffs and information requested multiple times.

Assessments can be excessive, with a risk averse approach requiring a disproportionate level of information from customers and significant staff time.

There is uncertainty for customers and staff about the status and outcomes of assessments.

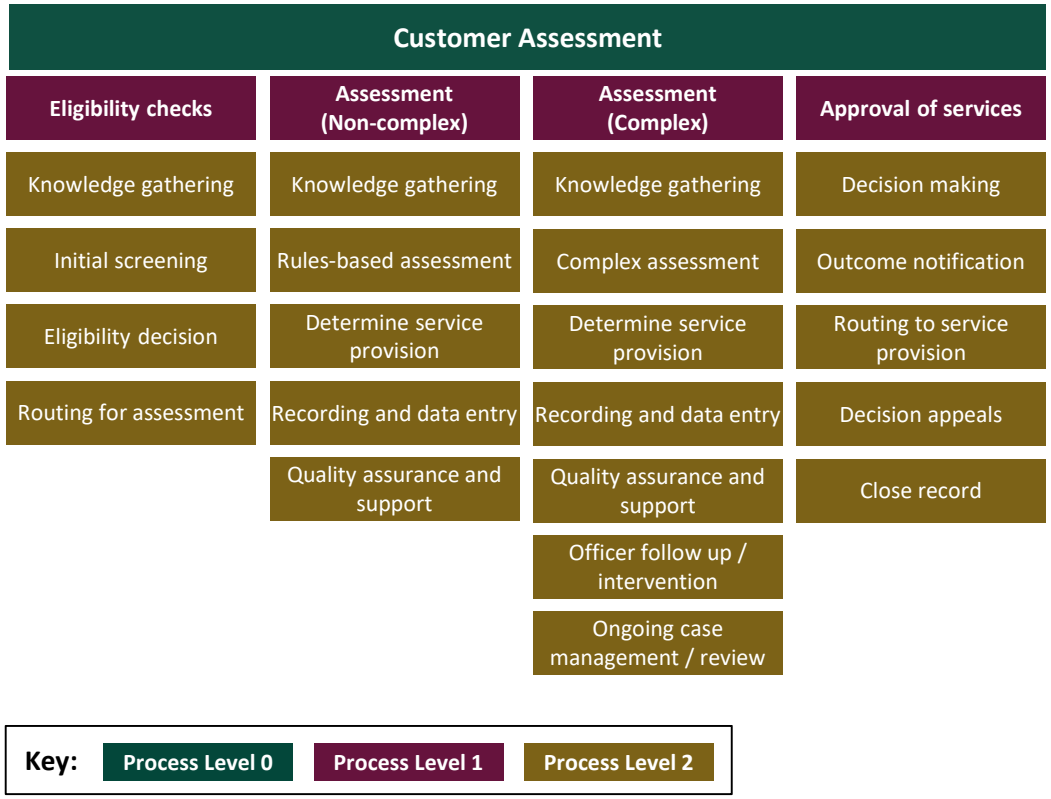
Assessments are often conducted manually, with opportunities to automate assessment processes and introduce greater use of self service.

A proportionate approach to assessments based on risk, quality and cost will release staff capacity to focus on service delivery.

What will Customer Assessment do…

What is the role of Customer Assessment within the Council's operating model?

Customer Assessment is closely integrated with Customer Management as part of the Front Office, with several requests that are dealt with at point of contact with the council also requiring an assessment to test eligibility and type of service required. Its purpose is to ensure that customers can access the right type and level of service to meet their circumstances at the right time as effectively and efficiently as possible.



For all assessments, eligibility checks determine entitlement to receive or request a service, with upfront information helping to manage demand and expectations.

Assessments to determine extent of eligibility can be broadly categorised into two:

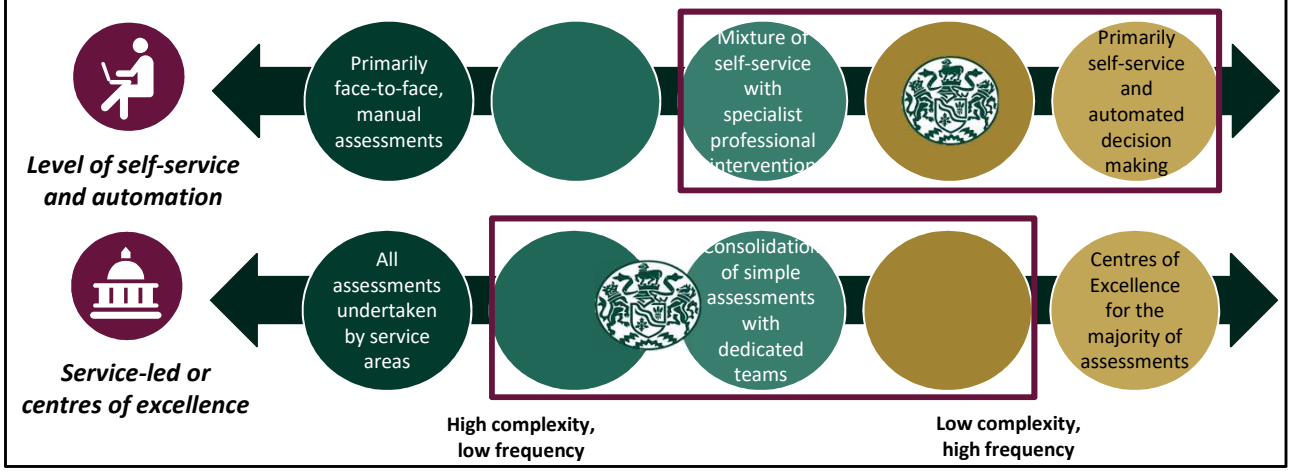
- Non-complex assessments: These are rules-based and relatively transactional, with information reviewed against 'binary' criteria to make decisions and limited additional judgement needed.
- Complex assessments: These assessment involved information being reviewed and judged against a range of variable factors, with decisions being based on professional opinion

The core processes for assessments are the same but the level, complexity and requirements will vary depending on the customer and service type. There will be consistency and use of automation as far as possible to streamline assessment processes, with divergence as required for more complex circumstances.

What is the Council's future ambition for Customer Assessment…

Future ambition for customer assessment

Key features of the layer have a spectrum of options for how they could be designed and delivered. The icon below indicates the Council's broad position for the future, with a box highlighting how this may vary.



In the future…

For non-complex assessments, self-service, automated decision making and consolidation of resources will streamline effort.

For more complex customers, service-specific expertise will be involved early. Professionals will be skilled and empowered to determine the type and scale of assessment required, minimising time spent on assessment activity as far as possible.

Customer offer

Proportionate

Assessments will be proportionate and offered at the right place at the right time, including the use of self-service options, all appropriate to the customer's circumstances.

Informed throughout

Customers will be assessed in a timely and appropriate manner, being informed of progress and with outcomes explained.

Quality and fairness

We will be customer-centred in our assessments with a focus on quality, fairness and achieving the right outcome, which will improve overall experience, effectiveness and efficiency.

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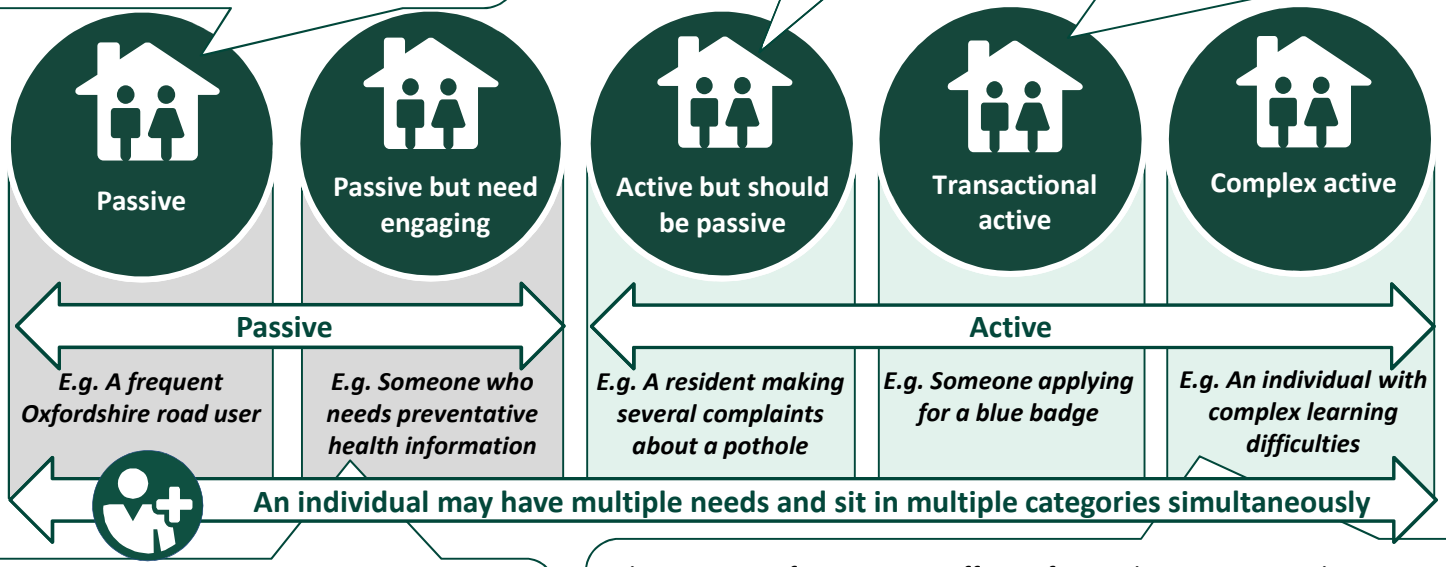
What will Customer Assessment look like in the future (i)…

A flexible customer offer for different circumstances

As with Customer Management, the approach to assessment will vary according to the needs and wants of a wide and diverse range of residents.

These customers are unlikely to require any assessment activity. However, any possible need to contact or interact with Council is minimised e.g. Auto-renewal for a previous simple transaction such as parking permits.

For these customers, assessment processes are removed where not beneficial. Automation, self-serve and consistency in approach is used as far as possible to reduce the manual effort required. Assisted digital helps people who need support to complete online assessments.



Integrated information across Council services and partners makes intelligent connections. This enables better identification for prevention and early intervention for a range of service areas.

The majority of assessment effort is focused on more complex customers. However, there will be a greater ability for residents to check eligibility themselves. Involving specialist expertise early and a consistent approach to screening, triage and initial knowledge gathering will enable service areas to focus on more complex requirements and service delivery.

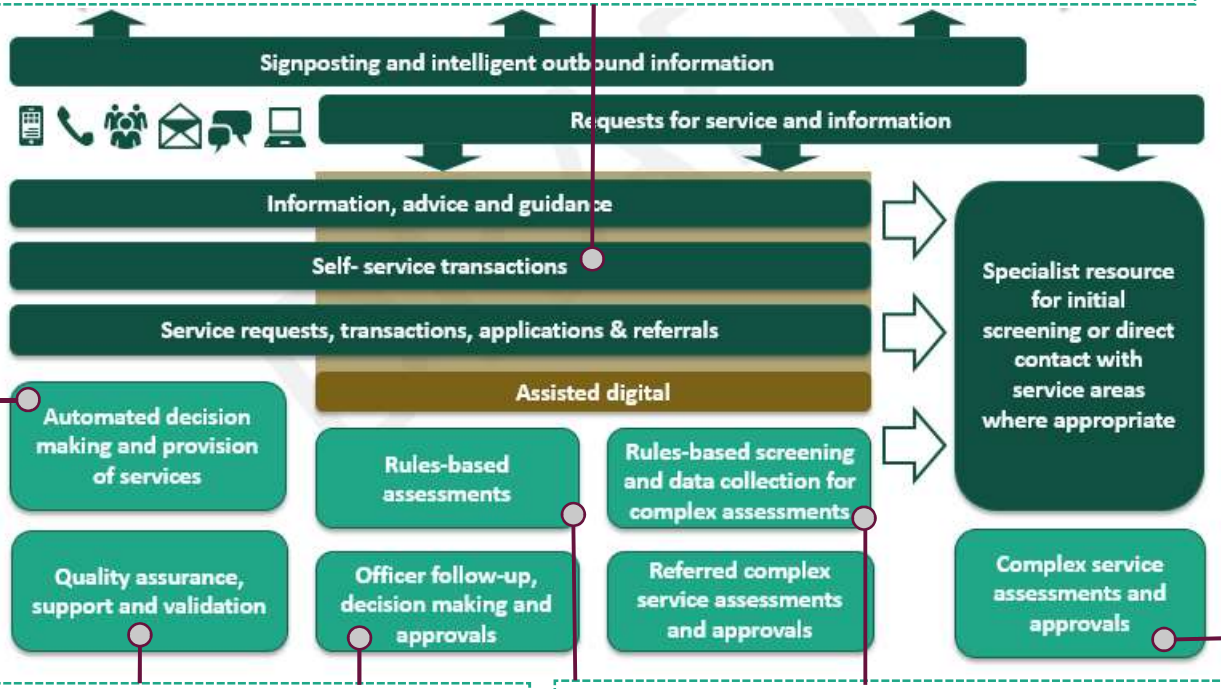
What will Customer Assessment look like in the future (ii)…

Key features of future Customer Assessment functions

Building on the Front Office model presented on slide 68, the following diagram highlights how Customer Assessment functions will be delivered.

- Automatic approvals for high volume, low complexity service requests so that the customer receives a service where criteria are met without manual intervention by council officers.
- Automatic renewals for transactional service requests and applications.

- Extended use of online eligibility checkers and self-assessments to enable customers to determine likely entitlement to a service and gather information required for the assessment.
- If not eligible, intelligent information and signposting to alternative provision.



- Improved processes and technology enable professionals assessing and screening referrals and complex assessments.
- A risk-based approach to the allocation of time and resources for assessments.
- Improved mobile working for frontline staff to reduce administration and duplicated effort.

- Proportionate quality assurance to monitor risk and quality
- Self-service where possible is supported by follow up activities or decisions that need to be completed by officers.

- Similar assessments are standardised and consolidated where possible.
- For complex assessments, initial information gathering takes place upfront as part of the screening process through a digital platform.

How will Customer Assessment work in the future (i)…

Digital by Design

Automation

For rules-based assessments, processes to determine eligibility and provision of services where defined criteria are met can be undertaken automatically when an application is made online. Key potential applications include the issuing of parking permits, transport passes and blue badges within clear circumstances. This will require integration of front and Back Office systems across the OCC digital platform, as well as robust quality assurance to monitor impact.

Customer-focused self-assessments

Customers will undertake more self-assessments on digital channels to increase their involvement in eligibility checking and assessment processes. Self-assessments will be easy to access and understand with effective links and flags to operational service areas to capture needs appropriately. Where relevant, a focus on existing strengths can allow additional service provision to build on these assets and enable signposting to alternative forms of support through the Pre-Front Door.

Shared data across partners

We will take a leading role, working with key partners such as Health, in enabling customer information to be accessible in an appropriate and secure manner to support a holistic view of service users. This will help improved collective planning and delivery of services.

Mobile workforce

Many assessments will require a range of information and professional judgement on complex situations, including assessing physical environment. Staff will be better digital enabled to undertake these assessments more efficiently and effectively

Alternative channels for assessments

The use of phone, Skype and photographs can be used to undertake some assessments remotely in appropriate circumstances, such as where risk is low or conditions are stable. This streamlines the assessment process for the customer and removes staff travel time.

Enabling technology

Mobile enabled technology will allow frontline staff to better complete assessments on the move, as well as improving engagement with customers (such as social workers completing assessments with families on visits). Speech-to-text technology can also help to capture notes from an assessment, minimising additional effort for the staff member to write up notes back in the office.

Improved connectivity and access to systems

Enabling better internet connectivity for frontline workers by using MiFi dongles, tablets with 4G or wifi hotspots, or making use of offline functionality, will support access to key line of business systems and reduce duplication in rekeying information.

How will Customer Assessment work in the future (ii)…

An enhanced customer function

Alongside Customer Management activities, the enhanced customer function will also undertake some assessment activity. Most complex assessment activity will take place in service areas but will not have to repeat initial screening or information gathering performed by the Customer function wherever possible. The box diagram below represents how key responsibilities will be delivered in the future.

Enhanced Customer function

- Where possible, assessments automated or shifted to online channels to reduce manual involvement.
- Where assessment is required as part of initial contacts to the council, this undertakes many non-complex assessments, eligibility checks and initial information gathering for complex assessments.

Management team

Core customer assessment

- Key role in assisted digital to support customers with self-assessments and determining eligibility.
- Limited role in undertaking assessments for services.

Advanced customer assessment

- Lead role where assessments need officer follow up and intervention, quality assurance or validation.
- Right capabilities and knowledge to assess and determine eligibility and entitlement, or escalate and route quickly to services.

Specialist customer assessment

- Undertakes screening, triage and information gathering for services such as Adults' and Children's.
- Includes right specialist expertise who can make professional judgements on appropriate interventions / re-directing of customer.

Customer assessment in service areas

- Responsible for complex assessments which require highly service-specific expertise, particularly where statutory responsibilities need to be fulfilled.
- Services will also undertake re-assessments and reviews, applying technology and a more streamlined approach to ensure assessment activity is proportionate to circumstances.
- Ongoing development of more consistent approaches to common areas of assessment across service areas to reduce duplication and fragmentation of effort and information.

Strategic customer function

- Responsible for driving continuous improvement in customer assessment activities.
- Key role in identifying patterns and trends in assessments outcomes and root causes to be more proactive in influencing demand.
- Works to establish links and learning between assessment types across service areas to build insight and influence planning.

How will Customer Assessment work in the future (iv)…

*Further detail on the roles set out below is available at Appendix E.

Enhanced Customer function roles *

The following roles, some of which already exist across the organisation, will be required in order for the Council to achieve its ambition for the enhanced Customer function, undertaking Customer Management and Assessment activities as appropriate. The balance and structure of these roles across a virtual hub and service areas will be determined during the construct phase.

Indicative Customer function roles

Head of Customer

Generalist	*Specialist*	*Strategic*
Team Manager	Specialist Team Manager	Customer Analyst
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All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

How will Customer Assessment work with the rest of the Council…

The interaction model

Assessment activity undertaken by the enhanced customer function will require close engagement and collaboration with other parts of the Council and partners.

Leadership and governance:

- Agreed business rules for a proportionate approach to assessments based on complexity and risk.
- Responsible for driving culture change across the whole organisation to utilise assessment effectively as an enabler, not a barrier or goal in itself.

Operational service areas:

- Clear roles and responsibilities for assessment across functions.
- Any triage / assessment activity undertaken by the Customer function must be trusted to avoid effort being repeated.
- Clarity on the interactions and information previously provided by the customer to allow seamless continuation of the assessment process by the service area.

Support functions (BI / ICT / Finance):

- Capability through business intelligence to analyse and predict assessment demand, causes and outcomes.
- Technical expertise to develop and improve digital solutions, such as online self-assessments.
- Ongoing review and assurance by Legal and Finance on the business rules established for various assessments and the impact on risk, quality and cost.

Partners and external organisations:

- Potential role for partners to be trusted assessors, reducing need for assessment activity or intervention by the council.
- Information sharing and integrated systems would further streamline processes, particularly for complex assessments.

OXFORDSHIRE COUNTY COUNCIL

What needs to change in order to achieve this* (i)…

*A detailed explanation of each enabler required is available at Appendix E.

Enablers*

Strategy

- Establish clear policies and business rules based on complexity and risk which determine when and how assessments are undertaken, aiming to minimise assessment activity and maximise service delivery by the council or other parties.
- Development of partnership working across Oxfordshire so shared data and knowledge informs assessments, providing a more holistic view of the customer and a seamless response to their circumstances.
- Changes to operational practice which remove unnecessary assessment activity and promote self-assessments.

Governance

- Organisational will and agreement to provide services automatically without assessment in defined circumstances (e.g. parking permits; blue badges) with retrospective quality assurance such as spot checks, audits etc.
- Appropriate delegation of decision making to frontline managers to determine level and intensity of assessments required.
- Oversight and quality assurance to ensure statutory requirements for assessments are sufficiently met in relation to Adults' and Children's Services.

Process

- Clear upfront information on eligibility, process and timescales to keep customer informed and updated.
- Reduced handovers and gaps between contact, assessment and service being delivered in order to support an effective and timely response.
- Simplification and consolidation of processes to streamline complex assessments.
- More agile decision making, including passporting into a service where there is a clear need or trusted referral, to increase effort on service delivery instead of assessment.

Technology

- Integration of technology and systems to support a single view of the customer across all service areas which will underpin assessment activity.
- Customer-focused design of digital platforms and supporting infrastructure to expand and enhance the use of online eligibility / self-assessment tools.
- Improved use of technology and connectivity for staff to undertake assessments on the move and reduce duplicated effort once back in the office.
- Use of photos / Skype to shift assessment to remote channels.

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What needs to change in order to achieve this* (ii)…

*A detailed explanation of each enabler required is available at Appendix E.

Enablers cont. *

Information

- Strong identity management to support single view of the customer and help to determine eligibility for other services across the Council and partners.
- Improved access (where appropriate) to customer data across the council and partners to improve efficiency of assessments.
- Improved operational information for managers to better map demand to capacity and track workflows, timeliness and other performance indicators.
- Insight and predictive analytics on assessment outcomes and root causes of demand to improve practice and service planning.

Culture

- Empowering and encouraging all staff to adopt a risk based approach to assessment and decision making, supported by strong and supportive managers.
- Confidence to trust the work that has been done by others and have the discipline to build on assessments rather than redoing them.
- Creating opportunities for customers to self-assess, take responsibility and do things for themselves where possible.
- Working with partners to share the right information, take responsibility and be proactive in working towards joint goals.

People & Structure

- Staff who undertake rules-based assessments to act as navigators and connectors to other council services if appropriate, including escalation if further expertise is needed.
- Specialist expertise to be involved early for complex assessments to effectively screen, triage and route demand, avoiding issues and duplication further downstream.
- Frontline managers to be empowered and agile in balancing quality and quantity of assessments.
- Capability to link assessments for similar needs or services to improve the customer experience and reduce duplication.

How will the Council know it has been successful…

Measures of success

Efficiency	• Reduced demand as a result of greater prevention and earlier intervention, customers receiving right level of support when appropriate and removing repeated contacts for further information, status updates or support. • Reduced steps and handoffs in assessment processes with no duplication of information gathering, screening or other relevant assessment activity. • A greater proportion of staff effort is focused on direct service delivery with customers and minimised for assessment activity.
Effectiveness	• Increase in the number of assessments completed within appropriate timescales as a result of more streamlined processes and technology. • Greater flexibility of resource across the enhanced Customer function and operational service areas to respond flexibly to seasonable peaks in demand, such as school admissions and social care referrals in winter.
Outcomes	• Improved service outcomes and reduced failure demand as operational services are better able to provide the right type and level of support or intervention. • Fewer customers return for additional or similar assessments as they receive support which is appropriate to their circumstances when they need it. • Fewer complaints and appeals due to greater clarity for customers on the assessment process and reasons for decision.
Experience	• Customers report that they have been assessed promptly, fairly and with dignity. • Customers have realistic expectations of their potential eligibility and service response through upfront information and self-assessments tools. • Customers do not have to repeatedly tell their story or provide information in order to support an assessment. • Assessment process is seamless with minimal delays and customers are kept informed on timescales and status.

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What will it look like in practice…

*Further user stories are available at Appendix E.

An example user story*

Rose Johnson

Rose is a 75 year old local resident who would like to apply for a parking permit.

User story…

"I have recently moved to Oxfordshire and would like to sort out parking for my car."

What does this user story show…

- A resident's experience of an 'Apply for it' process with a rules-based assessment.
- The role and value of assisted digital.
- Effectiveness of automation in rules based decision making and self-service eligibility.

1. Need Identification	2. Information Finding	3. Apply for it	4. Outcome	5. Review
• After recently moving to the area, Rose decides she would like to apply for a parking permit. • Rose accesses the Council's website and easily find the correct page to apply. • If Rose was not fully confident with using the website, she could call a customer adviser at the Council who would use the same platform and coach Rose to use digital channels next time.	• The application page includes all relevant information on the cost, timescale and criteria around applying for a parking permits. • Rose logs in to her customer account before progressing with her application. • After checking a few simple criteria, Rose progresses to the application e-form.	• Rose's personal details from her account are pre-populated into the application e-form and she completes the remaining fields. • A web-chat from a customer service agent pops up noticing Rose is having issues completing a few fields. With their support, Rose is able to correctly complete and submit the application. • Rose receives a text notifying her that she will hear a response within 24 hours.	• 24 hours later, Rose is informed her application was accepted, she pays via the online portal and her parking permit is issued. • Rose is informed her parking permit will be auto-renewed each year provided she confirms there is no changes in her circumstances.	• The following year, Rose receives a text requesting that she confirms there has been no change in address and circumstances. • Rose confirms with a single text that her circumstances have not changed and her permit is automatically renewed and re-issued.

Total application time: 20 min

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What benefits can the Council achieve through this…

* Further detail on the benefits case for Customer Assessment (as part of the Front Office) can be found in the Revised Financial Case and at Appendix F.

Outcomes, experience and benefits*

*An agile, proportionate approach based on complexity and risk will deliver **improved outcomes** for the Council and its Customers.*

- ✓ Quicker decisions and provision of support where required across all service areas (or signposted to alternative provision if not eligible).
- ✓ Complex assessments which are proportionate and informed by appropriate expertise ensures the right service is provided in the right way.
- ✓ Greater involvement of customers through self-assessment.
- ✓ Customers may not receive the outcome they want or expect from an assessment, but they will recognise the process has been prompt, transparent and fair.

*A **better experience** for external customers who request or require services or support from the council.*

- ✓ Customers can self-assess and check eligibility, status and outcomes of their assessment in quick and simple ways.
- ✓ Assessments will capture a proportionate amount of information to the service being requested.
- ✓ Customers will not have to provide the same information multiple times to be assessed.
- ✓ Streamlined route through assessment to service provision.
- ✓ Efficient and effective assessments will allow a greater focus on service delivery, motivating operational staff.

*Digital by Design and a Customer function contributes to the **overall financial benefits** from the Front Office.*

The key benefit levers which contribute to financial benefits through the Front Office include:

- ✓ *Automating non-complex assessments and greater user of self-assessments*
- ✓ *Removing duplication of effort in assessment activity, such as screening and information gathering*
- ✓ *Simplifying processes and systems for quicker assessments and decisions*
- ✓ *Using the right mix of resources to undertake assessments and handover into operational services.*

This helps to reduce total effort expended on Front Office, and related Middle Office, activities.

3e. Back Office

What is the 'Back Office'…

The layers of the Back Office

The Back Office is primarily comprised of those business capabilities that interact with and provided enabling support to internal customers (staff and members). It collectively refers to the bottom four layers of the Council's TOM:

Provision Cycle	The Provision Cycle layer provides the framework of processes and activities through which the Council decides how best to meet an identified need or to achieve a specific outcome.
Enabling & Support Services	The Enabling & Support Services layer provides the Council with Enabling & Support Services that will be optimised to meet the needs of internal customers through process improvement, the use of enhanced digital systems and clear delineation of roles and responsibilities.
Strategic capability	The Strategic Capability layer provides the business capabilities that the Council requires in order to define it's vision, high level strategy and objectives, as well as the high level business capabilities required to support, manage and review the realisation of each of these.
Business intelligence	The Business Intelligence layer provide information, intelligence and insight to a range of customers including businesses, partners and staff within the organisation.

Purpose of the Back Office

The overall purpose of the Back Office is to provide those areas of the Council that deliver products and services to external customers with the enabling services they require in order to operate (e.g. HR, Finance, Legal, ICT, Business Intelligence). In addition the Back Office also contains those business capabilities that set, support and monitor the delivery of the Council's strategy and that work with service areas to help them determine the most appropriate way to meet a customer need or requirement.

There are considerable interdependencies across the Back Office layers therefore this overview sets out the overarching principles and approach which underpins all four layers, providing the required integration and consistency for the future operating model. The design of each individual layer and its contribution to the Back Office is then set out in more detail.

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What are the principles that underpin its future design…

Back Office design principles

Customer offering	• We will embrace the 'digital age' in the way in which we engage with our customers. • We will provide transparency, consistency and clarity of expectations of the strategic offerings
Processes	• Our processes will **be simplified, standardised** and **'self serve**' wherever possible. • Our processes will be designed around controlling risk rather than eliminating it. • We will be 'intelligent clients'.
Technology	• We will use business intelligence and policy analysis to understand our technology requirements. • We will ensure staff have the right technology to support management of information and efficient and effective delivery of services to our customers. • We will **rationalise, standardise and link our applications** to support new ways of working.
Information	• We will collect and store data once, **sharing between departments** where appropriate. • Our staff will have access to standardised performance information and reports (in real time where possible), to ensure consistency across the organisation. • We will use business intelligence to improve the way in which we use our information.
Organisational structure	• We will **embed accountabilities** at the right level to enable us to make the right decision, at the right level, at the right time.
People capabilities	• We will **empower our staff** to take ownership of the relationship with customers and to drive the delivery of solutions. • We will enable all our people to use their creativity to develop innovative solutions to the challenges we face.
Performance Management	• We will measure the right things, through a consistent performance management framework, from corporate outcomes to individual performance. • We will empower and support our partners to utilise performance information to innovate, take measured risks and manage demand.

What will the Back Office look like in the future…

Key characteristics of the Back Office

Consistent across the whole Council

The Back Office will provide internal and external customers with a set of consistent business capabilities that are delivered on a 'whole council basis'. Existing silos will be broken down and Back Office capabilities will be consolidated and standardised where appropriate.

Enabling

The Back Office will deliver a responsive and high quality service to customers. The menu of products and services delivered by the Back Office capabilities will be developed in partnership with customers and will be regularly reviewed to drive a cycle of continuous improvement.

Powered by technology

The Back Office will be powered by technology. This will provide customers with easy access to the tools, information and insight they need in order to deliver against the Council's strategic objectives.

How will the functional model for the Back Office work…

The future Back Office will have standardised and consistent processes that are delivered on a whole Council basis so that the siloed, fragmented and duplicative ways of working identified in the case for change are eliminated. Back Office capabilities will be consolidated wherever appropriate, with close collaboration between Back Office capabilities and service areas in order to ensure that the needs and wants of service areas are being managed and met. Technology, systems and processes will be streamlined and consideration will be given to the most appropriate channel through which to deliver Back Office capabilities (Self-service; dedicated business partners supporting activities for service areas; specialist corporate hub leading activities which can take place on a whole council basis).

An approach that drives consistency and efficiency but recognises specialist requirements where they exist…

Customer segments

The Back Office design is primarily focused on internal customers (members and staff) as the main customer segments interacting with the business capabilities in the Back Office. The Back Office offer to its customers will primarily be focused on **consistency and efficiency** but will recognise **specialist needs / requirements** where they exist.

Members

The Back Office will ensure that members have access to the insight and information they need to make, review and scrutinise decisions. It will also support the role of members in setting the overall direction of the Council as well as ensuring that members are clear on who they can talk to within the Council about key issues and case work.

Staff

The Back Office will provide staff with the direction, guidance and enabling services they need to deliver services to external customers. Services will be delivered through multiple channels and will be standardised wherever appropriate however access to specialist / professional support will also be available.

Functional model

Increasing use of self service and business partnering is key to the council's Back Office model, driving consistency / efficiency and lowering cost wherever appropriate.

Self service ↑

- Wherever appropriate Back Office capabilities will be self service (powered by the appropriate technology).
- Scrutiny will be applied to all non-self service activity to determine if it can be shifted to this model.

Business partnering ↑

- For more specialist / professional Back Office capabilities there will be increased use of business partnering to drive the development of professional skills / career paths across the Back Office.

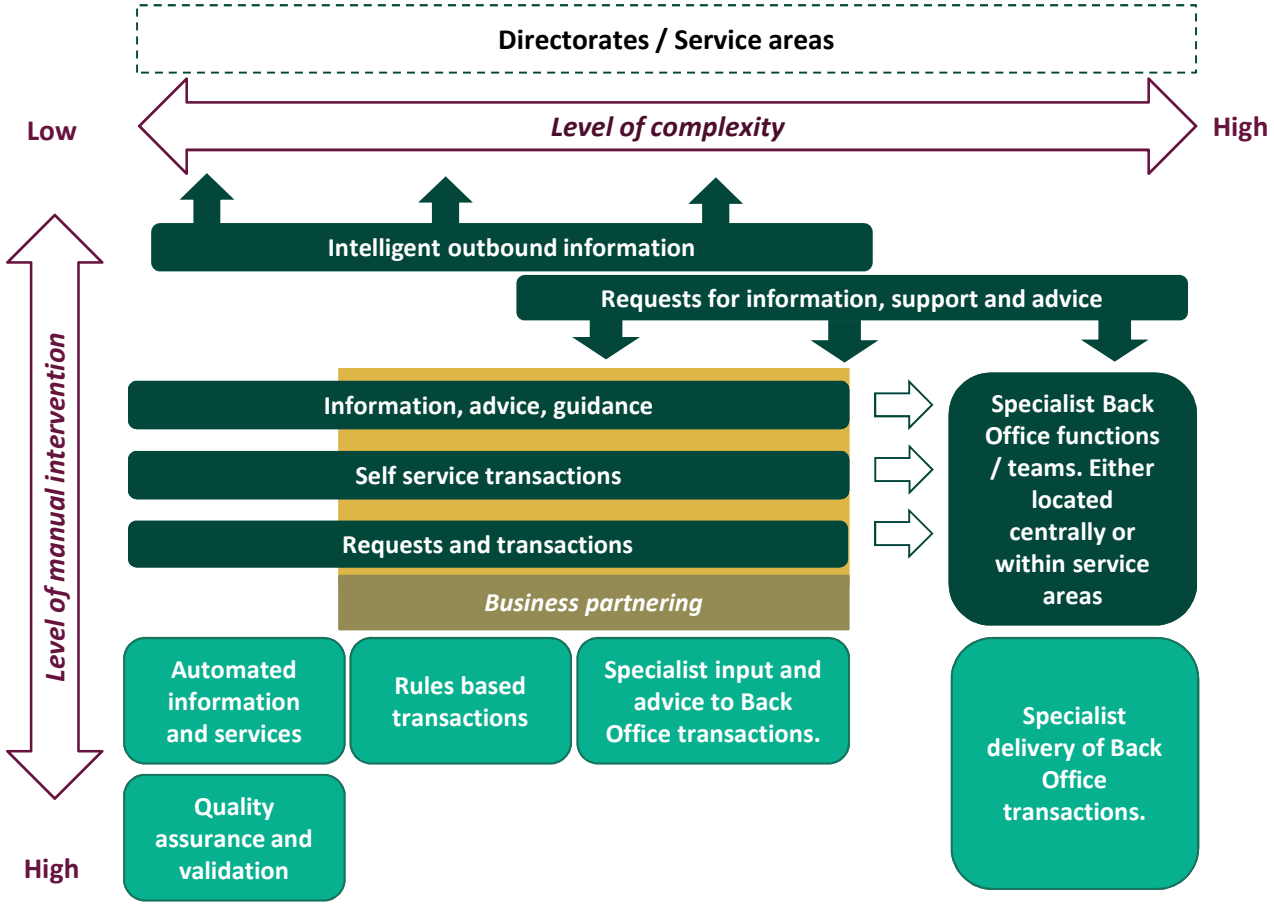
Embedded Back Office support ↓

- Scrutiny / challenge will be applied to all embedded Back Office support to challenge service areas over whether this could be delivered through alternative, lower cost models (where appropriate).

The functional model for the Back Office of the TOM…

Functional model for the Back Office

The model below sets out how the key functional elements of the **Provision Cycle**, **Enabling & Support Services**, the **strategic capability** and **business intelligence** combine together to form the Back Office for the council.

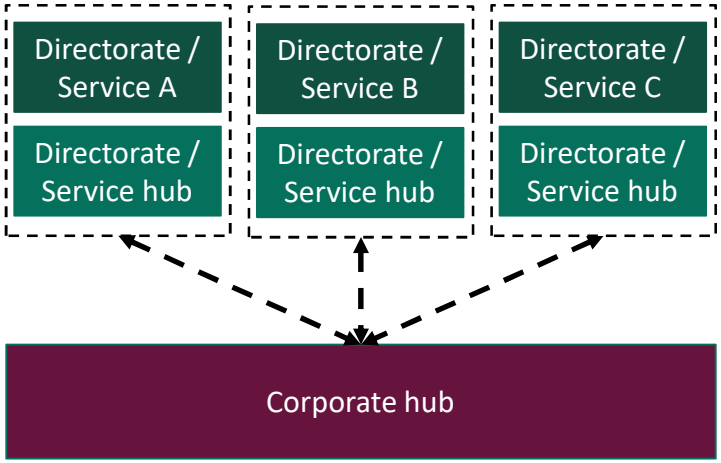


- The functional model for the Back Office will be based on the principle of self service and self sufficiency wherever appropriate. This will be driven through investment in technology and the use of intelligent outbound information.
- Where customers do need specialist support for a Back Office process, a business partnering model will be the preferred delivery channel calling on corporate resources where needed (e.g. Business Administration support).
- Where requirements are more complex, specialist Back Office teams will be used (either located as a corporate hub or, where appropriate, with service areas).

Introducing the hub and spoke model

How will the hub and spoke model work in the council

For some business capabilities in the back office, a hub and spoke model will consolidate and co-ordinate resources at different levels to effectively deliver Council functions. The model will be applied in different ways according to the purpose of each function.



This visual is indicative and the number of directorate/service hubs will vary according to function.

Overall, using a hub and spoke model supports consistency across the whole organisation while assuring flexibility and expertise for specific directorate or service areas where needed. There are three key features of the model:

- **Corporate hub:** This type of hub leads on activities which can take place on a whole council basis. It also sets clear policies, processes and procedures to ensure a consistent approach across the whole organisation.
- **Directorate / service hubs:** These hubs lead on activities requiring specific expertise and understanding of a directorate / service, interacting with the wider service area. The hubs consolidate related activity for their respective areas, where appropriate. and are aligned with the consistent approach set by the corporate hub.
- **Spokes:** The hubs must be connected by the flow of activity, information and ideas, enabled by effective processes and technology. This exchange might also be facilitated by Business Partners. Spokes are critical for effective collaboration between hubs so they work collectively together.

Different hubs will take the lead in different areas

The role and scale of the corporate and directorate hubs will vary by the different functions. In order to establish the right balance between hubs and their connecting spokes, the following principles will be considered during the Construct and Implement stage:

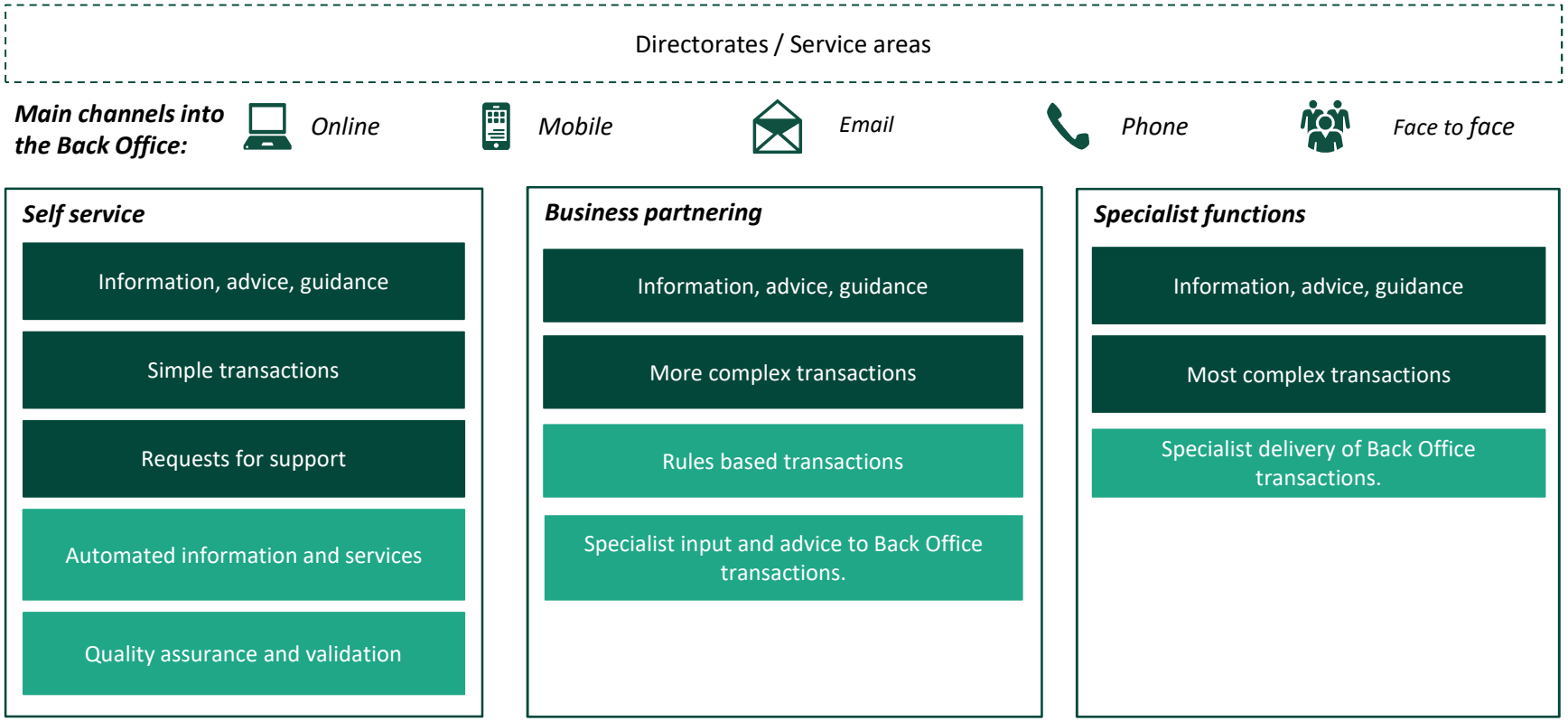
- **Enhance functional expertise –** Corporate hubs will consolidate resources, where appropriate, to grow functional expertise that can operate across the whole council and build best professional practice.
- **Maximise cross-council co-ordination** – The balance between the hubs will reduce fragmentation and enable more cross-cutting opportunities and use of resources across the whole council.
- **Responsive to service needs –** All hubs will be able to deliver against and adapt to the requirements of operational service areas while maintaining agreed levels of consistency across the whole council.

How Back Office functions will be delivered in the TOM…

A blended approach to delivering Back Office functions

In order to effectively address the wide range of services types, requests and needs that service areas across the Council require from the Back Office, a **blended approach will taken** to delivering these function in a consistent manner.

The three main approaches are highlighted below, along with the **main functions** that they will undertake in the TOM.



What benefits can the Council achieve through this…

* Further detail on the benefits case for the Back Office can be found in the Revised Financial Case and at Appendices G - J.

Outcomes, experience and benefits*

*A simplified and consistent Back Office will deliver **improved outcomes** for Council staff and members.*

- ✓ Customers interacting with the Back Office will receive the right support they need, through a convenient channel and within a time frame that they understand.
- ✓ Customers can access appropriate information and services more easily and quickly, so issues do not escalate and take up more time and resources than initially required.
- ✓ The offer from the Back Office to services will continuously improve as a result of better insight and understanding across the whole council of needs and demand.

*A **better experience** for staff and members who interact who are customers of the Council's Back Office.*

- ✓ Digital channels and simpler ways of working will make it easier for staff and members to access information and complete transactions.
- ✓ Staff will experience a seamless journey across Back Office functions powered by appropriate technology and simple processes.
- ✓ Staff will have a clearer understanding of the service offer available to them from Back Office functions and where to go when they need support with more complex queries and transactions.

***Benefits of £5.4m – £7.9m** per annum through moving to a standardised model for Back Office functions and consolidation of effort where appropriate.*

- ✓ Through moving to a standard and consistent model for the delivery of Back Office functions the Council can eliminate much of the inefficiency, duplication and fragmentation of effort highlighted in the case for change.
- ✓ In addition, through consolidating effort spent on Back Office functions, where appropriate, the Council could achieve a reduction in effort of between 129 – 177 FTE per annum.

Provision Cycle

OXFORDSHIRE COUNTY COUNCIL

What is the Provision Cycle…

Definition

What it is…

- The Provision Cycle refers to the framework of processes and activities through which the Council decides how best to meet an *identified need* or to achieve a *specific outcome*, including commissioning, contracting and the management of third party suppliers.
- The Provision Cycle is comprised of the following business capabilities:

Commissioning | Procurement | Contract Management

What it isn't…

- The Provision Cycle is not a 'one size fits all' approach to making decisions about how the Council will provide products and services. It will adapt to circumstances, particularly in situations involving discussion and decision making with external partners.
- A decision making capability in of itself. The Provision Cycle provides the framework through which services can make decisions. It does not remove accountability or responsibility from services.

Why do we need it…

***111** FTEs*

*We currently spend approx. **111 FTEs** worth of effort on the Provision Cycle.*

*We have a lot, **4,300**, of low value suppliers where we are only spending an average of **£17.8k per year**.*

*The effort we spend on the Provision Cycle is **highly fragmented** across directorates, services, teams and roles.*

164,000 Transactions

*We process over **164,000 transactions** relating to the Provision Cycle each year.*

*We spend approximately **£400m** on goods and services from over **4,500 external suppliers** each year.*

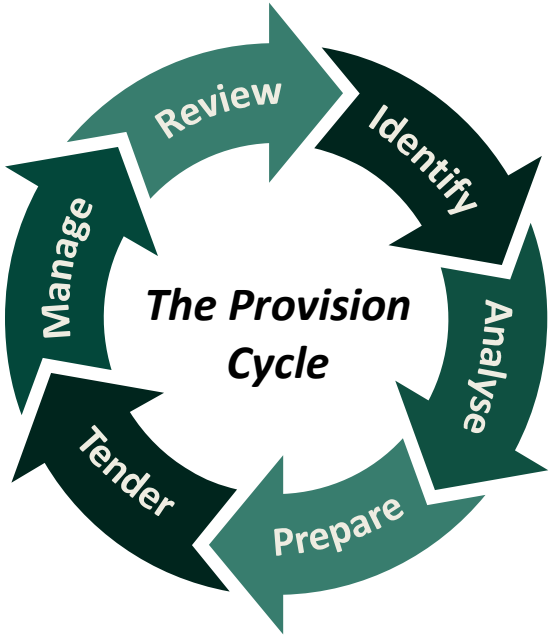
*We **do not have a consistent approach** to managing the delivery of the 'Provision Cycle' across the Council.*

What will the Provision Cycle do…

What is the role of the Provision Cycle within the Council's operating model?

The Provision Cycle provides a consistent framework of business processes and sub-processes through the completion of which the Council makes decisions about how it will deliver and manage the products and services it requires in order to achieve its strategic objectives.

A description of the level 2 business processes delivered across the Provision Cycle is shown opposite.



A visual representation of the Provision Cycle….

Level 2 business process delivered through the Provision Cycle

Identify

Identification of a need to achieve a specific outcome (Council, Directorate, Service, Team)

Analyse

Analysis of the options available to achieve the required outcome. Decision through appropriate governance on course of action, such as to commission, provide in-house or alternative model.

Prepare

Preparation of required documents and materials.

Tender

Execution of tender process if required for chosen option.

Manage

Management of the contractual arrangements.

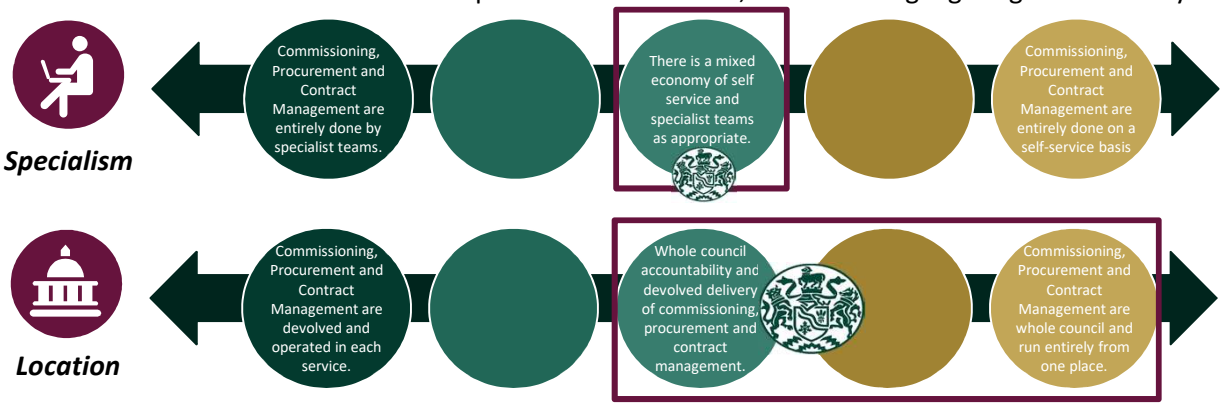
Review

Review of whether the chosen option has achieved the outcome.

What is the Council's future ambition for Provision Cycle…

Future ambition for the Provision Cycle

Key features of the layer have a spectrum of options for how they could be designed and delivered. The icon below indicates the Council's broad position for the future, with a box highlighting how this may vary.



In the future the Council will have…

- A mixed economy of specialist teams and self service depending on area of the Provision Cycle (e.g. specialist procurement capability).
- Whole Council oversight of the Provision Cycle with a hub – spoke functional model based on skills needed.

Customer offer

Members

The Provision Cycle will ensure that officers engage with members when considering how to meet identified needs and outcomes.

Staff

The Provision Cycle will enable staff to make informed decisions about how to provide, and manage, products and services to residents.

Businesses

The Provision Cycle will enable the Council to provide businesses with clear and consistent messages about the strategic commissioning direction of the Council.

Residents

The Council will consult residents on changes to services which are commissioned to meet their needs, considering co-production work where appropriate.

The following design principles have been used to drive the design of the Provision Cycle as part of the Council's TOM (i)…

Provision Cycle design principles

Customer offering	• We will embrace the 'digital age' in the way in which we engage with our customers. • We will work with our customers, where appropriate, to identify needs, describe outcomes and design services. • We will hold a 'single record' for each of our customers (including partners and businesses) that will make it easier for them to work with us.
Processes	• We will design processes around the user and their experience, enabling self-service at every opportunity. • Our processes will be simplified, standardised and automated wherever possible. • Our processes will be designed around managing risk rather than eliminating it.
Technology	• Systems, applications and infrastructure will be designed around business need, with a consistent approach to functional requirements. • We will be less reliant on property and paper for the delivery of services to our customers. • We will rationalise, standardise and link our applications to support new ways of working.
Information	• The decisions we make will be informed by sound business intelligence and data analytics • We will collect and store data once, sharing between departments where appropriate. • Our staff will have access to standardised performance information and reports (in real time where possible), to ensure consistency across the organisation.

The following design principles have been used to drive the design of the Provision Cycle as part of the Council's TOM (ii)…

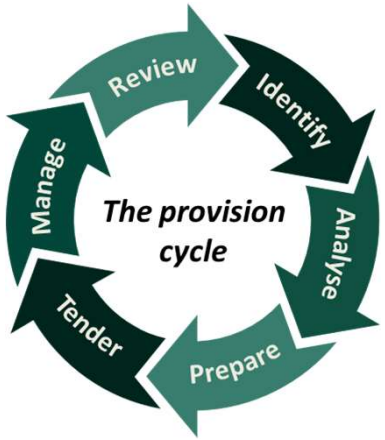
Provision Cycle design principles cont.

Organisational structure	• We will embed accountabilities at the right level to enable us to make the right decision, at the right level, at the right time. • We will provide transparency, clarity and consistency on roles and expectations across the organisation. • We will consolidate strategic and common functions with a clear purpose, maintaining flexibility in local delivery.
People capabilities	• We will empower our staff to take ownership of the relationship with customers and to drive the delivery of solutions. • We will enable all our people to use their creativity to develop innovative solutions to the challenges we face.
Performance Management	• We will measure the right things, through a consistent performance management framework, from corporate outcomes to individual performance. • We will empower and support our partners to utilise performance information to innovate, take measured risks and manage demand.

What will the Provision Cycle look like in the future (i)…

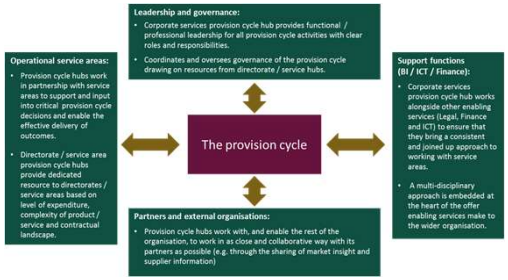
Key characteristics of the Provision Cycle in the future

Consistent



Provision Cycle activities are delivered in a standardised and consistent across the whole of the Council.

Enabling



The business capabilities within the Provision Cycle will provide end users (both within and outside the Council) with a responsive and quality service.

Powered by technology

Technology will be at the heart of the future Provision Cycle providing end users with easy access to the tools, information and insight they need to make the right decision about how to meet the needs of the Council's customers.

How will the functional model for the Provision Cycle work…

The Provision Cycle, delivered on a consistent whole Council basis, will enable the Council to achieve its ambition of having a consistent, leading practice, framework for making decisions about how to deliver and manage the many complex products and services it requires in order to achieve its strategic objectives.

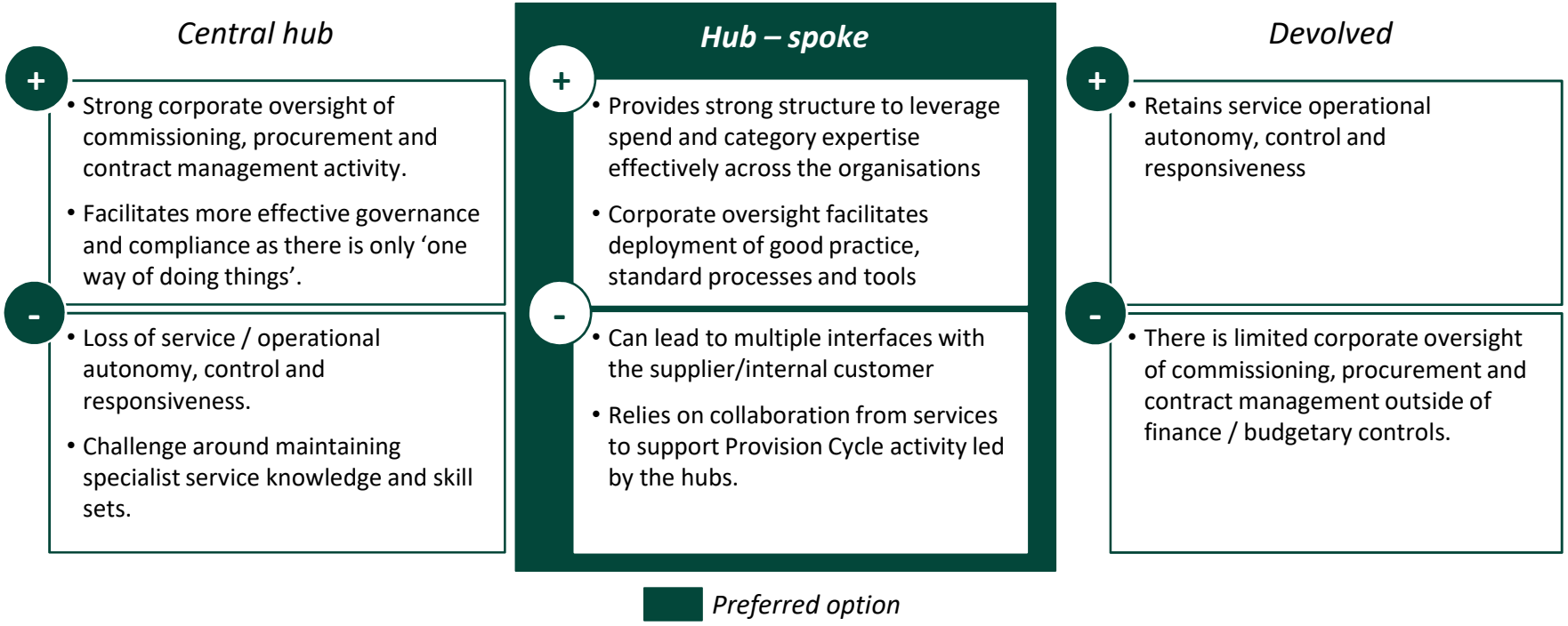
What will the Provision Cycle look like in the future (ii)…

Centralised, hub – spoke, or devolved?

The placement of the business capabilities that make up the Provision Cycle within the organisation is important if stakeholders are to have the confidence that the proposed model will provide them with the responsive, high quality service, that they need in order to meet the needs of the Council's customers.

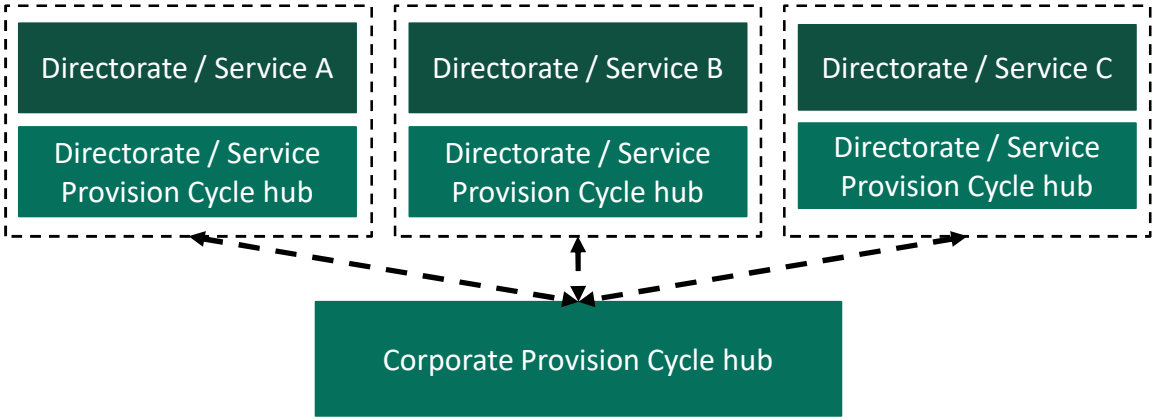
Even with consistent processes, enabling technology and the right people with the right skills, if the business capabilities are not properly aligned to the service areas they support, their impact and purpose becomes harder to realise.

Three organisational models were considered, each with pros and cons, with the **hub – spoke** model being preferred as this was considered to offer the best way to achieve the Council's ambition for the Provision Cycle.



How will the Provision Cycle work in the future (i)…

The functional model for the Provision Cycle



Corporate Provision Cycle hub

- Provides functional / professional leadership for all Provision Cycle activities with clear roles and responsibilities.
- Provides standard policies, processes, procedures and templates for Provision Cycle.
- Coordinates and oversees governance of the Provision Cycle drawing on resources from directorate / service hubs to make timely decisions on appropriate course of action.
- Leads on those activities within the cycle that can be delivered on a whole Council basis (e.g. spend analytics, tendering etc).
- Coordinates engagement with other Enabling & Support Services as required (e.g. Finance, Legal, ICT).

Directorate / service Provision Cycle hub

- Provides dedicated Provision Cycle resource to directorates / service areas based on level of expenditure, complexity of product / service and contractual landscape.
- Consolidates, where appropriate, Provision Cycle activities taking place within directorate / service areas.
- Works to the Provision Cycle policies, processes, procedures and templates set by the corporate Provision Cycle hub therefore driving consistency across the Council.
- Roles and responsibilities are clearly defined and are consistent with the professional / functional model set by the Corporate Hub.
- Line management can be provided by Directorate / Service area or it can be provided by the Corporate Provision Cycle hub.

OXFORDSHIRE COUNTY COUNCIL

How will the Provision Cycle work in the future (ii)…

*Further detail on the right sizing methodology is available at Appendix G.

Sizing the effort required*

Through the application of benchmarks, such as those published by CIPS and Gartner*, we are able to apply a **ratio of addressable spend against the FTE required to manage those activities** as a starting point for right sizing the effort required to deliver the Provision Cycle in the Council's TOM.

This benchmark is generally accepted as approx. **£10 - 15m of addressable spend per procurement and contract management FTE***

Applying the benchmark

The spend analysis completed as part of the operating model assessment identified that…

We have an addressable spend of **approx. £400m** per year with external suppliers.

50%+ Of this expenditure is classified as **Adults, Childrens** or **Healthcare**.

50% Of our **top 20 suppliers by spend** classified as **Adults Social Care**.

Applying **the £10 - 15m addressable spend per FTE** to the Council's **£400m addressable spend baseline** gives a target **FTE of approx. 27 - 40.**

Populating the hubs

Taking the Council's current addressable spend we are able to identify that the Council has **3 broad categories of expenditure** and that the target Provision Cycle FTE could be apportioned accordingly.

Health & Social Care
£280m
19 - 28 FTE

Place, infrastructure & environment
£80m
5 - 8 FTE

Corporate Services
£40m
3 - 4 FTE

Further analysis will be required during the construct phase to confirm the category structure and agree the distribution of effort across the proposed directorate / service hubs and the corporate services hub.

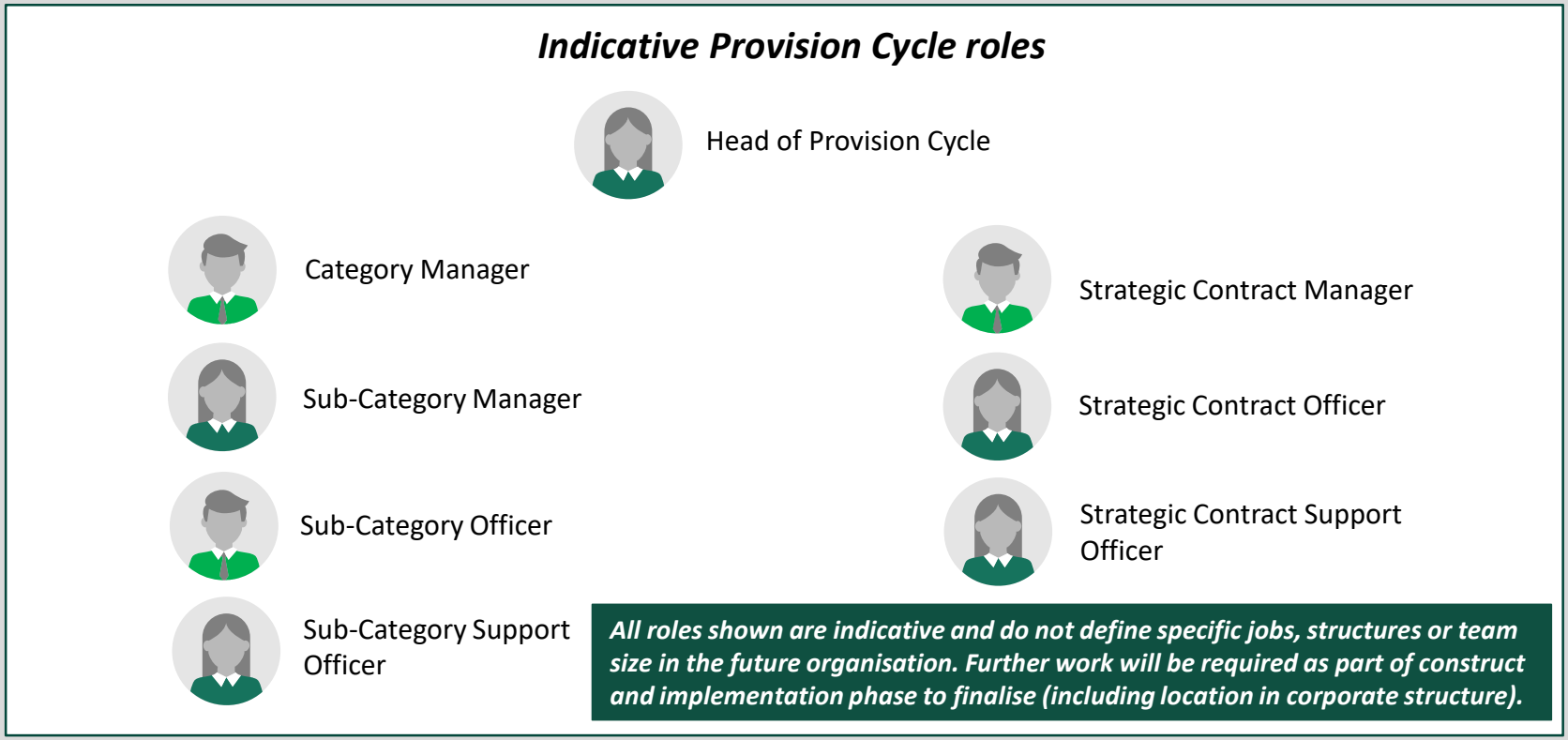
Detail on the different roles that will be required to successfully deliver the Council's ambition for the Provision Cycle is shown on the next slide.

How will the Provision Cycle work in the future (iii)…

*Further detail on the roles set out below is available at Appendix G.

Provision Cycle roles *

The following roles, some of which already exist across the organisation, will be required in order for the Council to achieve its ambition for the Provision Cycle. The balance and structure of these roles across the corporate Provision Cycle hub and the directorate / service hubs will be determined during the construct phase.



How will the Provision Cycle work with the rest of the Council…

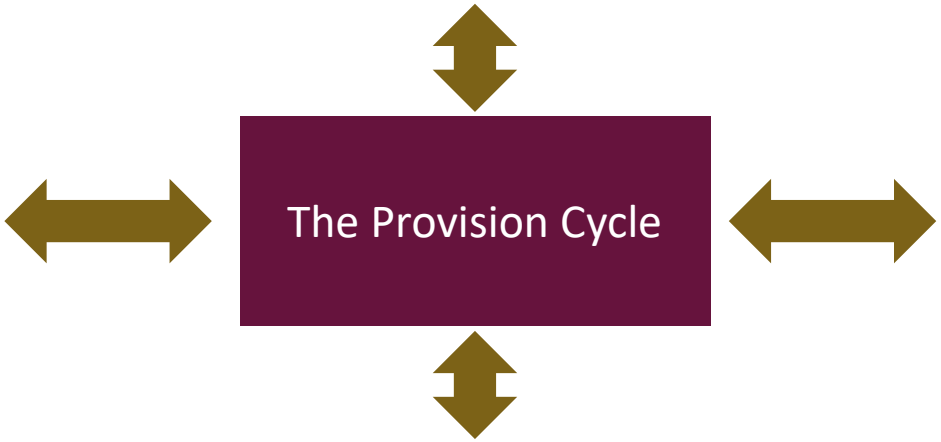
The interaction model

Leadership and governance:

- Corporate Provision Cycle hub provides functional / professional leadership for all Provision Cycle activities with clear roles and responsibilities.
- Coordinates and oversees governance of the Provision Cycle drawing on resources from directorate / service hubs.
- Clear decision points for courses of action throughout Provision Cycle.

Operational service areas:

- Provision Cycle hubs work in partnership with service areas to support and input into critical Provision Cycle decisions and enable the effective delivery of outcomes.
- Directorate / service area Provision Cycle hubs provide dedicated resource to directorates / service areas based on level of expenditure, complexity of product / service and contractual landscape.



Support functions (BI / ICT / Finance):

- Corporate Provision Cycle hub works alongside other enabling services (Legal, Finance and ICT) to ensure that they bring a consistent and joined up approach to working with service areas.
- A multi-disciplinary approach is embedded at the heart of the offer enabling services make to the wider organisation.

Partners and external organisations:

- Provision Cycle hubs work with, and enable the rest of the organisation, to work in as close and collaborative way with its partners as possible (e.g. through the sharing of market insight and supplier information)

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What needs to change in order to achieve this (i)…

*A detailed explanation of each enabler required is available at Appendix G.

Enablers*

Strategy

- A documented Provision Cycle strategy, signed-off at cabinet, is needed to guide activity across the organisation.
- Category sourcing strategies need to be in place for all major categories of spend.
- The role of the Provision Cycle across the organisation will encompass advanced value levers like demand management, design and specification, make vs. buy, transportation and supplier performance management.
- Clear and consistent strategies for when the Provision Cycle involves discussion and decision making with external partners

Governance

- Policies and procedures need to be in place governing activity across the cycle. These need to be reviewed and examined regularly to ensure best practices are employed.
- Benefits and savings reported through the Provision Cycle need to be regarded as accurate and trusted by senior management.
- Regular audits will need to take place to monitor compliance with actions to address non-compliance taken.
- Standard reporting will need to be produced monthly to identify off contract and non contract spend.

Process

- Simplified and standardised processes are required that drive whole organisational involvement at the earliest stage of product/service development.
- A formal contract management framework, integrated within the Provision Cycle strategy, is needed.
- Continuous improvement must be a core feature of all supplier management tasks and must feature in all major contracts held by the organisation.

Technology

- eSourcing applications need to be deployed to support across the Provision Cycle.
- Payment performance must be measured and reported across operational units and actions taken to address issues.
- The benefits delivered through the Provision Cycle must be clearly understood and benefit management tools must be routinely used across the organisation.

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What needs to change in order to achieve this (ii)…

*A detailed explanation of each enabler required is available at Appendix G.

Enablers cont. *

Culture

- An organisational culture that recognises that there is a 'collective responsibility' for determining how the needs and wants of customer are met.
- A compliance oriented culture where expectations are clear around the processes and activities that services must undertake when determining how to deliver products / services.
- A value focused and collaborative culture where leaders are proactive in seeking support and challenge from other areas of the organisation to inform Provision Cycle decisions.
- Being prepared to take risks and be agile, learning from initiatives that do not work to improve the ones that do.

People & Structure

- An appropriately sized Provision Cycle organisation structure needs to be in place to support the Provision Cycle strategy.
- Category teams must be in place for all major spend categories. There needs to be flexibility within structure to move junior resources between teams and allocate resources to support projects.
- Co-located Provision Cycle resources must support specific operational needs.
- Regular communications should be provided to the organisation providing updates on new suppliers/contracts, supplier performance issues, supply market news and changes to processes and procedures.

Information

- Data needs to be available in a single database and common business information tools must be accessible to users, e.g. dashboards to monitor organisation actions.
- Where appropriate data should be consolidated so that applications receive master data from a single source.

How will the Council know it has been successful…

Measures of success

Efficiency	• The Provision Cycle provides the Council with a consistent, leading practice, set of processes and activities for deciding how to meet, and manage, a recognised need. • Financial, performance and contractual data are all used to challenge the organisation to provide services in the most efficient way while maintaining quality. • The Council is able to allocate resources to those areas of the business that have the greatest need based on spend, risk, demand etc.
Effectiveness	• The Provision Cycle enables greater collaboration and multi-disciplinary working between Service Areas and the Corporate Hub. • The Provision Cycle drives the sharing of leading practice across the whole organisation breaking down legacy silos.
Outcomes	• Greater central oversight/ awareness and documentation of key contractual risk areas and mitigating actions. • There is a reduction in the number of failed or failing contracts. • Contracts are re-tendered in plenty of time before contract expiration allowing for the proper assessment of options in line with Corporate / Service strategic objectives. • The organisation is able to demonstrate value for money and identify opportunities to increase value where current arrangements are falling short.
Effectiveness	• Practice across the Provision Cycle continuously reviewed for alternatives and innovation. • Greater opportunities to share good practice across the centrally managed team and ensure that all staff are carrying out optimal processes. • More effective central procurement training and staff performance management enhances service delivery. • When a contract is not performing, there is clear evidence of the corrective action and mitigation taken.

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What will the Provision Cycle look like in practice…

*Further user stories are available at Appendix G.

An example user story*

David Smith

David is a manager in the estates team, specialising in facilities management.

User story…

"A cleaning contract is coming to an end, I want to determine who should provide cleaning services in the future".

What does this user story show…

- A review of a contract's value for money, historical performance and forecasting, and decision making in respect of future contracting options
- The involvement of different teams in each step of the contract review process.

1. Conduct a review

- One of the officers within the Provision Cycle hub, Anna, contacts David to inform him that a cleaning contract is up for renewal.
- Anna then starts to gather evidence from David about the supplier's performance to inform a decision about the future of the contract, and also gathers previous supplier management reviews and information on other cleaning contracts held by the Council.

2. Assess contract

- Anna works with David and his team to undertakes an assessment of whether the current supplier has performed well against their current contract requirements, sharing the outcome of the review with David's operational team.

3. Consider alternatives

- Anna then uses the information provided by David along with her own contract review outcomes to decide whether the current cleaning supplier is providing value for money, or if alternative suppliers / commissioning models need to be explored in order to improve the quality of support in future.

4. Consider extension

- Anna (in collaboration with David) concludes that the current contract is providing the Council with good value for money, and so she assesses whether a contract extension is permissible.
- The contract can be extended. Anna and David seek the required approvals from David's service director.

5. Completion

- Following the relevant approvals, Anna takes the terms and requirements of the extended contract to the relevant board for approval.
- Following approval, David, Anna and other relevant stakeholder begin to negotiate the contract extension with the supplier.
- Once negotiations are completed the team seeks approval from from the Delegated Authoriser.

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What are the benefits of doing this…

* Further detail on the benefits case for the Provision Cycle can be found in the Revised Financial Case and at Appendix G.

Outcomes, experience and benefits*

*Adopting a consistent approach to the delivery of the Provision Cycle will deliver **improved outcomes** for the Council and its Customers.*

- ✓ Clearer alignment and understanding of how commissioning decisions align to the Council's strategy.
- ✓ Better value through more effective and proactive procurement and management of contracts.
- ✓ Better management of risks relating to contracting and procurement regulations.
- ✓ Reduced spend through better category management and control.
- ✓ The Council is agile with an ability to engage with widest range of providers, such as CVS and SMEs as required to best meet service need.

*A **better experience** for staff who are making decisions about how to meet an identified need or requirement.*

- ✓ Simple, standardised and automated processes for staff to follow.
- ✓ Fit for purpose technology providing staff with access to the information they need to make decisions.
- ✓ Clear, proportionate and enabling governance processes that support decision making rather than obstruct it.
- ✓ Improved access to specialist procurement and contract management resources.
- ✓ Alignment of specialist procurement and contract management resources to areas of highest need

*The Council could achieve **benefits of £0.98m – £2.16m** per annum through consolidating Provision Cycle effort, where appropriate, and moving towards a consistent model for delivering the Provision Cycle.*

- ✓ Reduction in FTE of between **15 – 28** through consolidating Provision Cycle effort.
- ✓ Further reduction in FTE of between **6 – 17** through move towards consistent, standardised model for delivery enabled by process, technology and information.
- ✓ Potential for 3rd party spend benefits of between **£1.5m - £3.9m** through proposed model and improved management of spend.

Enabling & Support Services

What are Enabling & Support Services…

Definition

What it is…

HR - Provision of HR support including resource requirements and competencies to meet planned and projected service demand. Including recruitment, training and staff development activities within the department.

Finance - Financial management for example budget cycles, management accounting reports, internal audit functions and completion of final accounts.

Legal - Provision of legal advisory services in the Council. This definition is used only for those responsible for the provision of professional legal and court services, and Democratic Services.

Business Administration Support BAS- Provision of support to services through multi-disciplinary teams with administrative, clerical and secretarial skills alongside specialist knowledge within the service or support service line

ICT - The provision, maintenance and development of ICT services and assets

Why do we need it?

Overall**,** OCC staff spend a higher percentage of time on Enabling & Support Services than staff in other councils.

91.64%

3915 individual roles who allocate some time to Enabling & Support Services which is 91.64% of all roles in the organisation

Some process areas are **highly fragmented** and dispersed, meaning lots of staff are 'having a go'

There is a lack of consistency in service delivery due to so many different ways of working across the council

Administration is the largest area of Enabling & Support Services with 81% of roles allocating a portion of their time to this activity.

Customers of the layer – internal and external – can become frustrated by some processes and technology – resulting in reduced satisfaction levels.

What is the Council's future ambition for Enabling & Support Services…

Future ambition for Enabling & Support Services

Key features of the layer have a spectrum of options for how they could be designed and delivered. The icon below indicates the Council's broad position for the future, with a box highlighting how this may vary.

A 'whole council' approach is broadly in place for HR, Finance, ICT and Legal and the ambition is to strengthen this and remove inconsistency of activity taking place within service areas

Move towards more increased self service, where appropriate and where technology can enable

Recognition that the delivery of Business & Administration Support in particular will be more complex and it is key that specialist service knowledge is not lost

The level of expertise and specialism associated with some of the functions means many activities **should not** be devolved to staff outside of the core function.

Customer segments and customer offer

Key customer segments

- Staff have the highest influence on the services and the impact of change to this area will be seen most prominently here.
- ICT, HR, Finance and Legal generally serves internal customers.

Customer offer

- Customers want a service that is both easy to use and understand so that they can help themselves quickly and easily.
- Customers want simple signposting to clear and complete guidance so that they can ensure they are complying with relevant procedures, governance and regulations.
- If specialist support is needed, customers want to receive a professional, consistent service with timely responses.

The following design principles have been used to drive the design of the Enabling & Support Services as part of the Council's TOM…

Enabling & Support Services design principles

Customer offering	• We will design our customer management approach to embrace the digital age
Processes	• Our processes will **be simplified, standardised** and **'self serve**' wherever possible. • Our processes will be designed around controlling risk rather than eliminating it.
Technology	• We will be **less reliant** on property and paper for service delivery. • We will **rationalise, standardise and link our applications** to support new ways of working.
Information	• We will collect and store data once, **sharing between departments** where appropriate. • Our staff will have access to standardised performance information and reports (in real time where possible), to ensure consistency across the organisation.
Organisational structure	• We will **embed accountabilities** at the right level to enable us to make the right decision, at the right level, at the right time.
People capabilities	• We will **empower our staff** to take ownership of the relationship with customers and to drive the delivery of solutions.
Performance Management	• We will **empower** and **support** our partners to utilise performance information to innovate, take measured risks and manage demand.

What will Enabling & Support Services look like in the future (i)…

Key characteristics of Enabling & Support Services in the future

A new business administration function

A 'whole council' business administration support function that is centrally managed, demand led, flexible and drives self-service / business partnering across the Council.

Development of functional teams to support delivery of key processes

Demand led functional teams which support the whole council – driving consistency and efficiency. New teams are implemented as the business need is identified (e.g. recruitment).

Targeted improvements to key processes

Process improvement principles (simplification, standardisation and automation) applied to key high volume processes e.g. use of procurement cards to eliminate high volume, low value transaction costs.

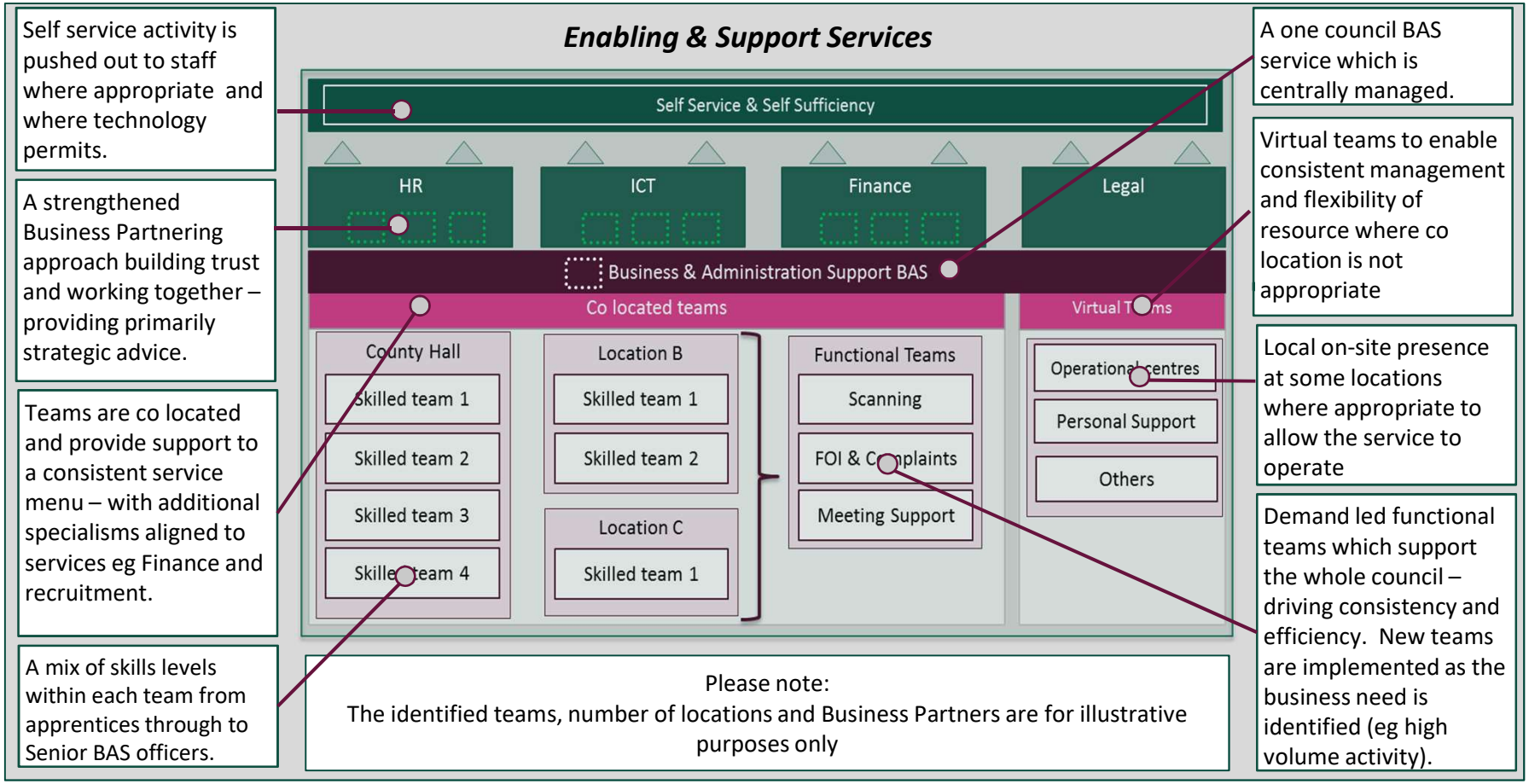
How will the functional model for enabling and support service work…

The Enabling & Support Services layer of the Council's TOM will have standardised and consistent processes that are delivered, where appropriate, on a whole Council basis so that the siloed, fragmented and duplicative ways of working identified in the case for change are eliminated. Enabling & Support Services capabilities will be consolidated wherever appropriate, with the development of a new business administration and support function and the development of key functional teams to support service areas with more complex transactions. Technology, systems and processes will be streamlined wherever appropriate and consideration will be given to the most appropriate channels through which to deliver Enabling & Support Services activities (self-service, business partnering, corporately).

What will it look like in the future (ii)…

The functional model for Enabling & Support Services

The model below sets out how the council's key enabling and support capabilities will work together to form the Enabling & Support Services layer of the Council's TOM.



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How will Enabling & Support Services work in the future (i)?

Key features of the functional model for Enabling & Support Services

Self service & the IBC	• All staff across the council will utilise the appropriate technology to help themselves • The point at which an activity becomes non self service will be identified eg volume, complexity, role. • Detail on the current capability of the IBC and the requirements of it for the TOM are provided in section 4.i.
Business Partners	• Strategic business partners in relation to HR, Finance, BAS and ICT • The roles will be more clearly defined so staff across the council understand the role of Business Partners • Business Partners will build strong relationships with service areas while being an advocate for their function
BAS service	• BAS to become a professionalised service with clear development opportunities and a defined career path centrally managed by an overall Service Manager who also has the role of Business Partner who reports into CLT • Services will be delivered consistently against a generic service menu • The service menu will be supplemented by Service Specific service menus which define specialist administration for services – developed in conjunction with the customer to understand strategic priorities • Functional teams support the whole council in a particular activity, rather than being aligned to a service • There is an ambition to go paperless as far as possible with the introduction of a scanning team which scans and distributes all applicable post • A team of officers based within a BAS team will coordinate FOI & Complaints and liaise with Legal and the Access and Disclosure officers. Reponses will be uploaded to the internet where appropriate and requests will be monitored to understand trends and publish additional data which is repeatedly requested.
Recruitment team	• A council wide recruitment team will be implemented which is able to support high volume and complex recruitment processes • Providing guidance to business partners on future trends (eg retirement) and forecasting recruitment implications • Introduction of a 'pool of talent' database of previous applicants CVs – enabling coordinators to identify individuals who may be suitable for current identified vacant posts
Process redesign across the functions	• A number of processes have been redesigned across HR, Finance, Legal and ICT to deliver efficiencies and new ways of working – this approach can be applied across the enabling and support functions. • As far as possible the IBC processes will be reviewed to enable the layer

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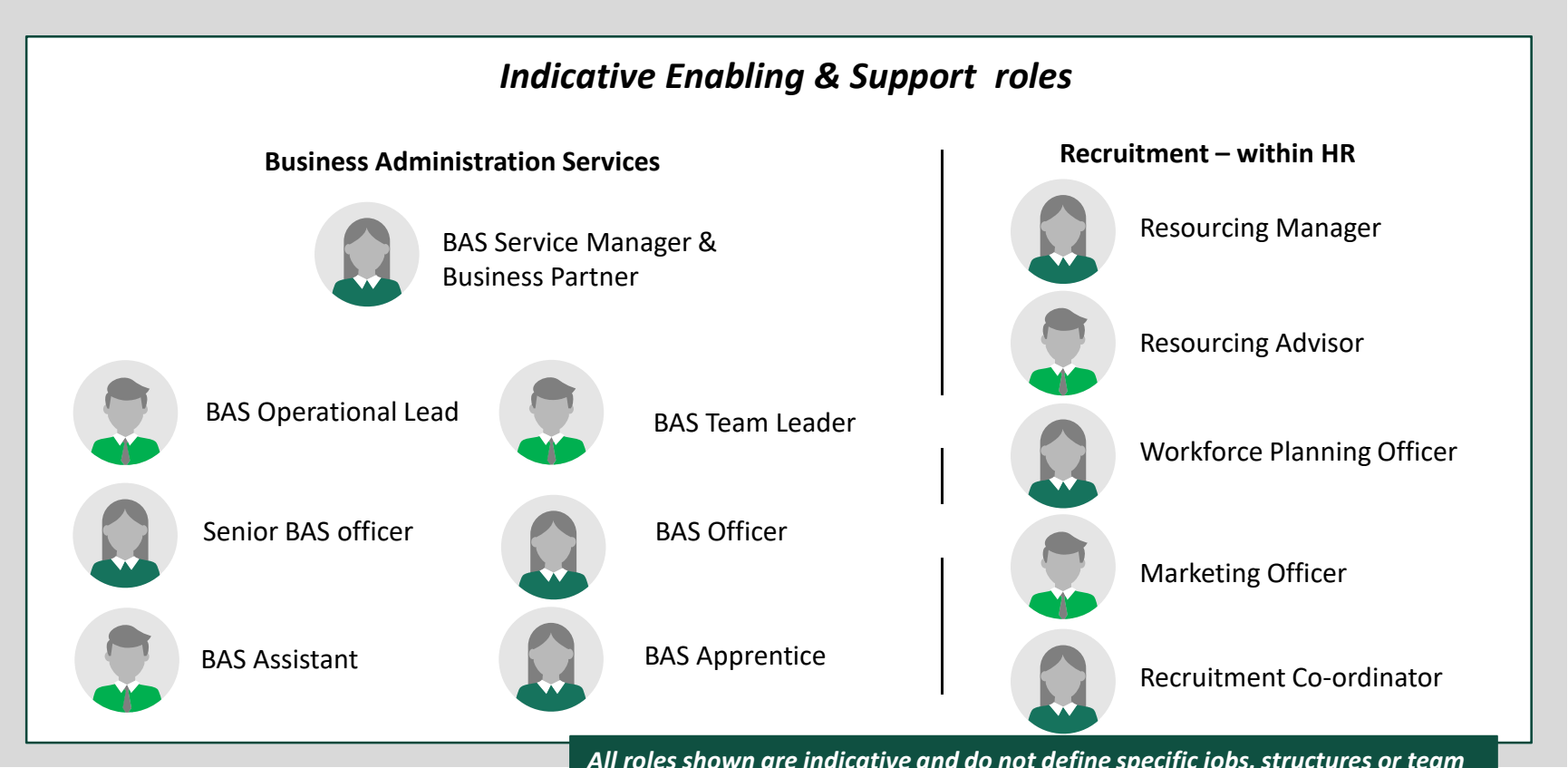
How will Enabling & Support Services work in the future (ii)…

*Further detail on the roles set out below is available at Appendix H.

Enabling & Support Services roles*

The following roles, some of which already exist across the organisation, will be required. The balance and structure of these roles across the will be determined during the construct phase.

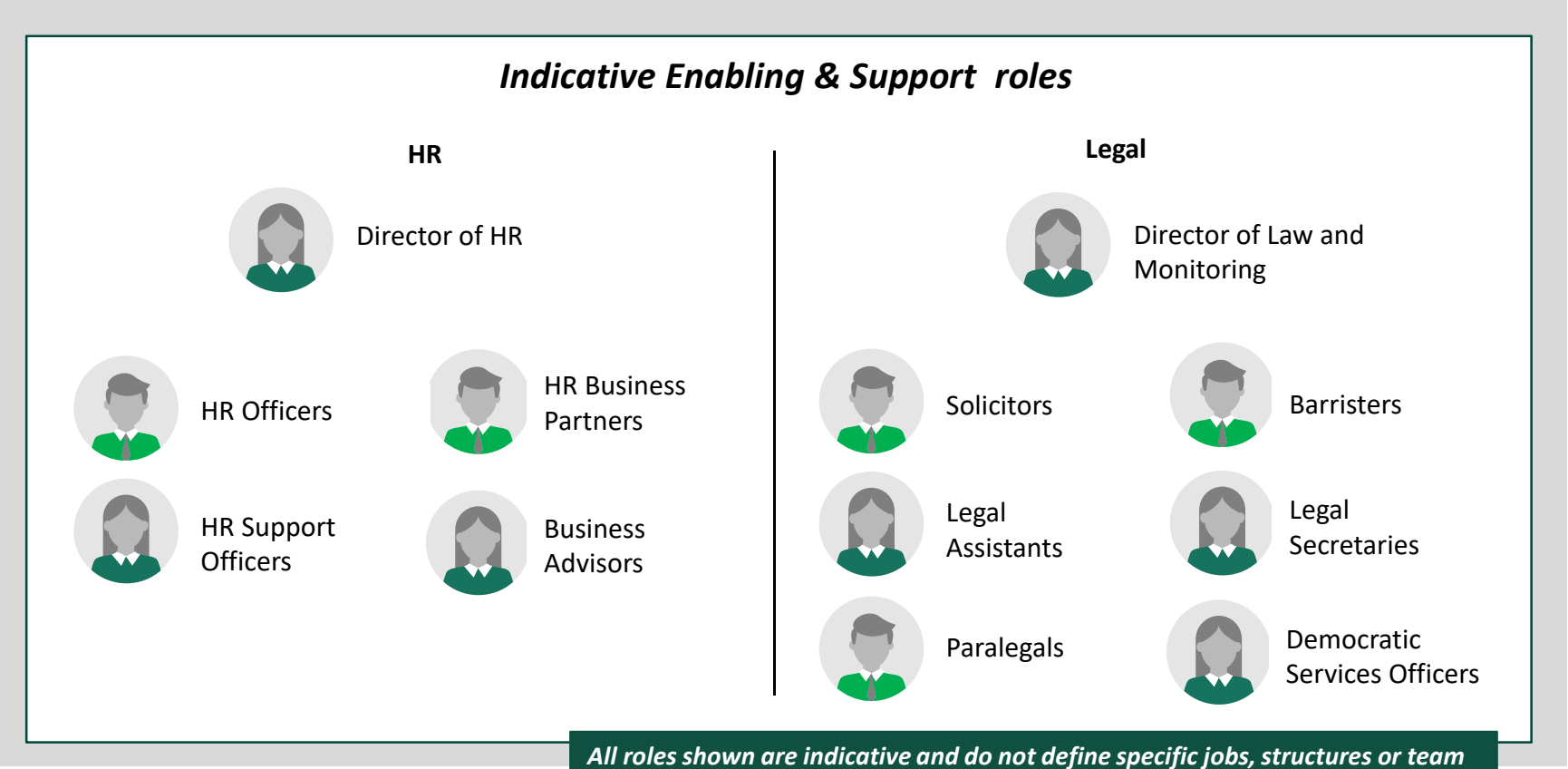


All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

How will Enabling & Support Services work in the future (iii)…

Enabling & Support Services roles*

The following roles, some of which already exist across the organisation, will be required. The balance and structure of these roles across the will be determined during the construct phase.



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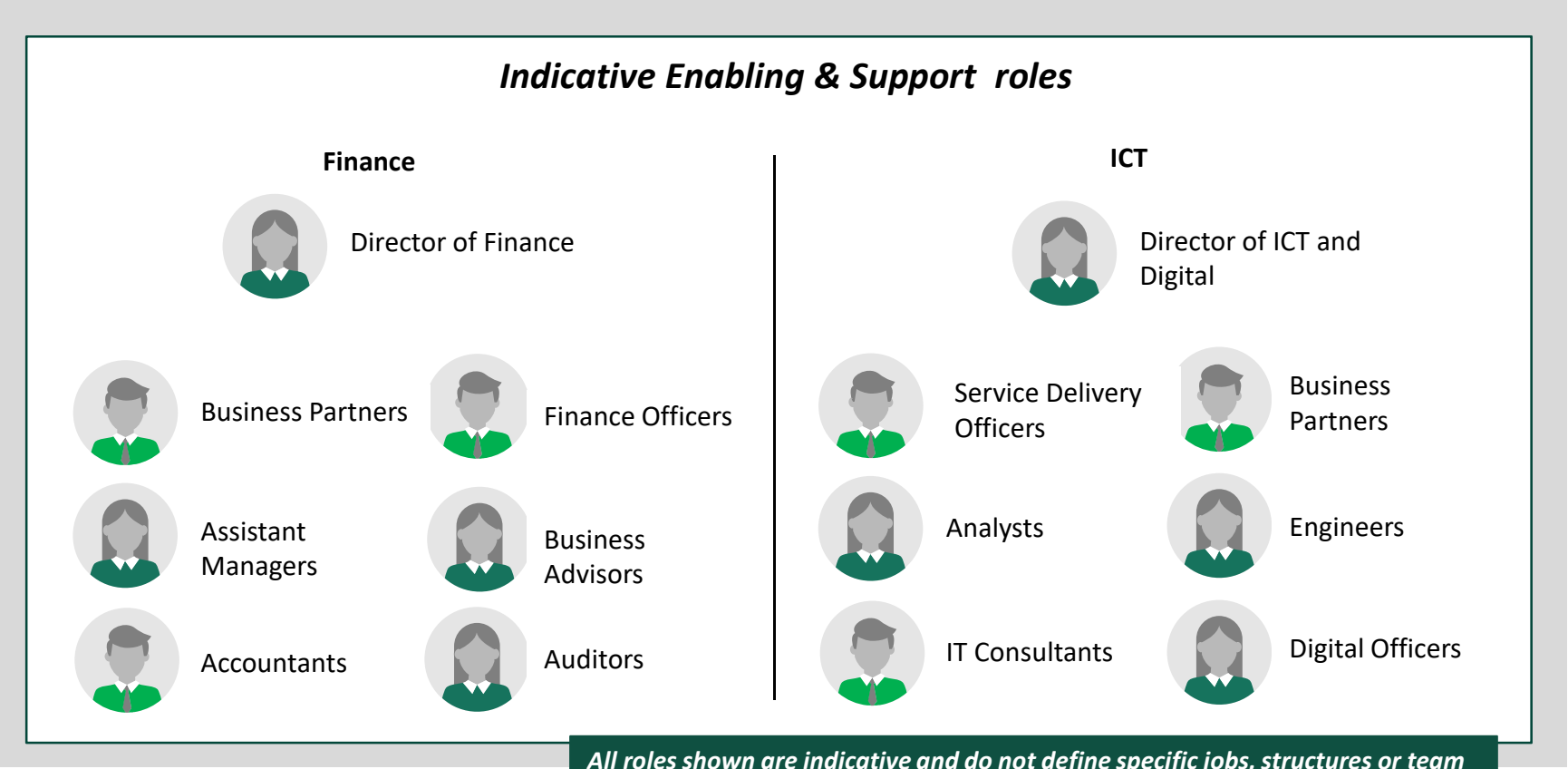
How will Enabling & Support Services work in the future (iv)…

Enabling & Support Services roles*

The following roles, some of which already exist across the organisation, will be required. The balance and structure of these roles across the will be determined during the construct phase.



All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

How will Enabling & Support Services work with the rest of the Council…

The interaction model

Leadership and governance:

- Following the agreement of strategic priorities, where appropriate there will be a focus on compliance with some training and processes mandatory with defined consequences for lack of compliance.

Operational service areas:

- Business partners will build strong relationships within service areas while acting as advocates for their function.
- The functions within Enabling & Support Services will understand the customer requirements and agree the strategic priorities together. This ultimately provides services which are flexible and evolve over time to meet the changing requirements of service areas.

Support functions (BI / ICT / Finance):

- Will work closely together to understand the priority areas of BI that will provide the greatest level of insight.
- Staff will have access to information and training to help them navigate the various processes in relation to Enabling & Support.

Partners and external organisations:

- Roles and responsibilities will be defined to avoid ambiguity e.g recruitment process documented with key contacts identified to enable relationship building.

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What needs to change in order to achieve this?...

*A detailed explanation of each enabler required is available at Appendix H.

Enablers*

Governance

- Need for new robust and accountable governance.
- The implementation of service menus in some functions to enable staff to challenge non value add activities.
- Clearly defined individual responsibilities allowing for clearer visibility and accountability.
- Consequences for non compliance
- Where appropriate, some training should be mandated. A training and capability framework should be developed to ensure managers and staff have the skills to deliver.

Technology

- Implementation of a case management system to enable staff and customers to track their queries
- Development of further middleware to enable systems to speak to each other.
- Improved business intelligence and analytics capability in order to use data i.e. budgets, service issues etc. to drive the layer's future decisions
- Training for staff to use technology effectively.
- Publishing FOI responses online where appropriate to do so.

Process

- Significant process re-engineering and continuous improvement with staff able to challenge ways of working.
- Manual spreadsheets which have been built into processes should be reviewed and stopped.
- Authorisation levels within processes should be reviewed to determine if they are necessary and effective – this could streamline many processes and reduce unnecessary delays.

IBC

- The IBC is a critical enabler for this layer of the operating model.
- Review each of the processes linked to the IBC to redesign and streamline as much as possible – there are restrictions in capability and compatibility resulting in many manual work arounds – this needs to be overcome as much as possible to increase efficiency.
- Identify what business intelligence the IBC is able to provide.

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What needs to change in order to achieve this?...

*A detailed explanation of each enabler required is available at Appendix H.

Enablers cont.*

Performance management

- Enabling & Support Services performance management information clearly evidences that they are delivering against service requirements / objectives and that these are aligned to the Council's Corporate strategy
- Performance measures to be agreed with the customers of the function.
- BAS performance measured against agreed service level agreements.

Culture

- Leadership and management skills will be valued and recognised with staff equipped with the right tools to be great managers.
- Staff will be encouraged to embrace change.
- A learning culture will be adopted with staff able to learn and develop themselves
- Feedback will be actively encouraged to support the development of staff

How will the Council know it has been successful…

Measures of success

Efficiency	• The speed that activities can be completed is increased through improved processes, reduced workarounds and new ways of working which are more aligned to the technology available • Processes are completed by the appropriate people within the organisation with the relevant levels of expertise to drive efficiency • The Council is able to flex and allocate resources to respond to peaks in demand for support
Effectiveness	• Improved business intelligence and oversight of services enables effective planning and resourcing decisions to be made which is responsive to identifiable trends and peaks in demand • Readily available and up to date information and training enables staff to help themselves more effectively • Enabling & Support Services performance management information clearly evidences that they are delivering against service requirements / objectives and that these are aligned to the Council's Corporate strategy
Outcomes	• More targeted and relevant information is available online for both internal and external customers improving satisfaction levels • Customers have a clear understanding of what the services and roles within Enabling & Support Services will and will not provide and who to contact to resolve queries • Efficient processes and reduced workarounds mean staff are able to focus on priority tasks and do not become frustrated
Experience	• Processes are continuously refined and improved with staff empowered to share their views and suggestions around new ways of working. • Greater opportunities to share good practice across the teams through the business partners and one council BAS team.

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What will Enabling & Support Services look like in practice…

*Further user stories are available at Appendix H.

An example user story – Business Administration Support*

Sue is a manager in the Council's property team.

Sue Jones

User story…

"I'm generally quite self sufficient but I have a presentation for a team briefing which I need drafting".

What does this user story show…

- The ease of accessing BAS teams for appropriate support;
- The flexibility of the service which is able to allocate the best skilled resource to fulfil the request and manage and prioritise workloads

1. Identify need	2. Access BAS	3. Allocate work	4. Liaise with contact	5. Completion
• Due to a legislative change Sue needs to quickly develop a presentation for a staff briefing which is due in 1 week. • Sue broadly knows the key points that need to be included in the presentation but does not have the capacity or skills to do this herself	• Sue knows from the service menu that this is something that the BAS team can support with. • Sue sends an email to the BAS team which is aligned to her. She doesn't usually need to contact them but it's useful to know that there is a team available to support when necessary.	• John, the BAS team leader receives notification of the work request and reviews the requirements. • John knows the skill set of his team and is able to allocate the best person for the job - Mike. • Mike is currently working on a piece of planned work but knows there is sufficient time to complete the request.	• Mike contacts Sue to talk through in more detail her requirements. • They agree when Mike will get a first draft over for Sue to review • Sue and Mike liaise over the following week.	• Mike completes the piece of work and hands over to Sue. • Due to the ongoing engagement Sue is quickly able to review the work and see that it is as discussed and up to standard. • Mike confirms to John that the piece of work is complete and this is logged on the system.

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What will Enabling & Support Services look like in practice…

*Further user stories are available at Appendix H.

An example user story – FOI Request*

Nick Hulme

Nick is a journalist and blogger working in Banbury.

User story…

"I'm looking for some information on OCC manager salaries for an upcoming article".

What does this user story show…

- The presence of a new online FOI search tool;
- The role of the co-ordinator in managing the end – to – end process and leading relationships with FOI requestors.

1. Search Online	2. Submit request	3. Clarification	4. Preparation	5. Response
• Nick wants to access some information regarding manager salaries at OCC in 2018, to compare with other local authorities. • Nick uses the new online FOI search tool to identify whether a similar request has already ben submitted • He concludes that the information he is looking for is not available online.	• Nick emails an FOI request to the OCC FOI mailbox. • Nick receives an automated email confirming the statutory timescales for a response.	• Experienced FOI coordinator Lucy looks as the request and knows this is something that can be progressed at this stage without the need to clarify with the Access and Disclosure Officer. • Lucy requests the relevant report on manager salaries from the HR systems team, which stores this centrally.	• Lucy prepares the response and checks that there are no staff names or personnel numbers contained in the HR report. • As the request is perceived to be internally sensitive, Lucy passes the drafted response to the Access and Disclosure Officer for internal review.	• The request is due to be delivered within national guideline timescales . • Lucy sends the final response to Nick. The response provides the information Nick is looking for, but Nick is also informed of his rights to contest the Council's response. • The response is uploaded onto the OCC website which Nick can refer back to if needed

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What will Enabling & Support Services look like in practice…

*Further user stories are available at Appendix H.

An example user story - Recruitment*

Jane Rogers

Jane is a manager in the BAS Service

User story…

" One of my team has announced that she's leaving at the end of this month and I need to find a replacement".

What does this user story show…

- The role of the new 'pool of talent' database within the recruitment process;
- The support that recruitment co-ordinators will provide to simplify the recruitment process.

1. Identify need	2. Identify candidates	3. Interview candidates	4. Confirm appointee	5. Pre-employment checks
• Due to a sudden resignation Jane needs to quickly locate a candidate to fill an upcoming BAS Officer vacancy. • Jane has the standard role description for a BAS Officer and reaches out to the OCC Recruitment Team. Tom, a Co-ordinator in the Recruitment Team picks up her request.	• Tom searches the 'Pool of Talent' database to identify any appropriate candidates. • 3 suitable candidates are identified within the database, who have previously been interviewed by OCC and were of appointable standard. • Tom hands over their CVs/ applications for similar roles to Jane.	• Jane confirms that she would like to interview all candidates. • As BAS is a high volume recruitment area, Tom liaises with IBC to log relevant requisitions and organise formal interviews with candidates. • Jane interviews the candidates and determines her preferred candidate.	• Jane confirms her preferred candidate and rings him to confirm that he has been successful. • Tom contacts IBC to organise a provisional offer. • IBC sends the formal offer paperwork to the candidate, and the candidate confirms that he would like to join OCC.	• IBC send through pre-employment screening forms to the successful candidate. • As the appointee may be supporting children's Services, Tom prepares the DBS paperwork. • The outcomes from the checks are reviewed by Jane, who confirms that the outcomes and that she would like the appointee to join the organisation.

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What will Enabling & Support Services look like in practice…

*Further user stories are available at Appendix H.

An example user story - On boarding*

Sophie Byrne

Sophie is a young graduate and has received a great job offer in Finance at OCC

User story…

"This is my first job and I can't wait to get started! I really want to hit the ground running!".

What does this user story show…

- The ease of joining the OCC once offered a role.
- The additional support given to new starters prior to joining to provide a welcoming on boarding experience.
- Access and equipment supplied on Day 1 so that new joiners can get to work.

1. Accept the offer	2. Buddying	3. Accessing training	4. Day One	5. Settling in
• Sophie receives an offer from the council for her graduate job. • Through the IBC she effortlessly accepts the offer and the process of on boarding begins.	• Before joining she is contacted by a current member of the Finance team, Sandra, who has been assigned as her buddy. • Sophie asks Sandra about facilities for storing her bike at County Hall and whether there's anything she can do prior to joining to help her hit the ground running.	• Sophie is given access to the e-learning platform and asked to complete some mandatory induction training prior to her first day. • She intuitively works her way through the training, aiding her understanding of the council's ways of working and the terminology she will start becoming accustomed to.	• On her first day, Sophie is welcomed by Sandra at reception and picks up her ID pass. • She gets up to her desk and receives her ICT equipment and mobile phone. • On logging in she finds she has access to OCC's internal systems and all the financial databases she will need.	• By the end of the first week Sophie feels part of the team after working with them all week and being able to contribute from day 1. • Through a number of training courses within her first week Sophie is up to speed with the basic functionality of the IBC and has received systems specific training.

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What are the benefits of doing this…

* Further detail on the benefits case for Enabling & Support Services can be found in the Revised Financial Case and at Appendix H.

Outcomes, experience and benefits*

*Adopting a **consistent approach** to the delivery of Enabling & Support Services.*

- ✓ Less duplication and a reduction in the number of repetitive manual tasks allows staff to address more important tasks.
- ✓ Professionalisation of Business & Administration Support enables more efficient and measurable performance management.
- ✓ Processes are redesigned to maximise efficiencies and integrate with systems
- ✓ Business & Administration Support will impact on the whole organisation and this helps to embed the new culture, ways of working and behaviours quickly.

*A **better experience** for staff delivering and receiving services*

- ✓ Staff are motivated to progress through a clear and defined career path.
- ✓ Defined roles and responsibilities empower staff to make decisions and say no to non value add activity.
- ✓ Through increased business partnering staff have more visibility across the lines of service in the council and a more connected experience.
- ✓ Intuitive self-service empowers the staff to help themselves. Improvements to case & report management systems alongside other technologies mean repetitive manual tasks can be reduced.

***Benefits of £3.3m – £3.7m** per annum through consolidation and process redesign.*

- ✓ Through consolidating its current effort on BAS and recruitment activity along with redesigned processes can achieve a reduction, of between **89 – 97 FTE** while delivering a better experience for staff delivering and using the service.

Strategic Capability

What is the Strategic Capability…

Definition

What it is…

- The Strategic Capability is comprised of the following business capabilities:

Consultation & Engagement

QA & performance management

Strategy & policy

Project & programme management

Communications

What it isn't…

- A group of people who do useful things that can just be called upon as a resource pool - the staff in the strategic function will have clear roles and responsibilities and will undertake priority pieces of work.

Why do we need it…

***318** FTEs*

*We currently spend approx. **318 FTEs** worth of effort on Strategic Capability. Which is 2% more than the County Council Comparator group.*

*There is currently a **disconnect** between the Council's key priorities and service and directorate planning. This means we often miss the 'so what' of strategies and policies.*

*The effort we spend on Strategic Capability is **highly fragmented** across directorates, services, teams and roles.*

*There is a **lack of consistency** across the Council in the use of performance management information to drive and manage business.*

*There is recognition that we can get this stuff right **'on a good day'** but that we could and should have more good days.*

*There is a **lack of clarity** on the offering of the existing Strategic Capability i.e. what activity remains the responsibility of the service areas.*

What will the Strategic Capability do (i)…

What is the role of the Strategic Capability within the Council's operating model?

This layer brings together the key capabilities required for the Council to **define its priority aims and vision** for the future of Oxfordshire and **manage/support the delivery and monitoring of those aims.** It will help the whole Council to have a consistent approach and build on existing good practice in these areas.

Strategy & Policy → This function will be responsible for articulating the vision, direction of travel and priorities for the Council, directed by and working with Members. This function will lead or co-deliver on cross-cutting and complex issues or those with significant reputational impact, providing specialist knowledge of strategy and policies.

Quality assurance & Performance management → This function will have a strategic role in setting out the framework and key guidance for QA & performance monitoring in the Council. It will work closely with the strategy & policy function and service areas to ensure priority aims as set out in the corporate plan are being monitored.

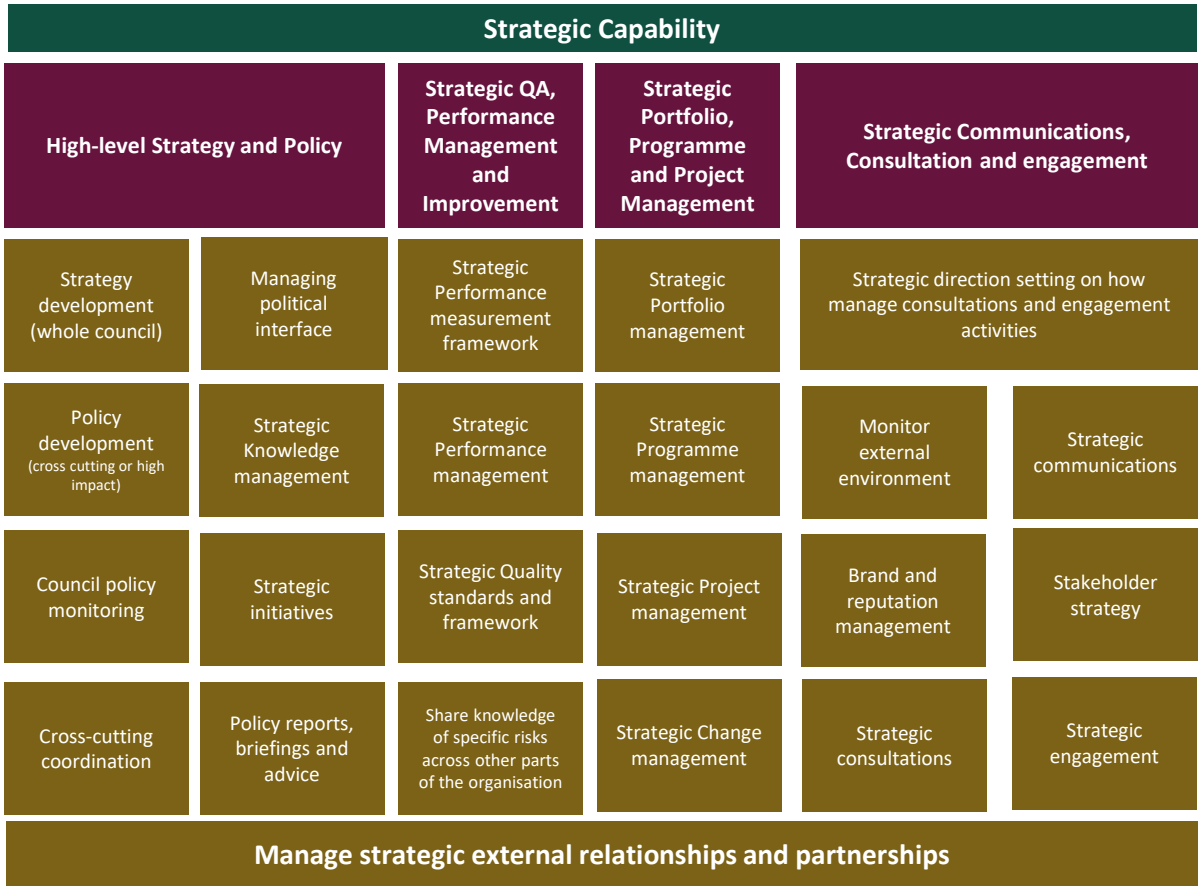
Project & programme management → This function will have two key responsibilities. One is to provide the necessary specialist project management capacity for cross-cutting projects. The second is to have an independent function to provide assurance of the initiation and delivery of cross-cutting projects and programmes to the FFF Board.

Communications → This function will lead or co-deliver on internal communications as well as external communications which are cross-cutting or have the the potential for significant reputational impact – to ensure join up between the two.

Consultation & engagement → This function will be responsible for setting out the framework and key guidance for managing consultations and other engagement activities. This function will lead or co-deliver on cross-cutting and complex issues or those with significant reputational impact.

What will the strategic capability layer do (ii)…

What processes are delivered by the Strategic Capability?



In the future the process taxonomy shown to the left will be delivered by the Strategic Capability layer of the Council's target operating model.

As per the functional models for the layer shown in the following slides, the responsibility for leading and supporting the delivery of each of the level 3 sub-processes will be distributed across different functions/teams but the approach to each will be consistent across the whole Council.

Key: Process Level 0 | Process Level 1 | Process Level 2

As part of designing it's TOM the Council has set the following ambition for the strategic capability layer…

Future ambition for the Strategic Capability

This layer will bring together the key capabilities required for the Council to **define its priority aims and vision** for the future of Oxfordshire and **manage/support the delivery and monitoring of those aims.** This layer has an ambition for **clarity and collaboration** – it will be clear what activities and responsibilities lay within the service area and the support and responsibilities of the strategic functions.

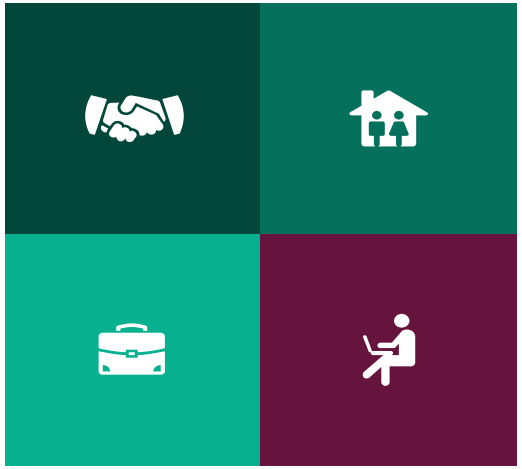
Customer segments and customer offer

Members

- There will be improved clarity on the involvement of members in the co-design of the Council's strategy and vision.
- There will be streamlined processes to ensure a more efficient turnaround of papers to Cabinet, Council and Committees.

Partners

- The Council's strategic capabilities will be able to better identify and enable opportunities for working in partnership with the Council via communications and improved relationship management.



Residents

- Residents will be able to see how the Council is delivering against its strategic vision for Oxfordshire.
- More engagement activities with residents will be conducted by service area specialists.

Staff

- There will be greater clarity on the role and responsibilities of the strategic capabilities and the strategic/policy responsibilities of service areas.
- Staff will have clear points of contact and access to specialist knowledge and advice as well as support for cross-cutting priority issues.

The following design principles have been used to drive the design of the Strategic Capability as part of the Council's TOM (i)…

Strategic Capability design principles

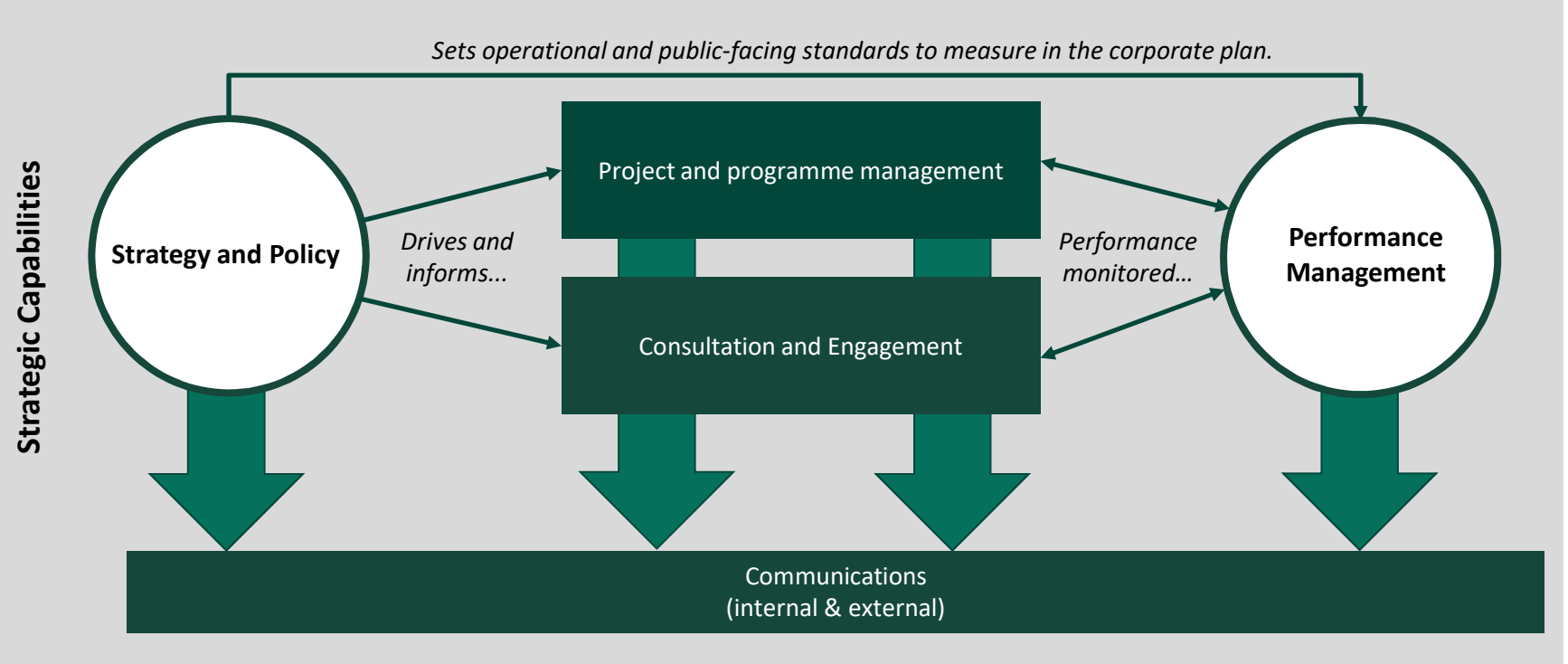
Customer offering	• We will provide transparency, consistency and clarity of expectations of the strategic offerings . • We will work with members to identify their needs and consider the member offering of this layer.
Processes	• Our processes will be simplified, standardised and automated wherever possible. • We will design processes which enable self-service where possible and appropriate.
Technology	• We will utilise technology in the management of information and the delivery of services to our customers. • We will rationalise, standardise and link our applications with the whole operating model to support new ways of working.
Information	• We will capture, where possible, soft intelligence and utilise this to enable better relationships with our external customers, particularly partners and members. • Our performance management processes will be underpinned by sound business intelligence and data analytics.
Organisational structure	• We will consolidate strategic and common functions with a clear purpose, maintaining flexibility in local delivery.
People capabilities	• We will encourage our staff to collaborate with the strategic capabilities to better enable the Council to achieve its strategic ambitions. • We will enable all our people to use their creativity to develop innovative solutions to the challenges we face.
Performance Management	• We will measure the right things, through a consistent performance management framework, from corporate outcomes to individual performance.

What will the Strategic Capability look like in the future…

Key characteristics of the Strategic Capability

Whilst the functions themselves within the strategic capabilities will look familiar, there are some key differences in what this will look like in the future;

- Internal and external communications, currently two separate functions, will be consolidated into one team.
- Consultation and engagement, currently two separate functions, will be consolidated into one team.
- Performance management, currently undertaken in various directorates/services, will be consolidated into one team.
- There will be better join up between the strategic capabilities.



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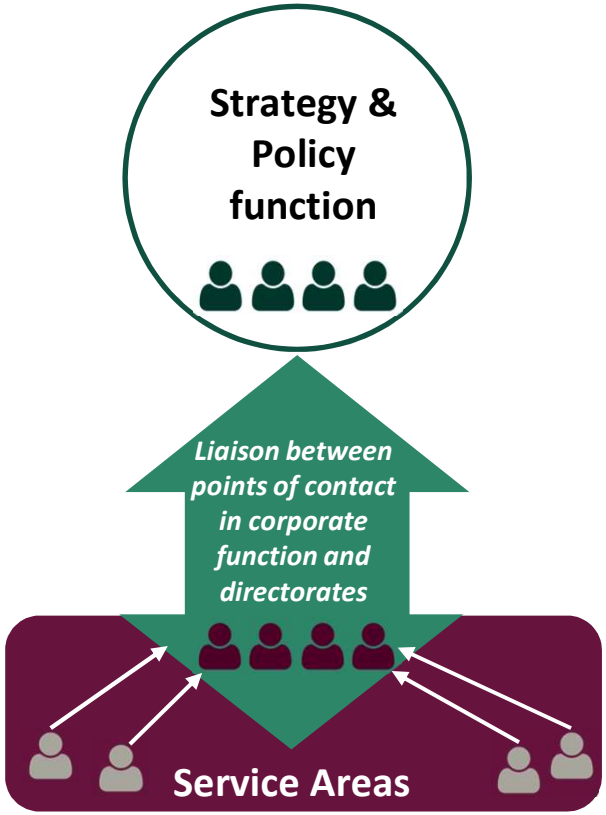
How will the Strategic Capability work in the future – Strategy & Policy…

Functional model



There will be clear points of contact in the corporate function and respective directorates. Staff will contact the designated individual for their directorate with any queries. This individual is then responsible for escalating queries/issues, when required, to their directorate lead in the corporate function.

How will the consolidated function work?

- The consolidated function will be responsible for articulating the vision, direction of travel and priorities for the Council, directed by and working with Members.
- This function will lead or co-deliver cross-cutting issues, providing specialist knowledge of strategy and policies.
- This function will have clear and specific ongoing responsibilities such as supporting the development of the corporate plan and supporting certain scrutiny committees as well as an element of flexibility to deal with potential 'emergency/unforeseen priority' issues.

How will the service area and consolidated function interact?

- Directorates will have a designated individual who will be the named point of contact for taking issues to the Strategy & Policy team. This person should be someone who is embedded into and has oversight of the directorate. There needs to be a mandate for this role at DLT and service manager level.
- There will also be a senior named point of contact for each directorate within the strategy & policy function to provide a link to the individual with the greatest understanding of the services in that directorate.

What activity will happen in the service areas?

- Service areas will play a key role in informing and working on the development of policies to ensure subject matter expertise is utilised.
- Service areas will be responsible for **the transition of strategies and policies to BAU** to ensure they are used in practice.
- Service areas will also be responsible for **creating delivery plans** which articulate how their service will help deliver the Council's key priorities, as set out in the corporate plan.

How will the Strategic Capability work in the future – Performance Management…

Functional model

Accountable officers in service areas will be responsible for liaising with the performance hub to identify measures and indicators to drive their business and monitor delivery against the Council's priority aims.

How will the consolidated function work?

- The function will have a strategic role in setting out the framework and key guidance for QA & performance monitoring in the Council.
- The hub will work closely with the strategy & policy function to ensure priority aims as set out in the corporate plan are being monitored.
- The hub will provide a consolidated view of the Council's performance to the relevant board responsible for strategic oversight of the Council.
- The performance hub will be responsible for data collection, cleansing, analysis and reporting which is not automated. The hub will work closely with the BI function, who will support the analysis and reporting of data.

How will the service areas and consolidated function interact?

- There will be a representative for Children's, Adults Services, Communities and Resources within this function to provide a specialist point of contact if there are any issues/queries.
- These points of contact will also proactively liaise with service areas to provide support identifying performance measures.

What activity will happen in the service areas?

- Service areas will need to provide the performance measures (e.g. KPI's) they need to be tracked. They must ensure that the measurements they are tracking will help them drive their day-to-day operations and show how the service is helping the Council meet its priority aims.
- Most importantly, it will be the responsibilities of services areas to use performance data to make decisions, they will be held accountable for failure to monitor performance measurements.

How will the Strategic Capability work in the future – Roles…

*Further detail on the roles set out below is available at Appendix I.

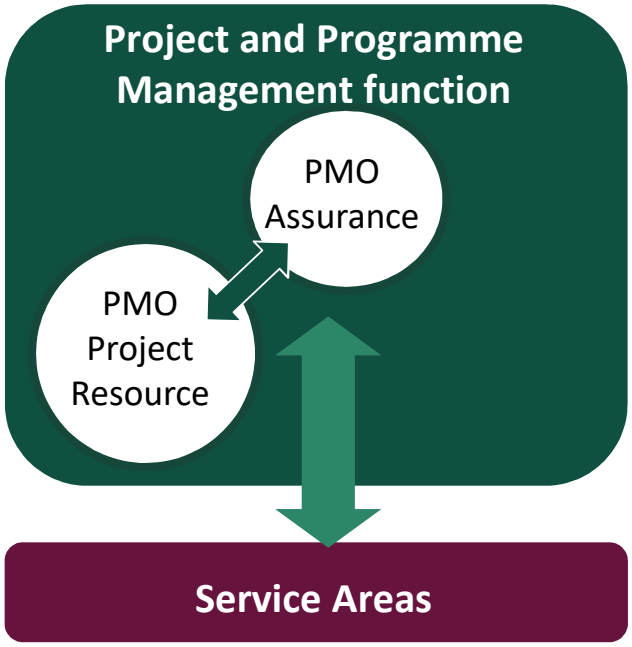
Strategic Capability roles*

The following roles, some of which already exist across the organisation, will be required in order for the Council to achieve its ambition for strategic capabilities. The balance and detailed structure of these roles across the corporate services provision for Strategy & Policy and QA Performance Management will be determined during the construct phase.

All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

How will the Strategic Capability work in the future – Project and Programme Management…

Functional model



Staff will follow guidance and templates issued by the PMO Assurance team when proposing new projects and obtaining FFF Board approval to proceed. Strategic Directors are responsible for reporting on project progress to FFF Board, including highlighting relevant risks and issues requiring Board input.

How will the consolidated function work?

- There are two key parts to this function; the Project Management Office (PMO) Assurance team and a consolidated resource pool (PMO Project Resource).
- The PMO Assurance team provides assurance of cross-cutting/priority projects and programmes, working closely with the Fit for the Future (FFF) Board to support their prioritisation of projects and tracking of progress.
- The PMO Project Resource will be made up of project managers and business analysts. The PMO Lead will be responsible for transparently allocating these resources in compliance with FFF Board priorities.

How will the service area and consolidated function interact?

- PMO Assurance team members will sit on the directorate/service groups which manage projects and programmes (currently Working Groups) to provide guidance on the relevant processes and highlight any projects or issues that need to be raised to the FFF Board.
- Project management resource will work with service areas to manage the delivery of projects including monthly highlight reporting to the PMO and FFF Board.
- Business Analyst resource will support service areas or undertake research/analysis on approved tasks with clear scope and time-scales.

What activity will happen in the service areas?

- Service areas will provide the operational capacity for change for projects, including those given consolidated project management resource.
- Service areas will manage and deliver any BAU work and projects which are not cross-cutting, following consistent approaches, standards and guidance available from the corporate function.

How will the Strategic Capability work in the future – Roles (iii)…

*Further detail on the roles set out below is available at Appendix I.

Strategic Capability roles*

The following roles, some of which already exist across the organisation, will be required in order for the Council to achieve its ambition for strategic capabilities. The balance and detailed structure of these roles across the consolidated project and programme management function can be found in the appendix.

Indicative roles for project and programme management

Programme Service Manager

PMO Assurance Lead

Project Managers

Business Analysts

All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

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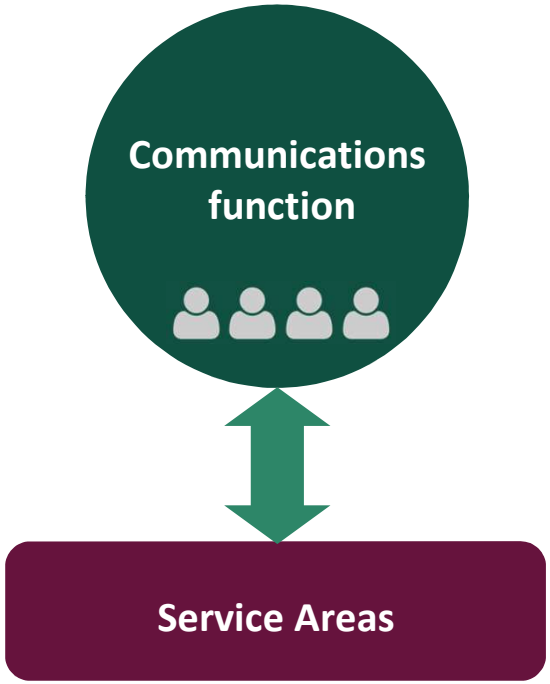
How will the Strategic Capability work in the future – Communications…

Functional model



Staff can directly contact the named person for their directorate within the corporate function for advice and guidance when the query relates to external communications. Support from the corporate function related to internal communications will be primarily available for senior leaders within directorates.

How will the consolidated function work?

- This function will **lead or co-deliver on internal and external communications** within its set remit of communications (e.g. cross-cutting issues) as well as communications with the potential for significant reputational impact.
- This function will be responsible for **monitoring the reach and impact of internal and external communications** e.g. social media metrics. This function will work closely with Business Intelligence to derive better value from data relating to external communications.

How will the service areas and centralised function interact?

- There will be a named point of contact for each directorate within the communications function, these points of contacts will attend DLTs as required.
- Anybody from within the Council can contact their relevant directorate point of contact with issues/queries relating to external communications
- Specialist support for internal communications will primarily be available for leaders within directorates, while internal communications which are more day-to-day or operational will be undertaken by staff in service areas.

What activity will happen in the service areas?

- Service areas will handle **BAU communications** which do not meet the threshold criteria for the centralised communications teams. Service areas can access self-serve advice and guidance from the communications team on the intranet.
- Everyone in the Council will contribute to effective external and internal communications in order to keep residents and staff informed and engaged.

How will the Strategic Capability work in the future – Consultation & Engagement…

Functional model

*See appendix I for details on the customer offering of this function e.g. this function's role in statutory consultations.

Support from the corporate function will be primarily available for senior leaders within directorates on strategic consultation and engagement issues. Staff with queries related to consultation and engagement at a more operational level will raise this with a member of their directorate leadership team.

How will the consolidated function work?

- The function will have a strategic role in setting out the framework and key guidance for Consultation and Engagement activities in the Council.
- This function will lead or co-deliver cross-cutting/priority issues, providing specialist knowledge of consultation and engagement activities.
- This function will collect data e.g. from the residents survey. The Business Intelligence (BI) function can then undertake customer insight analysis which the consultation and engagement team can use to derive insight and value from consultation/engagement data.

How will the service area and consolidated function interact?

- Requests for support from this consolidated team should be from leaders within directorates regarding strategic consultation and engagement issues.
- All staff, however, will be able to access self-serve information and guidance on the intranet.

What activity will happen in the service areas?

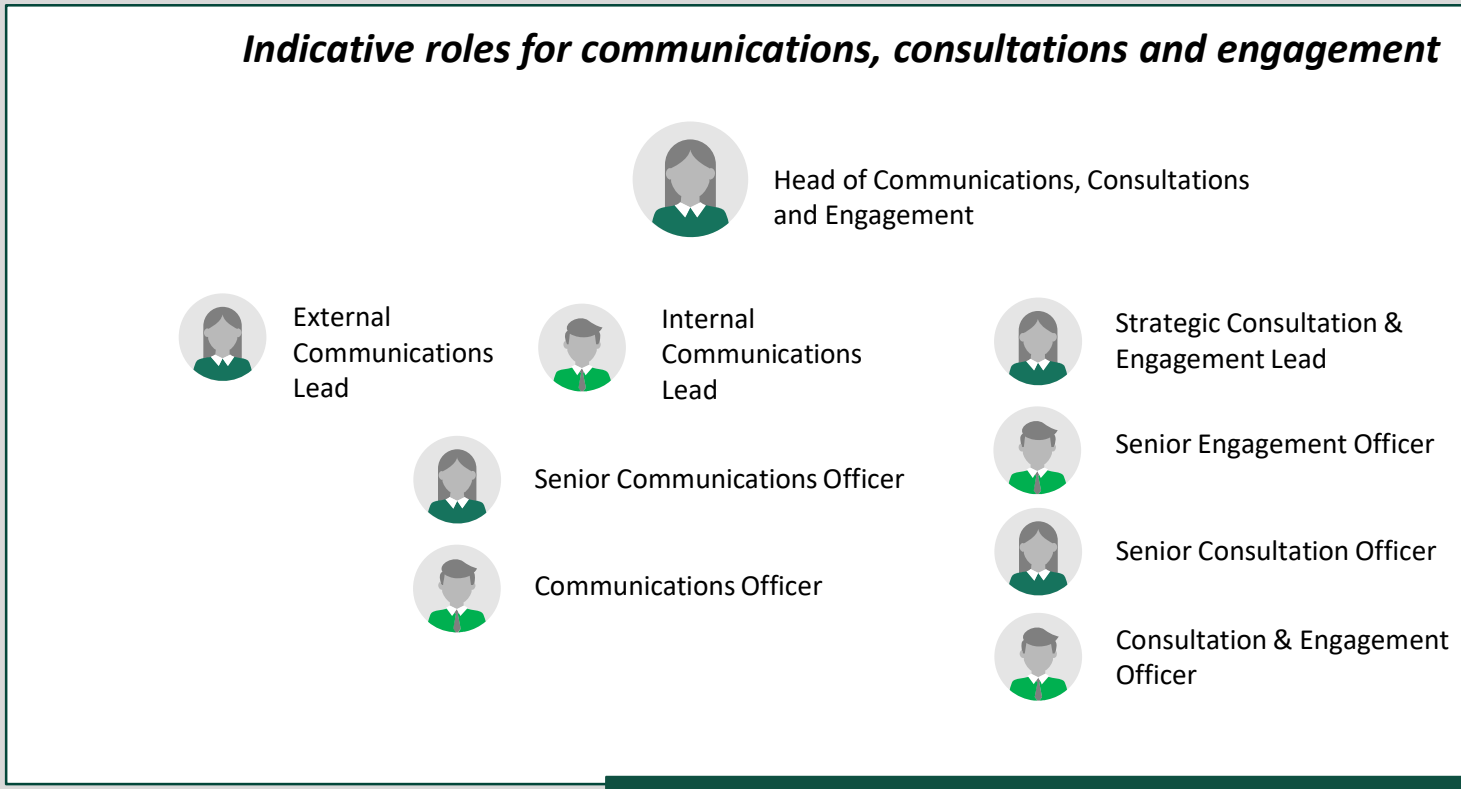
- Service areas have the best knowledge of their customers and will therefore be responsible for identifying the relevant individuals/groups that need to be engaged (e.g. in co-production activities) and will be responsible for managing long-term relationships with groups (e.g. Children in Care Council, Oxfordshire Stronger Communities Alliance).
- Service areas will have the specialist service knowledge required to lead on the majority of consultations – requesting support/advice from engagement specialists when required.

How will the Strategic Capability work in the future – Roles (ii)…

*Further detail on the roles set out below is available at Appendix I.

Strategic Capability roles*

The following roles, some of which already exist across the organisation, will be required in order for the Council to achieve its ambition for strategic capabilities. The balance and detailed structure of these roles across the corporate services provision for Communications, Consulting and Engagement Performance Management will be determined during the construct phase.



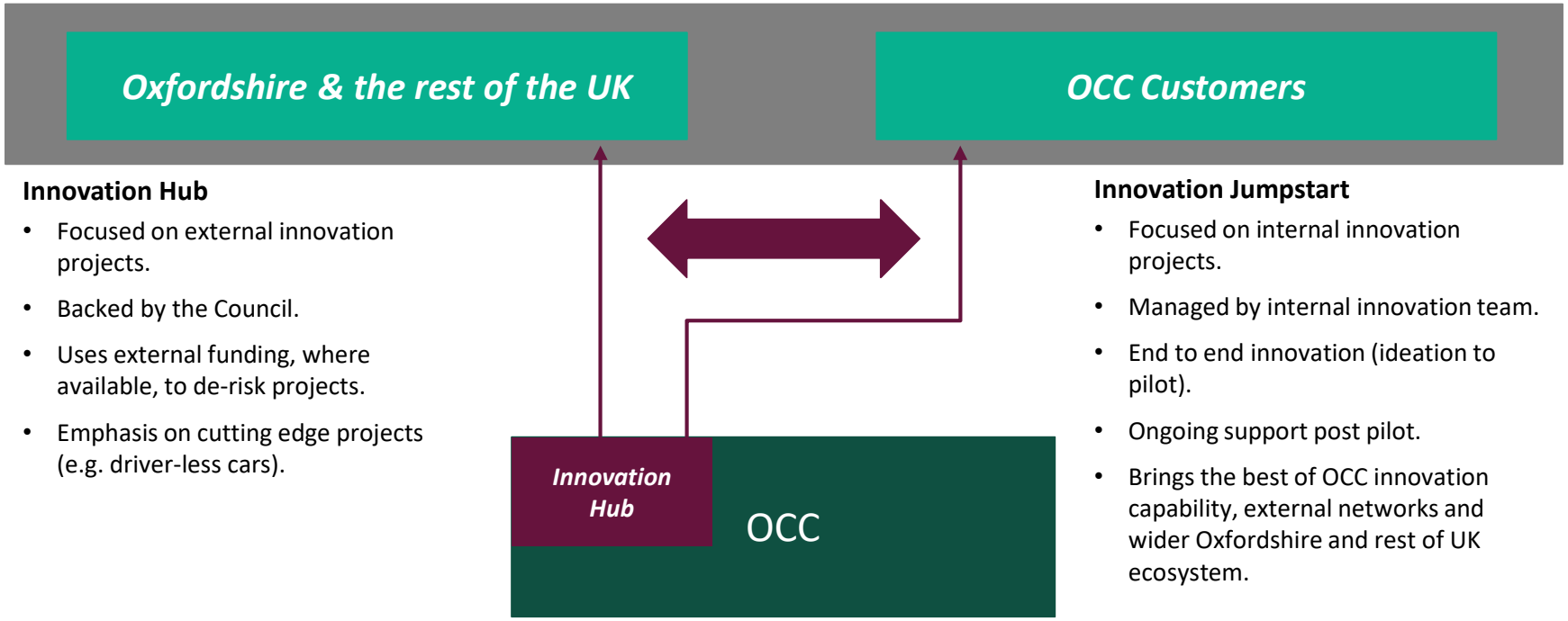
All roles shown are indicative and do not define specific jobs, structures or team size in the future organisation. Further work will be required as part of construct and implementation phase to finalise (including location in corporate structure).

There are close interdependencies between the Strategic Capability functions and how innovation is fostered across the Council…

Strategic Capability links with innovation

Through the design work, a review of the Council's current innovation capabilities was undertaken, with further detail provided in Section 4: Enablers at slides 254 - 257. While there are pockets of excellent practice across the organisation, a more strategic and whole-council approach would help to join up learning across the organisation and maximise impact.

To achieve this, functions in the Strategic Capability layer will be able to support the development of the Innovation Hub and the Innovation Jumpstart approach. A functional model is depicted below setting out how the Council can approach innovation to better leverage its unique position with the County and the rest of the UK (e.g. access to partners) alongside growing its own internal innovation capability in order to deliver better services to its customers. There is also a strong interdependency with the Business Intelligence layer of the TOM.



Innovation Hub

- Focused on external innovation projects.
- Backed by the Council.
- Uses external funding, where available, to de-risk projects.
- Emphasis on cutting edge projects (e.g. driver-less cars).

Innovation Jumpstart

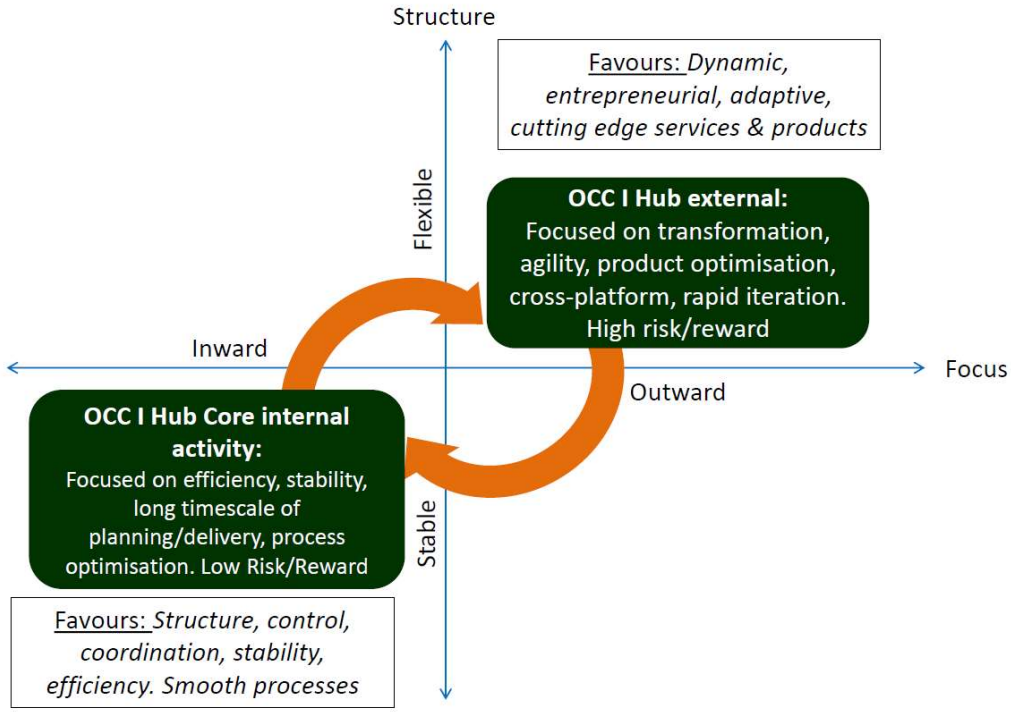
- Focused on internal innovation projects.
- Managed by internal innovation team.
- End to end innovation (ideation to pilot).
- Ongoing support post pilot.
- Brings the best of OCC innovation capability, external networks and wider Oxfordshire and rest of UK ecosystem.

Looking at the innovation hub in more detail…

The innovation hub

The innovation hub will be both externally and internally focused with the following responsibilities:

- Innovation jumpstart programme management
- Problem analysis with an awareness of possibilities
- Prototyping
- Strategic partner identification & development
- Partner identification and problem specification support for partners
- Investment sourcing where external investment is suitable
- Business model and case development support
- Commercialisation support
- Benefit realisation plan – KPIs to achieve objectives
- Mentoring staff and embedding innovation



The OCC Innovation Hub….

How will the Strategic Capability work with the rest of the Council…

The interaction model

Members

- The Strategic Capability will invest time in building strong relationships with members as they will be a key part of the development of the Council's vision and ambition and will be active in monitoring the delivery of this ambition.

Operational service areas:

- The Strategic Capability will work in partnership with service areas to enable effective working on cross-cutting issues.

Support functions (BI / ICT / Finance):

- The Strategic Capability layer will work closely with the business intelligence (BI) layer.
- BI will be key to providing the ability and capacity to develop and deliver technical solutions, where possible, which automate, simplify and streamline the collection and use of performance management information.

Governance:

- The strategic capability will be influenced by leadership who will set agreed criteria/thresholds for when pieces of work require strategic oversight and therefore fall into the remit of this layer.
- The layer will work in-line with the agreed business rules for sign off processes and prioritisation of work undertaken by this layer.

OXFORDSHIRE COUNTY COUNCIL

What needs to change in order to achieve this* (i)…

*A detailed explanation of each enabler required is available at Appendix I.

Enabling requirements*

Strategy

- There needs to be clarity in who is involved in the setting of the overall strategy, direction and ambition for the Council so that this can be established in good time and can then be acted on sooner rather than later.
- There needs to be a way of capturing the priority aims in the corporate plan at a service level to ensure everyone is working towards the same vision through comprehensive strategic and outcomes frameworks.

Governance

- There will need to be a mechanism to prioritise the work of each of the strategic capabilities to ensure this is inline with the Councils' priorities.
- There will need to be stronger governance mechanisms to encourage the right behaviours and ensure compliance e.g. notifying the strategy & policy function of a cross-cutting issue, complying with deadlines.
- There will need to be greater clarity on who (individual/group) is responsible for making sign off decisions and who is only being consulted.

Process

- There will need to be clear, simplified and standardised processes where possible. This is particularly important for the processes of requesting and prioritising work and for sign-off processes.
- Any exceptions to the standard process should also be clear and follow set rules.

Technology

- Technology will be vital to the automation and simplification of existing processes, particularly for the collection and analysis of performance management data.
- Technology could be used to the advantage of this layer to better capture information requirements.

OXFORDSHIRE COUNTY COUNCIL

What needs to change in order to achieve this* (ii)…

*A detailed explanation of each enabler required is available at Appendix I.

Enabling requirements cont.*

Culture

- Collaboration will be vital for achieving the Council's strategic ambitions.
- Individuals need to be empowered to come up with new and innovative ideas/solutions.
- Individuals within this layer must be flexible on the type of work they undertake as tasks will be responsive to business need.
- There will need to be mutual recognition and understanding between strategic functions and operational services of their respective strengths and skills.

People & Structure

- Individuals within this layer need a strong understanding and appreciation of the context of working in a political organisation.
- Individuals within this layer need to have an aptitude for understanding the drivers of competing viewpoints (ideas, interests, institutions) and influence these views.
- The structures within this layer will need to maximise collaboration and limit the potential for issues to become lost in siloes.

Information

- This layer needs more consistent and comprehensive policy and political intelligence (local, regional, national) to inform the direction of travel and decision making.
- This layer needs improved partner intelligence to enable better management of external relationships.
- This layer needs better business insights on Oxfordshire e.g. population intelligence to inform the Council's strategic vision and to manage performance and identify any priority areas.

How will the Council know it has been successful…

Measures of success

Efficiency	• A streamlined approach which has the right number of staff, with the flexibility to focus capacity to work on priority issues. • Key responsibilities are met while not operating at a higher cost than similar authorities.
Effectiveness	• By providing easy to use guidance and self-serve information which has been recognised by customers as meeting their needs. • By receiving positive/constructive customer feedback (staff and member feedback) where there has been a collaborative approach to an issue to allow for continuous improvement. • More people know what the Council's vision is and how they contribute to it (staff), what it will deliver for them (residents) and where they can be involved (partners).
Outcomes	• Impact of decisions/strategies achieve the intended outcomes. • Customers feel that the strategic capabilities are adding value and are not just an overhead. • High quality decision-making occurs in a planned way.
Experience	• Giving members confidence in the Council's processes and building trusted relationships. • All customers should have a positive experience with those in this layer and feel like confident that key issues have a responsible owner to see them through. • Customers are aware of the process and decision making and are kept informed and are able to contribute the process to ensure the best value is achieved.

What will the Strategic Capability look like in practice…

*Further user stories are available at Appendix I.

An example user story*

April Roberts
April is a Cabinet member at Oxfordshire County Council.

User story…

"I ended up in a last minute meeting with residents from my division and I was able to answer their questions about Council services and performance".

What does this user story show…

- New ways to store information in a way that is more readily available will enable members have the right information at the right time when talking to residents.
- There will be improved performance monitoring and information which members will have access to.

1. Contact staff member	*2. Visit webpage*	*3. Use in meeting with colleagues*	*4. Positive interaction with residents*
• April contacted Mark in the Strategy & Policy team to see if there was any performance information she could have sight of in advance a meeting with residents from her division.	• Mark was able to direct April to the Council's webpage and talk her through all the new publically available information as well as the Cabinet pages with the most up to date detailed reports.	• April and her residents used the information online to inform the content of their meetings. Using the data to discuss key issues of note.	• Residents were impressed with the services offered by the Council and that Oxfordshire are performing better in most of these services than comparator councils. • Residents were pleased that they could easily access and re-visit this information on-line. • April was pleased to have had the right information to enable a positive meeting.

OXFORDSHIRE COUNTY COUNCIL

What are the benefits of doing this…

* Further detail on the benefits case for the Strategic Capability can be found in the Revised Financial Case and at Appendix I.

Outcomes, experience and benefits*

*Adopting a consistent approach to the strategic capabilities will deliver **improved outcomes** for its residents.*

- ✓ Every part of the Council will work together towards the same strategic direction and shared outcomes.
- ✓ Service areas will have access to the right performance data and insights to enable them to improve services for customers.
- ✓ Customers will have access to key information on the performance of Council services compared to other County Councils.
- ✓ More joined up and consistent approach to consultation and engagement activities.
- ✓ Members will have increased confidence in the Council's processes.

*A **better experience** for staff both within the strategic capability teams and within the service areas.*

- ✓ Improved clarity on the customer offering and role of the centralised functions and therefore what activities will remain the responsibilities service areas.
- ✓ Simple, standardised and automated processes for staff to follow.
- ✓ Clear, proportionate and enabling governance processes that support decision making rather than obstruct it.

***Benefits of £1m – £1.9m** per annum through consolidating strategic functions could be achieved.*

- ✓ Through consolidating the Council's current effort on its strategic capability functions it can achieve a reduction, of between **18 – 34 FTE** in the total effort it expends on these capabilities while delivering a better experience for staff and improved outcomes for customers.

Business Intelligence

What is Business Intelligence…

Definition

What it is…

- The Business Intelligence (BI) function exists to provide information, intelligence and insight to a range of customers including businesses, partners and staff within the organisation.
- BI is comprised of the following business capabilities:

Understand and Influence ***Predict and forecast*** ***Drive resource efficiencies***

- Supported by the BI function, Council staff will have access to technology and data to drive insights for their service areas.

What it isn't…

- Business Intelligence is not a storage point for all data within the organisation.
- It is not a resource to correct source data, or improve the quality and accuracy of information.
- A decision making tool in itself; outputs will always require interpretation using professional judgement.
- A central function that will dictate to service areas. It will need to go hand in hand with operational delivery.

Why do we need it…

***44.4** FTEs*

44.41 FTEs worth of effort is spent on BI and reporting activities across the Council, mainly on diagnostic and descriptive reporting.

BI could enable the Council to make more locality and community focused decisions from richer, contextual data insights.

Having data insights will augment delivery and intervention requiring innovation in our approach to problem solving.

Decision making processes will become more evidence and data driven. Explore and evidence arguments and challenges.

BI is a strategic asset that provides insight for the Council, as well as more broadly with businesses and partners.

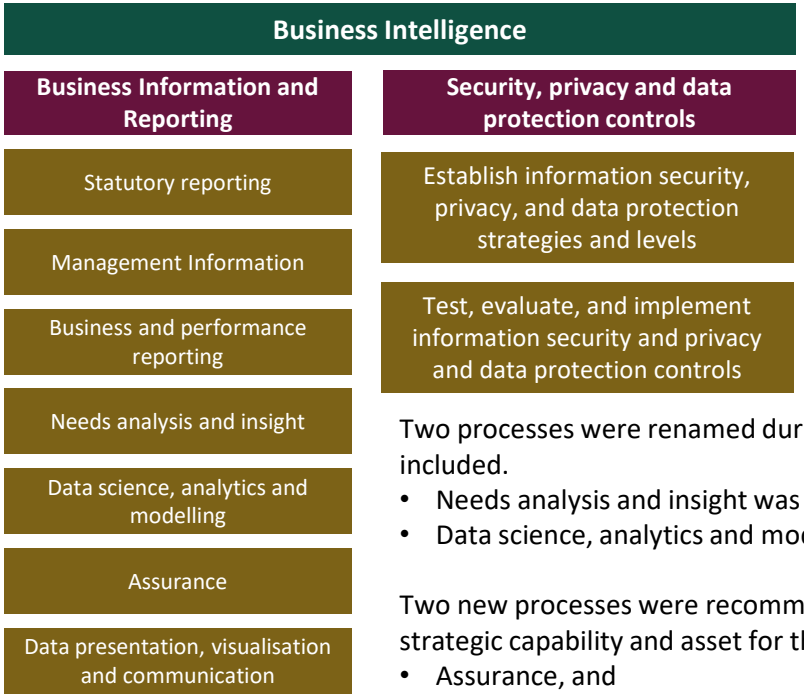
Gathering insight into the various communities and localities within Oxfordshire, and the unique challenges they face.

What will Business Intelligence do…

What is the role of business intelligence within the Council's TOM

Business intelligence will help the Council get significant insights from the data and information it holds. It can be used to reference the software, infrastructure, policies and procedures that will allow the Council to make evidence based, and data-led decisions.

Business Intelligence Process Taxonomy



A range of these processes and activities will take place using existing and established teams and owners. A newly constituted BI team, however, will work across the Council to provide additional insights for services areas to support them in the delivery of their services. The BI team will be required to engage and help develop, test and report back on security, privacy and data controls.

Two processes were renamed during High Level Design to more accurately reflect the activities they included.

- Needs analysis and insight was formerly called 'Business Intelligence', and
- Data science, analytics and modelling was formerly called 'Data analytics'.

Two new processes were recommended for inclusion to support the ambition and plan for BI as a strategic capability and asset for the Council, these were:

- Assurance, and
- Data presentation, visualisation and communication.

Key: Process Level 0 | Process Level 1 | Process Level 2

What is the Council's future ambition Business Intelligence…

Future ambition for Business Intelligence

Future ambition for Business Intelligence…

Business Intelligence will underpin the Council's TOM by providing the insight needed to inform effective decision making. An effective BI function is a critical enabler to understand and influence, predict and forecast, drive resource efficiencies, and connect, leverage and consolidate data from multiple data sources, both internal and external to the Council. The BI team will work with operational teams, to support them in the delivery of their services.

***Understand and Influence*:**
- Identifying the questions we should be asking to influence our strategic outcomes.

***Predict and forecast*:**
- Influence outcomes through proactive reporting which articulate current position, identifies trends and identify areas of focus.

***Drive Resource efficiencies*:**
- Reduce the number of processes and people associated with delivering diagnostic and descriptive Management Information.

Connect, leverage and consolidate data from Multiple Data Sources:
- Address traditional challenges around system connectivity, compatibility and information structures.

Narrative…
- Proactive reporting to understand patterns and trends.
- Ability to make better decisions, through an informed, single version of the truth.
- Manage what are now tighter budgets and financial constraints.

Offer to customers…

Business

The Business Intelligence function will work with businesses who want to use the Council's BI outputs to inform their work around workforce, markets, place and demand.

Partners

The Business Intelligence function will work with partners to provide them with data and analysis, and use partner data, developing broader and deeper insights.

Staff

The Business Intelligence function will ensure that information provided to staff is comprehensive, accurate, timely and appropriately focused.

The following design principles have been used to drive the design of Business Intelligence as part of the Council's TOM (i)…

Business Intelligence design principles

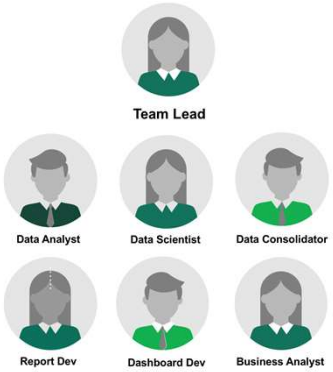
These design principles will apply across the whole council and will be supported by the Business Intelligence function.

Customer offering	• We will ensure that strategy reflects the needs of our customers. • We will ensure that our service offers reflect the needs of our customers.
Processes	• We will provide analytical support to services areas. • We will be 'intelligent clients'.
Technology	• We will use business intelligence and policy analysis to understand our technology requirements.
Information	• We will use business intelligence to improve the way in which we use our information.
Organisational structure	• We will do more horizon scanning to improve our political awareness.
People capabilities	• We will empower our staff to take ownership of the relationship with customers and to drive the delivery of solutions. • We will enable all our people to use their creativity to develop innovative solutions to the challenges we face.
Performance Management	• We will manage the performance of our people in a timely manner with up-to-date information. • We will record performance management through multiple channels.

What will Business Intelligence look like in the future…

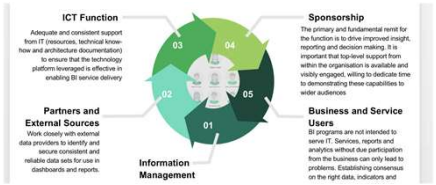
Key characteristics of business intelligence in the future

A small team



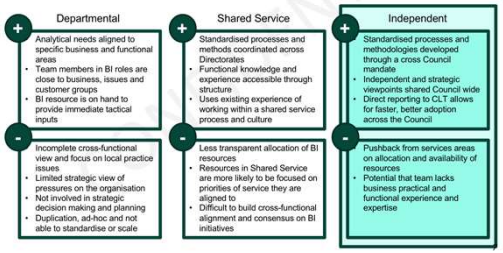
The team is cross functional and works across the Council using consistent methods and interactions.

Working with a range of stakeholders



The constitution of the team requires relationships with other areas of the Council, to develop the elements of how BI will work.

Whole Council approach



The importance of a distinct physical team, working in partnership with service areas, is key to developing BI from departmental views to an enterprise solution supporting layers and teams.

How will the functional model for Business Intelligence work…

The BI function is a strategic function, initially established where the team is physically co-located. The constitution of the team reflects the requirements to have relationships with other areas of the TOM, to establish the components of a functional BI layer. The team is cross functional and enterprise in its operating methods in the operating model.

The importance of a separate physical team is key to shifting BI from Departmental ‘views’ to an enterprise solution serving customers in each of the layers.

What will Business Intelligence look like in the future (ii)…

Physical, virtual, shared, central or independent

The placement of the Team within the Organisation model is important. Even with the right tools and skilled resource, if the team is not aligned properly, its impact and purpose becomes harder to realise. Three models were considered, each with pros and cons, with the **whole council** model being preferred as this offered the best way to maintain the ambition of building a BI function that provided a strategic asset to the Council.

Departmental

+

- Analytical needs aligned to specific business and functional areas
- Team members in BI roles are close to business, issues and customer groups
- BI resource is on hand to provide immediate tactical inputs

-

- Incomplete cross-functional view and focus on local practice issues
- Limited strategic view of pressures on the organisation
- Not involved in strategic decision making and planning
- Duplication, ad-hoc and not able to standardise or scale

Shared Service

+

- Standardised processes and methods coordinated across Directorates
- Functional knowledge and experience accessible through structure
- Uses existing experience of working within a shared service process and culture

-

- Less transparent allocation of BI resources
- Resources in Shared Service are more likely to be focused on priorities of service they are aligned to
- Difficult to build cross-functional alignment and consensus on BI initiatives

Whole council approach

+

- Standardised processes and methodologies developed through a cross Council mandate
- Objective and strategic viewpoints shared Council wide
- Direct reporting to CLT allows for faster, better adoption across the Council

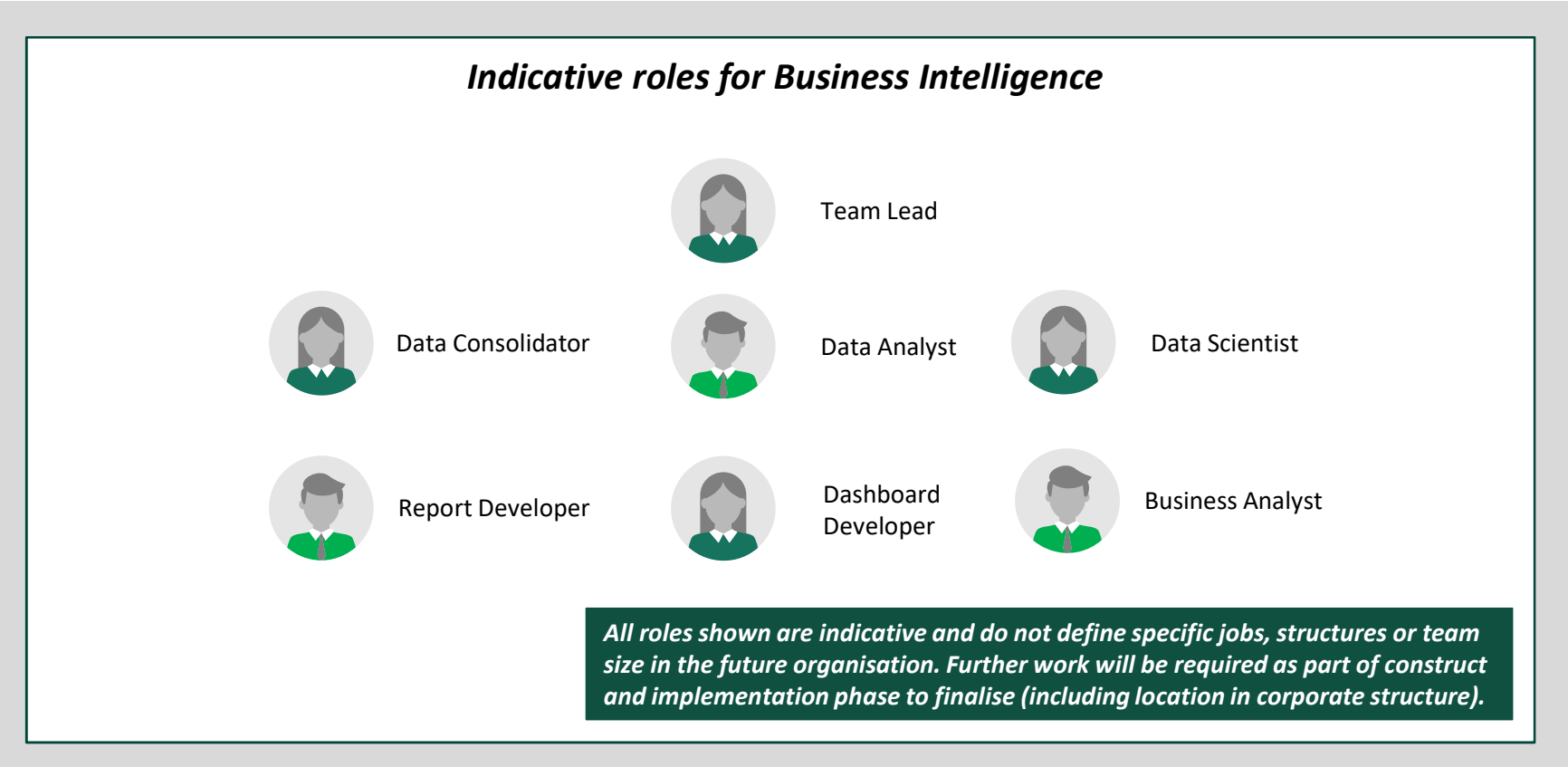
-

- Pushback from services areas on allocation and availability of resources
- Potential that team lacks business practical and functional experience and expertise

How will Business Intelligence work in the future…

BI structure and roles *

In order to support early activity, an initial team size of six is optimal. Any lower and the load is too large on individuals or across the team. Higher than this and its more expensive to resource and run and makes agile delivery more challenging



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How will Business Intelligence work with the rest of the Council…

The interaction model

Getting the required resource and capabilities in place is important, providing end users with quality data and reporting that can be trusted and used effectively for decision making is crucial. The BI Team in this respect will be required to engage, interface and develop links with other parts of the business (Layers, Services, Teams, Partners)

Business / service users

- BI will need ongoing collaboration with operational services to deliver insightful and productive services, reports and analytics.
- Interactions with business areas and service users will be essential to establish consensus on the right data, indicators and metrics, as well as the required formatting of a deliverable.

Leadership and governance:

- The primary remit of BI is to drive improved insight, reporting and decision making. It is important that top-level support from within the organisation is available and visibly engaged, willing to dedicate time to demonstrating these capabilities to wider audiences

Partners and external organisations:

- Work closely with external data providers to identify and secure consistent and reliable data sets for use in dashboards and reports.

Support functions (BI / ICT / Finance):

- Adequate and consistent support from IT to ensure that the technology elements leveraged are effective in enabling BI service delivery
- Work with the IM Team to ensure data is held, managed and processed efficiently, effectively and securely and that it is of the highest quality to support decision-making and business processes.

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What will it look like in practice…

*Further user stories are available at Appendix J.

An example user story*

Lee is a manager in the MASH team, with a focus on children at risk.

Lee Williams

User story… *"An rise in referrals for adolescents involved in CSE has prompted Lee to look beyond presented information to see if other variables are at play".*

What does this user story show…

- Modelling of information on patterns, attributes and characteristics of over 100k records
- Use of historical data to augment decision making
- Understanding of demand in order to divert to other forms of intervention

1. Develop hypothesis

- After experiencing a rise in the number of referrals of CSE, Lee and colleagues look for patterns in individual cases and anecdotally
- There are patterns in terms of demographics, environmental factors and backgrounds that suggest certain attributes in low need cases could be characteristics that predict likelihood of future CSE

2. Identify data

- Lee works with the BI Team to develop the hypothesis
- Together they then discuss and source the data for the model, pulling information from the case management system, partner data and open data sources

3. Develop model

- The Data Scientist reviews the data and develops the Machine Learning model
- Outputs in the model development are tested with Lee and his team, particularly looking to mitigate bias in the model calculations

4. Train and Test

- Once developed, the data repository is split 80/20. The 80% of data is then used to train the model.
- Lee and colleagues are involved in the fine tuning of the model variables.
- Once agreed, the model then tests the remaining 20% for fit.
- The model is signed off by Lee and moved to production

5. Deploy

- The model is run on a weekly basis against new MASH cases.
- Lee is sent an automated report highlighting those cases closed, but where factors in the history suggest that there is an increased likelihood of the child/young person becoming involved in CSE.
- Cases are then considered for referral to other partners for early intervention.

What needs to change in order to achieve this* (i)…

Enabling requirements*

Strategy

- Business intelligence will underpin the Council's TOM by providing the insight needed to inform effective decision making.
- An effective BI capacity is a critical enabler to understand and influence, predict and forecast, drive resource efficiencies, and connect, leverage and consolidate data from multiple data sources both internal and external to the organisation

Governance

- Strong governance needed to ensure all data sharing, publishing, storing in line with legislation, and that partners are also following this
- For each product produced by business intelligence a list of who will receive it; how often; when; and for what they are expected to use it for.
- Data sharing agreements to be in place to ensure all are aware of what can and is being shared.

Process

- Governance and oversight of BI activity across the Council and within Service areas needs to be determined and adopted
- All Layers and Services need to be engaged with ongoing opportunities using automation and other techniques to diagnostic and descriptive reporting to maintain capacity release.

Technology

- Move from the storage of information locally in spreadsheets, to in a communal place with easy access.
- Easy and intuitive tools.
- Need to be table to link to partner applications and systems.
- Need to make current technology e.g. Tableau available to all in the organisation
- Improve customer experience when accessing data.

What needs to change in order to achieve this* (ii)…

Enabling requirements*

Information	People & Structure
• Information needs to be good quality from internal sources so that the effort of the BI team is focused on collecting and curating data. • All areas of the Council will need to engage with the consistent approach to Business Intelligence, actively contributing information to generate cross-cutting insights. • The gathering and use of information must be undertaken within the guiding principles of the BI enablers and legislative parameters.	• The BI function is to be organised in a way that enables agile working and development, together with strong Layer and Service area alignment. • The BI function will work closely with enabling functions and standards, internal data providers such as the ICT team, Line of Business system administrators and external Partners and data sources. • It will work closely with the Strategic Capability layer and other areas of the business to identify and develop reporting metrics/KPIs and insights, build competency in predictive and prescriptive reporting and use available technologies to effectively publish and share those outputs.

How will the Council know it has been successful…

Measures of success

Efficiency	• Timeliness measures. • Cost measures. • When layer drives improvements in value greater than the cost of operating the layer. • How the information is produced; level of automation vs manual intervention. • Efficiency = quantifiable outcomes/investment (it's delivering value when this is >1).
Effectiveness	• We see 'improved decision making'. • Tangible changes to how the Council operates are caused by the work of the BI layer. • Rapid feedback on the outcomes of prototype interventions • The customer has timely, accurate information. • When it's making measurable difference to service delivery.
Outcomes	• Improved satisfaction of residents. • Improved/ good rating of service by external. • The impact of council planning and services is more positive because of BI. • The customer has relevant information that they can act on. • Outcome information and an ability to baseline as well as a form hypothesis which are either testable or narratively compelling about BI's role in changing outcomes.
Experience	• Customer feedback: staff, partners, businesses. • People from strategic functions, BI, and service areas have a common understanding and a positive experience of working together. • BI is seen as a positive force not a burden. • The customer has relevant information that they can act on.

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What are the benefits of doing this…

* Further detail on the benefits case for Business Intelligence can be found in the Revised Financial Case and at Appendix J.

Outcomes, experience and benefits*

*BI seen as a candidate for **automation, simplification and standardisation**.*

- ✓ Automation – regular reports and routines in report development
- ✓ Single data source – prevents resources from having to source, acquire and clean data for service specific needs
- ✓ Standard reports – Agreed templates for distribution and consumption. The reports are as they come
- ✓ BI Portal – Access for staff to reports and insights broader than the domain they work in
- ✓ Self Service – Training and support to allow end users to create custom views and slicing of data

*Customer insight, demand and behaviour used to **improve customer experience**.*

- ✓ Customer Insight – broader and deeper use of data to show needs and circumstances of customer groups more holistically.
- ✓ Forecasting demand – Using Machine Learning to help services predict and plan for peaks and troughs in demand.
- ✓ Behaviour and Sentiment insights – Using data to build a deeper understanding of customer satisfaction, experience and their views.
- ✓ Decision Support – Applying insights to direct evidence-based decision making
- ✓ Knowledge Management – Collective holding of information to give a single version of the truth, preventing fragmented views or repeated requests for information

*Benefits of **£76,500** through de-duplication and in standardising some reporting activity in the current BI processes.*

- ✓ Despite being a small opportunity in terms of savings when compared to other Layers, further benefit savings coming about indirectly as Insights, Needs Analysis and Forecasting help Layers and Teams to shape future interventions and understanding of the various Customer segments.

4. Enablers

Key enablers will be required to deliver the Target Operating Model and maximise the benefits that the Council could achieve through it…

Key enablers required for the TOM

Enablers describe the supporting changes needed to create the right conditions for the target operating model to be implemented and sustained, maximising the benefits that the Council could achieve through it. They can be grouped into a number of categories.

The following enablers have been described as part of the **layer by layer run through of the TOM** (slides 42 – 197) with further information available as part of the appendices to this business case.

- **Customer Offering**
- **Organisation**
- **Performance Management**

The following enablers are described at an organisational level **as part of this section of the business case.** Where relevant, specific enabler requirements per layer are also highlighted in the TOM design, as well as the appendices.

- **Processes**
- **People Capabilities**
- **Technology**
- **Information**
- **Assets**
- **Governance**
- **Culture**
- **Role of the manager**
- **Integrated Business Centre (IBC)**
- **Innovation**

Each enabler has been described using the following structure:

Where are we today?

What is the current state assessment of the council in regard to this enabler (from the Case for Change)?

How will this change in the TOM?

How will the enabler be different in the future TOM?

What will this look like in practice?

What will this change actually look like in the future TOM?

4a. Processes

OXFORDSHIRE COUNTY COUNCIL

The case for change identified that there were significant opportunities to improve processes right across the Council…

Where are we today?

Why it matters

Processes are the sequenced series of activities that are undertaken to deliver services or support the Council. Aligned with clear policies, they are the binding factor between having the right people and state of the art technology in high-performing organisations.

Having clear, well-designed and properly supported processes would allow the Council to maximise the value of its resources and improve outcomes for customers. When designed to be adaptable, processes can enable the council to be flexible for the future. The quality of these processes is important in creating a productive and successful working culture.

What's already happening

With a move to self-service systems, such as the IBC, the Council have shown they are already considering how they can adapt their processes, in order to gain efficiency services. However the majority of process re-design work to date has been in isolation within services, rather than holistic in approach.

Many services have their own ways around current processes, in order to overcome some of the challenges provided by faults in the process. To truly be successful, future redesign initiatives should take such a lens and re-examine the end-to-end design and implications of processes.

Current state

- Processes are clunky, complex and are not intuitive, designed by specialists rather than the end-users.
- Self-serve model puts burden on managers, who feel they have had insufficient training to use new systems.
- Guidance on processes is hard to find, especially on the intranet, and is hard to decipher if found.
- The interfaces between different parts of the business along the process are broken.
- There are lots of work-arounds due to the complexity of processes.
- There is a non-compliance culture around some processes, with teams developing new ways of tackling an issue.
- Systems assume and support specialist understanding rather than generalists doing self-serve. Managers have to re-learn the processes they do not follow regularly, and this is time consuming.

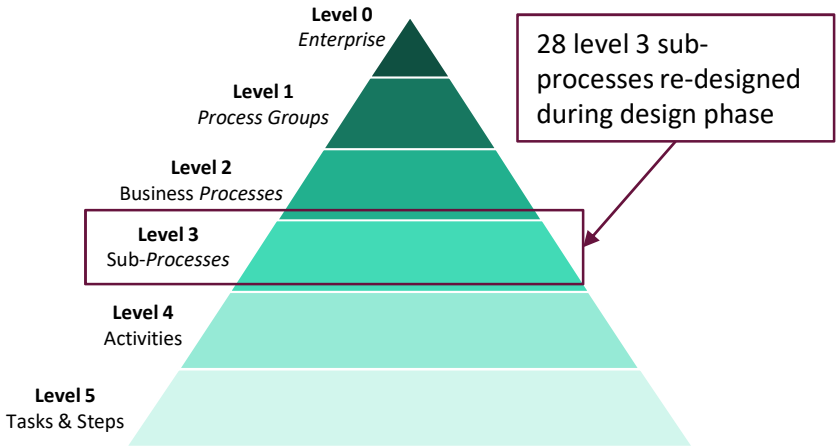
During the design of the TOM the following process improvement principles have been applied to 28 level 3 processes…

How will this change as part of the Council's TOM?

The design principles for the TOM state the following in relation to processes.

- *We will design processes around the user and their experience, enabling self-service at every opportunity.*
- *We will be transparent about the ways in which we manage risk.*

There are different levels of processes – each level provides a further breakdown of the groupings in the level above. During the detailed design phase, a number of processes at a mid-range level of detail (Level 3 sub-processes) have been re-designed as 'exemplars' of the process improvement principles shown opposite and to prove the concept of the TOM layer.



Simplified *- We have simplified processes for customers and staff by eliminating repetition, removing unnecessary hand offs and highlighting where technology could be used to support delivery.*

Standardised *- We have standardised common business processes, particularly around the identify and assess stages of the Provision Cycle.*

Eliminated *- We have eliminated steps which serve no purpose by replacing them with proactive, preventative and targeted activities.*

Automated *- We have automated activities through 'designing in' available modern technologies for customers, staff and suppliers.*

Customer focused *- We have designed steps with the customer in mind.*

The following slides summarise the level 3 sub-processes looked at during the design phase to show improvements to key activities.

This work will need to be completed to the same level of detail for all other processes during the construct and implement phase.

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Process list (i)…

What will this look like in practice - Front Office (i)

Operating model layer	Level 1 Process	Level 2 process	Level 3 process	Detail available at…
Pre Front Door			Light touch strategic co-ordination.	Appendix C
Pre Front Door			Proactive enabling support.	Appendix C
Pre Front Door			Council led co-delivery.	Appendix C
Customer Management		Managing appointments and payments	Pay for it.	Appendix D
Customer Management		Managing appointments and payments	Book it.	Appendix D
Customer Management		Processing requests and applications	Apply for it.	Appendix D
Customer Management		Processing requests and applications	Report it.	Appendix D

Process list (ii)…

What will this look like in practice - Front Office (ii)

Operating model layer	Level 1 Process	Level 2 process	Level 3 process	Detail available at…
Customer Assessment			Rules based assessment.	Appendix E
Customer Assessment			Complex assessment.	Appendix E
Customer Assessment			Automated assessment.	Appendix E

Process list (iii)…

What will this look like in practice – Back Office (i)

Operating model layer	Level 1 Process	Level 2 process	Level 3 process	Detail available at…
Provision Cycle		Identify	Needs analysis and business requirements.	Appendix G
Provision Cycle		Assess	Spend analysis.	Appendix G
Provision Cycle		Assess	Market and supplier analysis.	Appendix G
Provision Cycle		Assess	Category strategy and plan.	Appendix G
Provision Cycle		Manage	Supplier development.	Appendix G
Provision Cycle		Review	Category review.	Appendix G

Process list (iv)…

What will this look like in practice – Back Office (ii)

Operating model layer	Level 1 Process	Level 2 process	Level 3 process	Detail available at…
Enabling & Support Services	Legal	Governance	Respond to FOI.	Appendix H
Enabling & Support Services	HR	Managing recruitment	On-board starters.	Appendix H
Enabling & Support Services	HR	Managing recruitment	Recruit a staff member	Appendix H
Enabling & Support Services	HR	Terminating employment	Manage leavers.	Appendix H
Enabling & Support Services	ICT	IT operations	Staff IT password resets.	Appendix H
Enabling & Support Services	Finance	Process accounts payable and expense reimbursements	Use embedded P-cards.	Appendix H

Process list (v)…

What will this look like in practice – Back Office (iii)

Operating model layer	Level 1 Process	Level 2 process	Level 3 process	Detail available at…
Enabling & Support Services	Business support	Data transactions and Management	Bulk data uploading (SEN).	Appendix H
Enabling & Support Services	Business support	Data transactions and Management	Bulk data uploading (Transport).	Appendix H
Strategic Capability		Strategic QA, performance management and improvement	Performance reporting to Cabinet.	Appendix I
Business Intelligence		Business information and reporting	Automate a report.	Appendix J
Business Intelligence		Business information and reporting	Needs analysis and insight.	Appendix J

4b. People

OXFORDSHIRE COUNTY COUNCIL

The case for change identified that there were significant opportunities to improve the skills and capabilities of people across the Council…

Where are we today?

Why it matters

In order to become resilient for the future, the Council need to consider doing things in new and different ways. For this to occur, they need to consider the capabilities of the people in their workforce. This is because doing things differently requires new skills, experience and a differing knowledge base.

For example digital literacy is a skill which will need to be enhanced throughout the organisation. If new systems and tools are introduced within the organisation, their adoption and effectiveness in improving efficiency is only as good as the employee's ability to use them correctly. Digital solutions must be designed to be as intuitive as possible, whilst also ensuring that staff less confident with technology have adequate support and training.

As different skills are valued in the organisation, training and development opportunities for existing staff will be critical. This, in combination with the recruitment for more specialist skills and experience will put the Council in the best position for the future.

Key findings

Below is a summary of our findings from a combination of stakeholder interviews, cross-cutting workshops, CLT workshops, and digital fitness assessment interviews:

- The Council is not fully considering the skills required for the future when recruiting and there is not a collective plan for how best to fill skill gaps in the organisation. The development and training offer for staff across the organisation is also inconsistent.
- Oxfordshire has locally specific recruitment challenges, with a saturated job market, making the hiring of new talent a more challenging prospect.
- A lot of organisational knowledge and expertise is held by individuals within the Council but this can be lost when they move on, creating duplication, fragmentation and inconsistency in how areas of the organisation works.
- While many members of staff are motivated and dedicated to making a difference in Oxfordshire, there is a view that there is a resistance to change in parts of the organisation and a positive attitude is needed to deliver new ways of working.

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Having the right people, with the right skills and capabilities in the right roles will be critical to the success of the Council's TOM*…

How will this change as part of the Council's TOM?

1

Leaders that champion the change

Members and Senior leaders of the organisation, that champion the change by role modelling new behaviours and ways of working.

2

Effective recruitment

The TOM will require new skills that are not available within current resource. Effective recruitment will be required to secure staff with the right skills and abilities.

3

An appropriate appetite for risk

Trusting and encourage staff to take full ownership of their roles will be critical to the success of the TOM.

4

A performance driven culture

A performance driven culture where poor performance is dealt with and positive performance is praised and recognised needs to be in place.

5

A responsive and agile organisational structure

An evolved organisation that is more agile and responsive to disruption, and is able to adapt by implementing change on a rapid and ongoing basis.

6

A mobile, tech enabled workforce

A workforce that is tech-savvy, mobile and can work remotely. A workforce that is not constrained by teams or services, but thinks in a multi-disciplinary way.

7

The right competencies and procedures

Competencies and procedures to support the new organisation and reflect the required attributes and behaviours to deliver new ways of working.

8

Staff that are customer focused.

An organisation-wide commitment to being customer focussed including conducting ongoing user research, testing online sites and services with end users.

* Further detail on the people requirements for each layer of the TOM can be found at the relevant appendix.

Embracing flexible working is a good example of how the Council's approach to its people and capabilities will need to change in the future…

What will this look like in practice – Flexible working

Flexible working is not just about providing a piece of technology for staff, but changing the working practices for staff, including working locations, working hours, job sharing, hot desking, outcomes based performance.

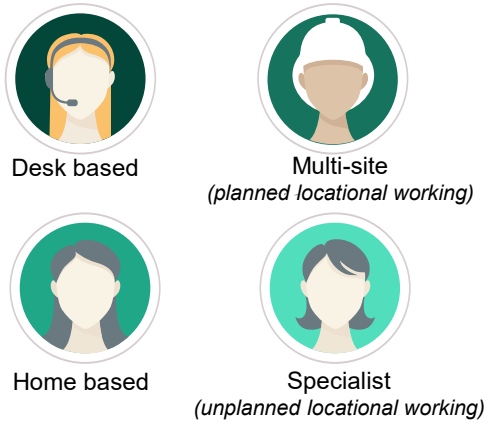
The Council has trialled elements of mobile working (hot desking etc) in several areas but engagement with staff during the design of the TOM has highlighted that there is more that can be done to support staff, evolve working practices and ultimately to help the Council achieve its strategic ambitions.

Flexible working

A key element to enable the Council's TOM is an empowered, networked and flexible workforce. While technology is one enabler for flexible working, there are many other factors which must be considered and incorporated in order to be truly flexible:

- A greater focus on outcomes and delivery
- Trust, communication and empowerment of both managers and their teams
- An awareness that one size doesn't fit all (service areas have different needs for different roles)
- New ways to better support service teams
- Overcoming risk aversion
- Communal areas to share and collaborate

Examples of different flexible role requirements



Key requirements for flexible working proposed by the TOM design:

- Workforce Planning/ Scheduling
- Performance Management (Service)
- Performance Management (Individuals)
- Dashboards
- Learning & Development

4c. Technology

The case for change identified that there were significant opportunities to improve the way in which the Council used Technology…

Case for change

Why it matters

Information Technology (IT) is a fundamental part of all organisations today. Ensuring employees have the right systems, infrastructure and tools to do their jobs is a constant challenge as technology is advancing at such a rapid pace, while the needs of customers and employees are also changing. Having a consistent governance of IT across the council is critical to ensuring the security of information, maintenance of processes and management of risks. At the same time, there needs to be a clear IT strategy to account for technology developments and application improvements over time, reflecting the operating model of the organisation.

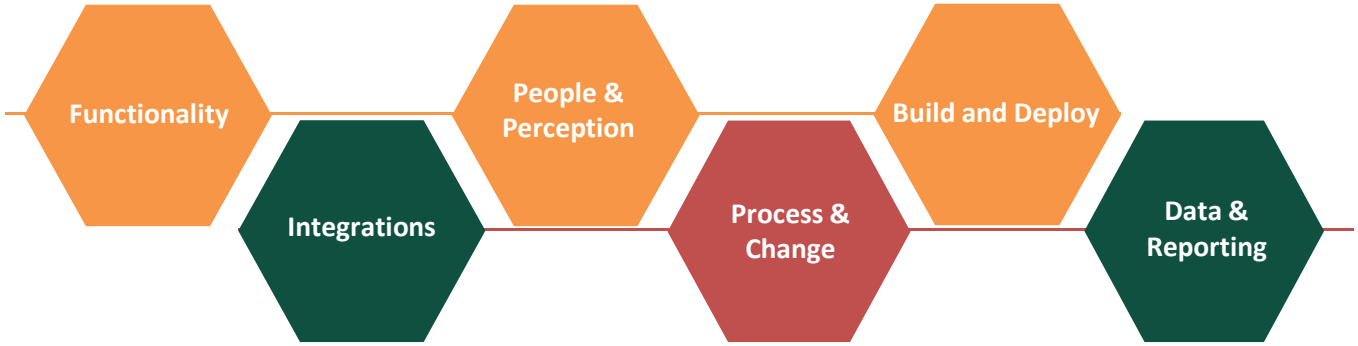
Key findings

ICT decisions made tactically; maturing strategic oversight.

Lack of a single view of customer; duplication of functionality.

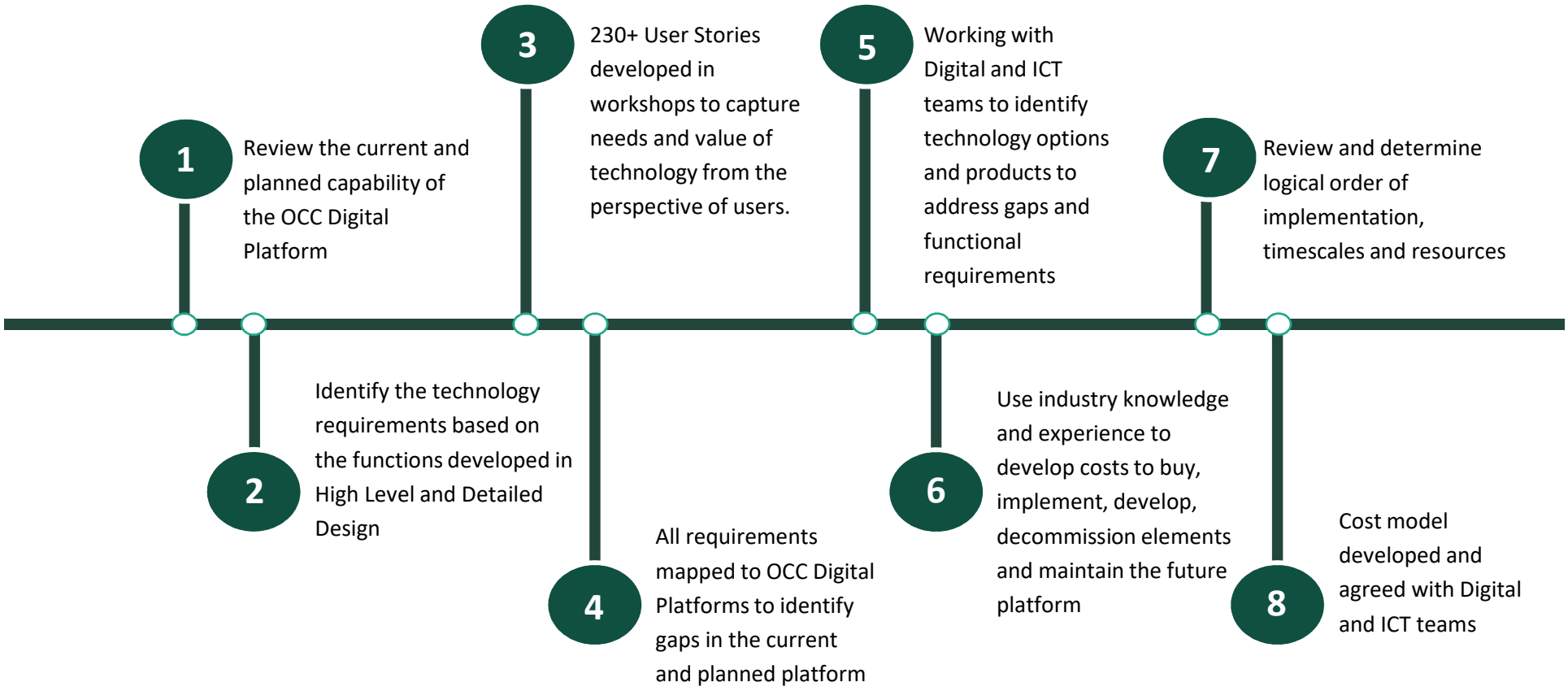
'Digital' ambitions are lacking and potential untapped.

A review of the Digital Platform was carried out, contrasted against the functionality requirements identified in each of the the layers. The review looked at the six areas below, analysing how the current/planned platform needed to evolve to deliver on the TOM. Layer specific interviews were carried out in areas of importance. It highlighted that the main areas for delivery lie with **Integrations**, **new product procurement, build and deploy** and **Data & Reporting**.



During the design process the Council used the following approach to identify what technology the TOM would require…

Approach to identifying and costing new technology for the TOM



The capability of the current and planned Digital Platform was also reviewed against the emerging requirements of the TOM…

Reviewing the OCC Digital Platform

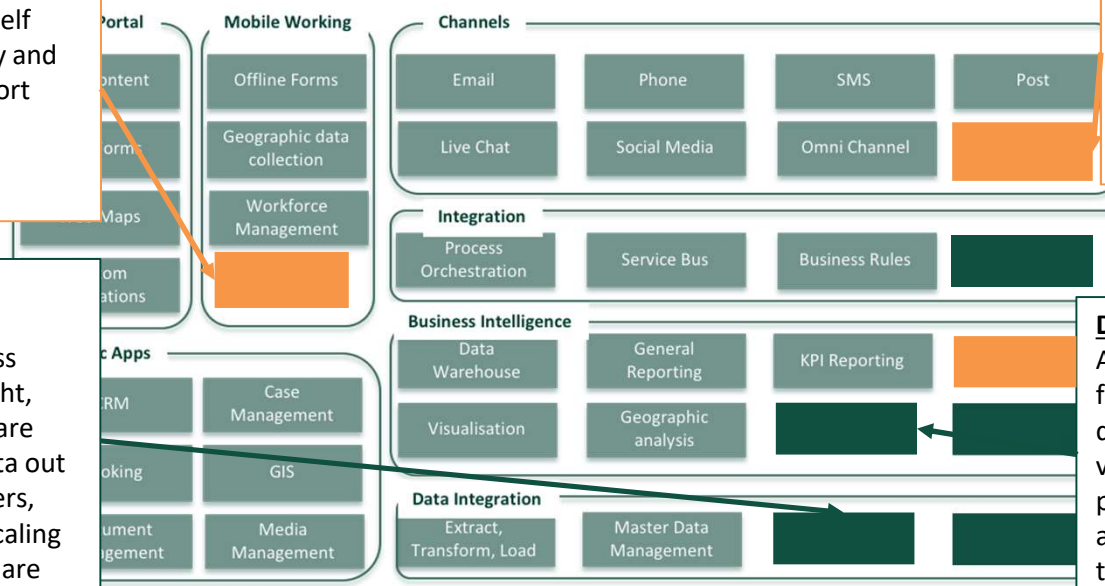
In developing the TOM and Layer requirements, current systems in use and planned as part of the OCC Digital Platform have been assessed. There is the potential to re-use or scale elements of the existing applications landscape, i.e. GOSS, Tableau and ESRI. There are further elements required to support the delivery intentions of the TOM.

Most components of the Digital Platform are largely available to support the TOM. However, there are still decisions to be made on procurement of new components, re-procurement of existing components and decommissioning of legacy products. Key areas are highlighted in the diagram below.

Functionality
Requirements for self service, community and collaboration support planned product decisions for the platform.

Integrations
With multiple requirements across layers to have insight, know what others are doing and bring data out and up for customers, further API's and scaling of exiting products are required.

"As-Is Digital Platform"



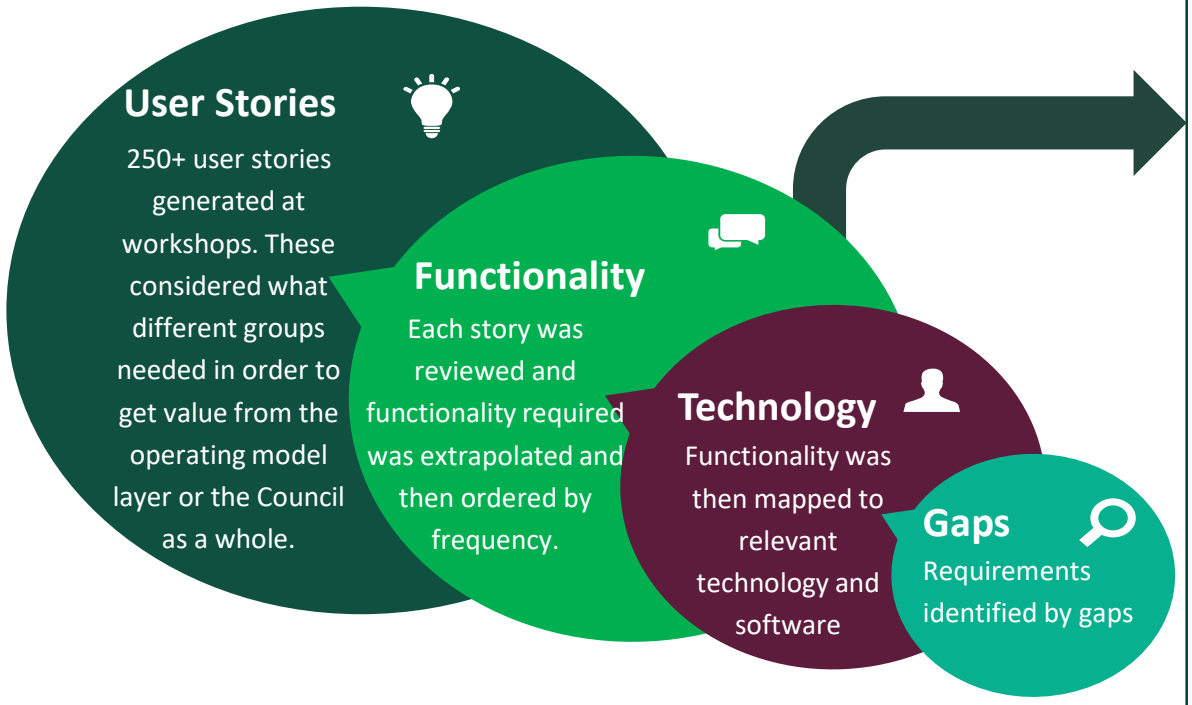
Build and Deploy
Functionality to support new areas, Pre Front Door and Customer Assessment will require procurement and staff development time in the Web Portal .

Data and Reporting
All layers highlighted the need for broader data and access, decision support and rich visuals. Some product procurement, replacement and licence growth is required to enable this.

As part of the approach, technology requirements were gathered from each layer using user stories to be customer-focused…

User led technology requirements

Throughout the High level and Detailed Design, technology requirements emerged, implicit and explicitly. This served as a general method by which to consider the OCC digital platform, general requirements and named software. To develop further detail, each layer had dedicated technology sessions to identify exemplar User Stories. These focus on what various customer groups **need**, in order to get **value,** from interactions with the Council. Over 250 user stories were generated and the methodology for determining technology requirements from these user stories is outlined below.



How frequently functions appeared in the user stories

Function	Frequency
Dashboards	30
Visualisation	30
Knowledge Management	19
Integration	18
Smart Outbound	14
Forums	13
Decision Support	11

The highest frequency of functionality highlights how important each layer, despite Customer type, wanted to see data, from many sources, in an appealing and intuitive way.

The functional requirements resulting from the TOM design were then mapped to the Council's platform components…

Mapping functional requirements to platform components

Access and Presentation Layer

Three areas where new products are required, Identity Management, Identity Verification and Multi-Channel. Preferred products have been identified, but yet to be procured.

Customer Management

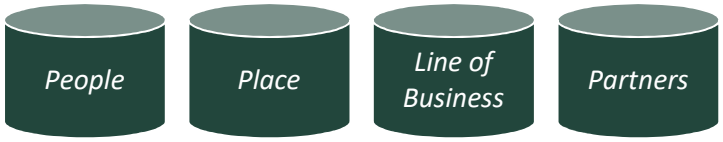
A recurring requirement across multiple TOM layers is in the need for online functionality to support Customers and Staff in collaboration across services, self service and building capacity across various segments. Options are for a specific product or additions to the existing Drupal CMS product. This will also require integration with other common platform components, for example scheduling, maps and addresses.

Integration with Partners and LoB

A range of requirements highlighted the need to expose and integrate information from across Line of Business applications within OCC, creating views and insight. In terms of partners, there is the opportunity to invest in an existing project bringing Health and Social Care data together.

Information Architecture

Knowledge Management featured repeatedly throughout the TOM. The need for views of data and dashboards will require expansion of the current product Tableau. A new product to capture and share work in Policy, Strategy and Programmes is required



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A high level assessment of the technology costs required to enable the TOM was undertaken…*

Costs for the Platform

At this level of Design for the TOM, costs to add and future proof the OCC Digital Platform are considered over 5 areas

1. **Cost to purchase** – This includes activity around specification development, procurement, selection and initial product acquisition
2. **Cost to implement** – This covers new products and includes supplier costs for implementation and internal resource to configure, migrate, train and Go Live.
3. **Cost to build** – This cost is associated with development of existing technology within the platform, required to support the TOM. Costs are based on an 'Agile' approach, using sprint teams of four, a medium level of build difficulty and management overhead costs.
4. **Cost to exit** – Used in cases where we exit contracts earlier than planned
5. **Cost to maintain** – The revenue costs for support and annual maintenance and licence fees for suppliers

Technology costs are those which relate directly to the implementation of the TOM. They are not the full scope of technology costs which OCC might face as an organisation over the coming years e.g. replacement of the telephony system, meeting room AV, applications etc.

Based on a review undertaken in this phase, a breakdown of estimated technology costs associated with platforms is provided in the Revised Financial Case section at slide 265. This is summarised below:

	Upfront purchase	*Implementation*	*Maintenance*
Costs	£1.1m	£3.8m	£0.3m per year

An alternative option considered the variation in costs for Enterprise Resource Planning (system for enterprise-wide HR and Finance management), depending on the route the Council chooses to adopt in relation to the IBC. The alternative overall costs are summarised below:

	Upfront purchase	*Implementation*	*Maintenance*
Costs	£2.7m	£4.8m	£0.5m per year

* Please note that for the purpose of the Revised Financial Case, we have assumed that IBC will be retained. Therefore, option 1 has been used to inform the overall cost-benefit profile. The findings from the detailed review of IBC can be found in *section 4i.*

Gaps in the current platform will need to be filled through additional software and development in order to meet the requirements of the TOM...

Filling the gaps

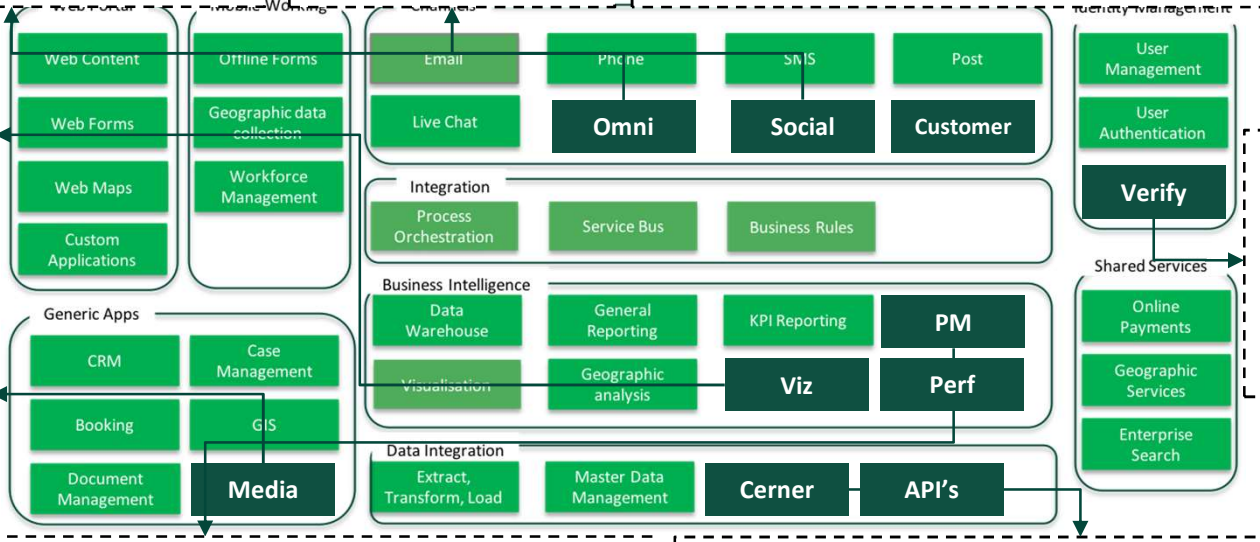
The diagram highlights where key functional gaps in the Council's current platform will need to be addressed to support the TOM:

Channels of contact
Software and hosting options to move to telephony and channel strategy that supports roaming, mobile and conferencing principles

Social
Software to support the increased activity and engagement across digital channels.

Customer
Development of modules and features of the current CMS, Web Portal and Generic Apps to build and deploy digital features to enable communities and various customer groups in Pre-Front Door, Customer Management and Assessment activity

Licencing
Extending the number of licences for products already in place.



Media
Software product for the management of Council media and assets.

Security
Procurement of two software solutions to deliver Identity Verification and Management

Programme Management and Corporate Performance
Two further solutions are required in the Business Intelligence group. A PMO product to support how the Council manages programmes and projects across the Organisation. A performance management product to bring data and create insights.

Integrations
Multiple requirements across layers to have insight, know what others are doing and bring data out and up for customers, further API's and scaling of exiting products are required. Cerner is a product across Health and Social Care.

OXFORDSHIRE COUNTY COUNCIL

By addressing these gaps, the Council can harness technology to deliver a significantly improved experience for its customers...

How technology will help customers

Residents

- Residents will be able to access Council services through digital channels that are simple and easy to use.
- The Council will use improved technology to improve first time resolution, reduce failure demand and eliminate duplication.
- Where appropriate technology will be used to enable residents to support themselves (automated processes, targeted information and communication).

Members

- Members will be able to access the information they (and their constituents) require about Council services / performance through channels that work for them.
- Opportunity to develop a Member portal that Members can customise to provide them with the data and information that really matters to them.
- Technology will be used to improve communication with Members.

Staff

- Technology will be used to empower staff giving them access to the information and data they need to deliver improved outcomes for Customers.
- Processes will be simplified, standardised and automated, where appropriate, releasing staff capacity to focus on delivery to Customers.
- Technology will provide an opportunity to improve staff experience (e.g. through the development of a staff portal).

Partners / Businesses

- Technology can support partners and businesses to interact with the council and get the information and guidance that they require.
- More integrated systems will help partners and businesses work with the council to give and receive data needed to co-ordinate delivery of services.
- Technology will improve access and use of business insights for partners and businesses, which can then inform the development of their service plans and strategies.

4d. Information

The case for change identified that there were significant opportunities to increase the impact that information has on how the Council operates…

Where are we today?

Why it matters

Since 2013, worldwide data has been growing by 40% a year. Smart organisations are harnessing this as a true business asset, leveraged to deliver insight and drive effective decision making. Oxfordshire has seen companies such as the bike-sharing Ofo launch, using data gathering as a core component of their business model. Big Data, BI & Analytics now represents the biggest game-changing opportunity for driving effective business strategy across **4 key areas**:

Customer insight
Using data to gain a better understanding of customers ensures services are delivered to help them achieve the outcomes they want and resolve their core needs.

Early intervention
Tracking performance metrics in real time allows organisations to intervene earlier to mitigate against larger problems or issues do not arise at a later date.

Highlight opportunities
Data can provide a clear understanding of processes and their effectiveness in service delivery. Continuous improvement can be driven by the knowledge of these key pain points in the process, ensuring an efficient use of time and effort.

Decision making
Access to the right data empowers leadership teams to benefit from evidence based decision making, maximising the use of resources to deliver the optimal outcome for citizens, as well as informing future investment cases.

Key findings

The Digital Fitness Assessment and Business Information and Reporting workshops highlighted the following key findings:

Data is held in siloes by data specialists, so people can't access data easily.

There **is no strategy to collect data from customers**. The Council do not always ask for data from partners.

Staff use data reactively, instead of proactively managing demand.

Data isn't used to inform service delivery.

There are **pockets of strong data analytics capabilities** in the Council.

There **is no dedicated Business Intelligence function.**

Having the right information and the right capabilities to analyse and draw insight from will be critical to the success of the TOM…

How will this change as part of the Council's TOM?

1

Information will be presented in accessible and visual ways

The Council will harness real-time dashboards for all services and activities across the organisation to track performance metrics and intervene when appropriate.

2

Data will be regularly reconciled

Sharing data across all directorates in a consistent format which allows it to be combined to create a single view of customers. Creating a data warehouse as the foundation.

3

The Council will invest in data modelling and predictive skill sets

Bringing together Council and third party data to create a more holistic view of Oxfordshire and all the interactions within the county.

4

Information will be accurate

Reviewing how information is stored, captured, managed and manipulated across the county, creating a clear strategy and vision for how data will be used going forward and what infrastructure is required. Developing staff awareness on the importance of accurate data.

5

Information will be shared (where appropriate)

Developing strategic data sharing partnerships with other local organisations. Requesting relevant data from companies that the Council works with (such as partners of the Public Health service).

6

Data will be owned by the council as a whole, rather than by individual service areas

Perceived data ownership within service areas is currently a significant barrier. It will be vital to find a way for services to subscribe to the new model whilst ensuring the safety and security of our customer's personal data.

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The table below summarises the impact that having the right information will have across the TOM…

What will this look like in practice?

Area	Pre- Front Door	Customer Management	Customer Assessment	Provision Cycle	Enabling and Support	Strategic Capability	Business Intelligence
Data visualisation	What is happening in different communities	Activity pushed out to our customers		KPIs quality standards and if these are being achieved		Need relevant information in order to manage performance and identify priority areas.	Intuitive end user tools for self service
Data reconciliation	Capturing activity and insights from community activity	Know when to flex the workforce or amend prioritisation thresholds		Benchmarking data	Staff performance data including skills	Political intelligence, local/regional/national	Intelligence will be about seeing how impacts in one area support another
Modelling and prediction	Tracking outcomes of those who have worked with.	Share a view of place using the richest data available	Demand / throughout data	Service user feedback / population views, stakeholder input	Customer feedback and HR performance data	In-depth strategic policy intelligence	Residents interactions with our services
Accuracy	Build on information to make it more real-time.	All agencies to share a view of place using the richest data available		Live budget information		Customer intelligence to give an overarching view	Across the organization in Line of Business applications, spreadsheets
Data sharing partnerships	People who are solving their problem locally or themselves	Better able to assess individuals with richer data	Access to relevant data from other agencies	What are others doing, who is out there, what are likely costs, what is a fair price?		Access to 'soft' intelligence and data	Population and demographic data

4e. Assets

OXFORDSHIRE COUNTY COUNCIL

As part of the design of the TOM consideration was given to how the Council could utilise its assets to support residents and staff…

Where are we today?

Why it matters

Consideration of assets and place is needed to ensure that the optimum physical areas are available to support the delivery of each element of the operating model.

Choices around customer-facing assets are required which support the council's ambition of providing a simple digital front door for the majority of residents, while ensuring that additional support is available for those who need it. This will include providing the right locations and environments for face-to-face customer interactions, particularly for those who cannot use digital channels or have more complex needs.

In addition, revised use of assets to meet staff needs is important when implementing the new operating model and its component functions. Improved processes and technology will enable agile working for members of staff, supporting further asset rationalisation. However, some business capabilities would benefit from co-location to better enable skills and knowledge sharing, as well as collaboration across the council.

Key findings

Below is a summary of the emerging thinking from a combination of stakeholder interviews and discussions within the layer design working groups:

- The Council's corporate estate has been reduced over a number of years, with ongoing work to reduce it further.
- Through the One Public Estate programme, the council is undertaking a series of reviews with other public sector partners, local authorities and community organisations to develop the best means to maximise the use of all the public assets in local areas and release any surplus assets.
- There is an aspiration for a greater local presence in different communities across Oxfordshire. However, a number of council assets are not located in the right areas or accessible for customers so there is limited flexibility in how they can be used and work is underway to address this.
- Many non-customer facing staff are based in the council's estate located in central Oxford with high property costs and this will be considered in the future as part of the office accommodation strategy
- Assets such as libraries and some partner locations have the supporting infrastructure for staff to work remotely but this is not fully utilised.

The Council's current corporate assets and implications for the TOM…

How will this change as part of the Council's TOM?

The Council utilises a wide variety of assets for the delivery of its functions across the county. These amount to hundreds of corporate assets spread across the county. In addition, the council has responsibility for the schools estate but the operating model does not have direct implications for this group of assets.

There are a number of factors about the council's current corporate estate / emerging asset plan which should be considered within the context of the operating model:

- Key council offices are heavily centralised within Oxford City. Work is underway to consider the requirements for accommodation across the county within the office accommodation strategy;
- Other assets, particularly libraries and fire stations, are well dispersed around the county;
- The assets of partners are not represented here but the council already undertakes some shared space arrangements with key partners such as Health and Police. The One Public Estate programme is looking at asset rationalisation opportunities and consideration of the Operating Model requirements and implications will need to be factored into this programme.

How will assets change in the TOM?

What will this look like in practice - Residents

As described in the Front Office section, the future operating model will actively promote the use of lower cost contact channels, such as digital, but there will be a continued need for face-to-face customer interactions.

Customer-facing activity currently takes place at a variety of physical locations around the county, particularly libraries and main office reception desks. The future operating model will enable these existing locations to:

- Use improved technology to connect customer-facing staff to the information they need to signpost people and resolve queries efficiently and effectively;
- Deliver a consistent Assisted Digital offer in designated locations to support greater uptake of digital channels.

This will use existing assets in a more efficient and connected way to provide an effective and consistent Front Door for the council.

There is also strategic potential to develop a more integrated place-based model of public services across Oxfordshire. The county council does not currently have 'one stop shops' for customer interactions but some districts, such as Cherwell, use key assets in this way. The consistent Front Door in the new TOM provides a foundation for more integrated use of customer-facing locations on a case-by-case basis. The council can therefore use this to progress an aspiration of a more local presence for services across the county through local community hubs when appropriate.

What will this look like in practice - Staff

Key asset implications of the operating model regarding staff include:

- Consolidation of effort and reduced fragmentation of roles will support the council's ambition to continue to rationalise its estate and release surplus assets;
- There is potential to relocate non-customer facing staff currently based in Oxford to less central but more cost effective assets. Options will need further exploration;
- Co-location of key functions with partner organisations can support more efficient and collaborative working, but will need to consider additional requirements e.g. Confidentiality and security requirements by the Police for the MASH.

The use of assets for staff in the new TOM will be dependent on the size and delivery model of the relevant business capabilities.

4f. Governance

During the design phase an assessment was made of the Council's existing high level governance arrangements…

Where are we today?

Current governance arrangements across the Council do support the effective running of the organisation and enable suitable decision-making at operational and strategic levels. However, a number of opportunities were identified to build on and improve these arrangements.

1	**It is not always clear at what level decisions should be made.**	There are a number of groups and boards acting in a variety of advisory, steering or decision making capacities. The role of these different forums, the relationships between them and their position in the Council's formal governance framework is not always clear or easy to navigate.
2	**Greater consistency across the Council would improve confidence in navigating governance arrangements**	Currently decisions or issues can be reviewed in multiple forums, sometimes with similar membership. There are opportunities to develop greater consistency in process, such as standard templates, as well as improving alignment of timetables for meetings and approvals.
3	**Current arrangements work primarily due to good practice and behaviours, but this is reliant on individuals**	There is a lot of reliance on individuals to know when and where to raise issues for discussion or decision and the approach is often ad hoc. While this generally works, there can be missed opportunities for broader strategic input or making good connections across the organisation.
4	**There is an opportunity to define procedures to improve clarity and co-ordinate existing good practice**	More defined procedures would help to give assurance on proportionate governance and the balance between taking action (e.g. using delegated responsibility) and appropriate oversight. Consistent recording of decisions made and actions taken would better connect governance.

As part of the design of the TOM the following ambition and design principles for governance have been developed…

Ambition

The ambition is to have an improved governance model which is joined-up and streamlined with transparent decision making processes and appropriate checks and balances. It will support decision making which is responsive, proportionate and with the appropriate rigour, recognising that some decisions are complex with wide implications and will require significant negotiation and engagement beyond the formal process.

Design principles

Below are the key design principles identified by the working group examining governance which will be used to develop and test potential future governance models, building on what works well in existing arrangements.

Accountability	We will be clear about where accountability for decision making lies.
Responsibility	We will be clear about who is responsible for making decisions including member and officer decisions, while also recognising the complexity involved in some issues requiring a decision.
Consistency	We will have a consistent approach to governance including managing compliance issues.
Proportionality	We will have streamlined governance processes which are proportionate, enabling and appropriate.
Transparency	We will make decisions in a transparent way, recording our reasoning. We will clearly communicate both the outcome of decisions and the reasons that they were taken.

OXFORDSHIRE COUNTY COUNCIL

The following areas of governance were identified as priority areas for development through the implementation of the TOM…

Priority areas of focus

Key priorities	*Why?*
Clarify the role of existing forums.	Individual governance forums understand their purpose and business but the role, decision-making powers and connections between them across the whole governance arrangements is not consistently understood. Some forums are more formalised than others with established Terms of Reference. There could be better consistency in Terms of Reference for particular types of forum doing the same role in different directorates.
Join up governance of transformation and operations where appropriate.	Currently there are some different forums for 'transformation' and 'BAU/Operations' discussions and decision making. Limited join up between the different forums increases the risk that decisions are made without relevant information or other perspectives. For example a decision to undertake a new transformation activity might be made without sufficient oversight of the impact this will have on the Council's day-to-day business.
Improve transparency and communication of decision making.	Capturing decisions made and actions to be taken is done in different ways, both in regular forums and in one-off meetings. This can make it more difficult to track the impact and outcome of decisions. In addition, there could be greater consistency in communicating decisions made and the rationale, which are important pieces of information which can encourage greater understanding and compliance.
Clarify the approach to compliance.	There is clarity on the statutory responsibilities of the Council and where a statutory officer is legally accountable. However, it can be harder to identify accountability and responsibility for non-statutory decisions in the Council. Clearer checks and balances would help to prevent non-compliance, which can be inadvertent, as well as identify and improve areas of poor compliance.

How will it be different?

- Managing transformation and managing BAU will where possible be done in a singular forum, allowing for increased join-up.
- Greater definition and clarity on the roles and responsibilities of leadership teams in the council.
- Directorate Leadership Teams (DLTs) run in a more consistent way, considering certain fixed agenda items and having relevant input from business partners and specialists when required.
- The recording and communication of decisions will be more transparent.

4g. Culture

OXFORDSHIRE COUNTY COUNCIL

Sustaining change and maximising benefits from implementation of TOM will require changes in the culture of the Council…

Where are we today?

Why it matters

Culture is a key aspect of success for any organisation, helping to tie its people and strategy together across all components of its operating model. However, it is often intangible and can be one of the hardest areas for an organisation to shift. Key elements of defining and shaping culture include:

Purpose – The common sense of mission for everyone in the organisation
Vision – What the ideal future looks like
Values – The qualities and beliefs held by people in the organisation
Behaviours – How people in the organisation embody their values in their day-to-day actions, whether individually or collectively.

There should be a continuous link between all these elements and the Council's strategy and the outcomes it wants to deliver. If this is achieved, then it will help to build and maintain a common sense of identity and commitment to the Council's goals and how it works.

Key findings

Below is a summary of the key findings on existing organisational culture from a combination of stakeholder interviews and discussions within the layer design working groups:

- There is no single overarching culture in the Council, with a range of different attitudes and behaviours in directorates and service areas. This diversity is inevitable given the wide range of services delivered but a common core culture would help to build more collaboration and collective purpose.
- Building on the point above, there is a silo mentality which can prevent services working effectively together to address common issues.
- There is a lack of compliance with agreed ways of working and procedures, with a number of workarounds by staff. This has been created or exacerbated by complex processes or technology, but improved compliance is needed to support consistent working as an organisation.
- There is also aversion to taking measured risks across the council, which can limit innovation & creativity.

During the design phase the following approach was used to think about what the Council's culture would need to look like in the future…

How will this change as part of the Council's TOM?

Culture represents shared assumptions that guide a group's behaviour, and is manifested through behaviours within the organisation. These behaviours, combined with beliefs and values, drive the culture within the organisation. Critical to changing culture is **changing behaviour.** When an organisation sets out to improve the behaviours of its people, those behaviours improve the culture which improves performance outcomes. Therefore, a focus on behaviours is essential for the Council, when implementing the new TOM.

When establishing the new TOM, a focus on culture will help the Council to ensure that changes to the operating model are embedded effectively, and that staff take ownership of the transformation of the organisation. Culture has the ability to shape behaviour in an organisation and influence the performance of the associated staff, if established and monitored effectively.

The introduction of a new Target Operating Model presents the Council with an opportunity to deliberately design a culture within the organisation that supports the Council to achieve its strategic objectives. This can be done through a series of steps, which are shown in the diagram below.

The following cultural aspirations have been identified as part of the design of the Council's TOM…

What will this look like in practice

The culture of the Council will reflect our values as an organisation:

We work together in a supportive and honest way

We do the best we can for residents

We strive to find the best solutions

We are open to change and doing things differently

Open

The Council as an organisation must embrace a culture of openness. This will enable and empower staff to think freely and creatively.

Collaborative

Collaboration must be at the heart of the TOM. Staff must be encourage to be open, to share and to work together across organisational boundaries in order to provide better services to customers.

Collective

The Council is not a group of individual businesses but a single organisation. Leaders must embrace collective responsibility for the decisions they make and for the performance of the whole Council.

Customer focused

In order for the TOM to be successful the Council must embrace a customer focused culture. Products and services must be designed with the Customer in mind and every decision must be challenged as to whether it will deliver value for the Council's customers.

Consistent

The Council must be consistent in its compliance with the key principles of the design if the TOM is to be implemented successfully and benefits to be realised. Non-compliance must be identified and appropriate action taken.

4h. Role of the manager

The case for change identified that there were significant opportunities for OCC to clarify and improve the role of managers across the Council…

Where are we today?

The activity analysis highlighted three areas most relevant to this theme; management and supervision, workforce planning and workforce scheduling. The Council spends a very similar amount of FTE effort in these categories as the comparator group. With regards to management and supervision, the category with the greatest percentage of staff time, 6.2% of the Council's total FTE effort was spent. The comparator group had 6.1% of total FTE time in this same category, showing only a marginal difference.

Discussions within the cross-cutting workshops elaborated on these findings:

1. Managers are having to juggle their day job with managerial tasks, as they do not get given sufficient time for managerial activities.
2. Increasing pressure has been put on managers with the move to the IBC and self-service systems. Some HR and payroll tasks have been reallocated to middle managers without what they consider to be 'sufficient' training.
3. Some tasks managers do not conduct regularly, and the re-learning process is time intensive.
4. On the IBC system approval is by line manager, not cost-centre manager, which is not the way the organisation is currently structured. This can result in requests being escalated to a level that is not appropriate.
5. Accountability and responsibility is not always clear, and at times is misunderstood.

Having spoken to a cross-section of staff in the cross-cutting workshops it was evident that expectations around the role of a manager are unclear. Senior leadership are increasingly spending time focusing on strategic thinking and decision making, and therefore need to be able to depend on their managers for operational leadership. However currently managers feel insufficiently supported, unclear of their responsibilities, and held back by the IBC system. Clarification around the role and expectations of the manager will help both senior leadership, and the managers themselves, perform more effectively in the future.

OXFORDSHIRE COUNTY COUNCIL

In order for the Council's TOM to be successful the following key changes are required to the role of managers across the organisation…

How will this change as part of the TOM?

1

Clear roles and responsibilities

There will be a clear 'deal' for managers which makes the expectations of all parties clear enabling a re-focusing of managers on core managerial tasks, better driving productivity and performance

2

Improved productivity

A robust, coherent and consistent productivity and performance management programme will be put in place across the Council that will help managers monitor and performance manage their staff.

3

Appropriate layers of management

As part of the construct and implement phase management layers across the organisation will reviewed and assessed for appropriateness.

4

Workforce scheduling

Linked to agile working the TOM will require and effective workforce scheduling capability to enable Managers to effectively and efficiently assign workflow and monitor productivity.

5

A culture of collective responsibility

Managers across the organisation must embrace a culture of collective responsibility. This will demonstrate the commitment of leaders and raise the profile of the Council's strategic objectives and transformation programme.

6

Processes designed with managers in mind

Processes will no longer be designed in isolation from managers. Managers will be consulted and will collaborate on the development of processes and activities that will be expected to undertake themselves with appropriate training and support provided.

As a result of these changes managers across the Council will be clear on what is expected of them and where they can go for help…

What will this look like in practice?

As part of the Council's TOM, managers will be clear about the expectations the Council has of them in relation to behaviours, priorities and skills. There will be service-specific expectations and responsibilities, but the core expectations for all managers are as follows:

Behaviours

Managers are expected to…

- Be accountable and act with integrity.
- Be loyal and committed.
- Role model behaviours and inspire their teams.
- Be flexible and adaptable.
- Support compliance with Council policies and procedures.

Managers expect…

- Role modelling of core behaviours through the County Leadership Team.
- Coherent and consistent messaging.
- A positive corporate culture.
- Systems and support which facilitate flexible working.

Priorities

Managers are expected to…

- Articulate and realise the corporate strategy within their teams.
- Create, support and maintain high performing teams.
- Continuously improve productivity.
- Plan and schedule work and resources effectively.
- Be informed about the internal and external strategic and operational context.
- Make evidence-based decisions.

Managers expect…

- A clear and well communicated corporate strategy.
- Clear, defined and realistic expectations of managers.
- Facilities and space for new ways of working.
- Access to the right of data and insight.
- Support for innovation.

Skills

Managers are expected to…

- Across all their areas of responsibility, without necessarily being an expert.
- Commercially astute.
- Customer focused.
- Able to respond with agility to crises.
- Financially literate.

Managers expect…

- A suitable induction.
- Appropriate and stretching personal development opportunities.
- Effective succession planning.
- Active identification and nurturing of talent.
- The right specialist support.

4i. IBC

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What is the Council's partnership with the IBC…

*Figures have been taken from the May 2015 Cabinet paper.

Background

After consultation in 2014, the Council agreed to enter into a public partnership with Hampshire County Council - outsourcing the majority of their Finance and HR transactional activities into the Integrated Business Centre (IBC).

The proposed benefits of the operational partnership were:

- **Cost reduction** – sharing of risk and cost through use of leading practices alongside maximising the partnerships buying power.
- **Capacity for the future** – knowledge sharing and skills transfer, removal of barriers through deep integration between partners and opportunity to expand this partnership.
- **Quality and sharing** – Delivery of quality customer service to reflect best practices.
- **Financial benefit –** Within the council's medium term financial plan* the target for outsourcing HR and Finance functions represented £0.8M/year. After investment costs of £6M the payback realisation for the partnership was forecast as 2022 (7.5 years).

Key Question

Can the partnership with the IBC, in its current form, support the delivery of the Target Operating Model?

Key Challenges

1. Limited access to SAP makes it difficult for OCC staff to access some types of data in the right format for analysis.
2. Some OCC processes are convoluted and manual as the systems are not all compatible with the IBC.
3. There is reputational damage following implementation and issues around staff engagement.
4. Requests for change are not managed quickly enough.
5. Three more partners are joining the partnership in 2018 and there are concerns around the level of resource within the Partnership available to support the Council in implementing the target operating model.

Financials

IBC Running Costs 2015-18

	2015/16	2016/17	2017/18
	£'000	£'000	£'000
TOTAL	4,403	4,452	4,521

- OCC HR and Finance functions continue to provide a level of resource above that which was anticipated at the outset of the partnership in order to support delivery and process changes and is in addition to the running costs set out above.

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What are the key challenges OCC has encountered as part of the partnership…

Following council wide engagement through multiple groups of staff, a number of key challenges were identified.

Staff engagement included:

Working Groups – Enabling & IBC

Managers

OCC Staff

1 OCC's On-boarding process

As part of the on-boarding process there was limited consideration given by OCC to change management leading to a limited assessment of the culture gap and processes in working in a new shared services partnership.

2 Speed of Change

Difficulty getting the IBC to progress change requests for improvement projects. This has led to a review of the change request policy.

3 Response Times

Timeliness of response is identified as a big issue for staff. It is not uncommon to submit a query and at the end of the 5 day SLA receive either a request for more information or a poor response to reset the clock

4 Error Reporting

The format of the error reports that come back from the IBC are not standardised (and are often manually edited) meaning their translation into an OCC response to staff can't be automated.

5 Bulk Data Upload (BDU)

There is still a high reliance across OCC on manual inputs from line of business applications into the BDU middleware in order to facilitate quick uploads to SAP.

6 Limited access to Data.

Limited OCC access to the data contained in the IBC means it is difficult to develop BI. There is currently a two hour lag between any transaction into/out of the IBC.

7 OCC's Engagement

There is evidence of very low uptake for IBC training amongst OCC staff resulting in further pressure on the knowledge and understanding of the IBC systems and processes.

8 Trust

The challenges experience by OCC during the on-boarding process has led to a lack of trust by senior management which has translated into service areas.

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How is the partnership functioning...

Strengths and challenges

Strengths

Increasing trust levels:

- Following a request from HR, full access to the Council's workforce data has been granted.
- In order to improve the timeliness of OCC restructuring processes options are being explored with the Partnership including further access to workforce and personnel data.

Pipeline of change requests:

- Recognition of the Council's top issues through the Joint Working Operational Management Forum.
- Commitment to changes for eight current issues and improvements made to address three others alongside continuing developments to the recruitment and supplier self-service systems.

Improving service levels:

- There have been significant improvements to the recruitment process, supplier self-service and budget profiling amongst others.
- New Customer Interaction Centre model being developed to tackle the common issues reported by suppliers/customers.
- Successful piloting of the web chat across twelve HR pages has received very positive feedback.

Improved relationship management:

- Three tiers of working groups for the IBC have been established - strategic, professional and user level.
- OCC have direct influence on changes through the Joint Working Operational Management Forum..

Challenges

Initial on boarding:

- A limited amount of operational due diligence prior to joining, with OCC not proactively redesigning their financial and HR processes led to a difficult start to working in the shared services arrangement.
- This was coupled with a lack of change management at the outset of the Partnership.

Partnership engagement levels:

- OCC is an operational partner to the IBC with a limited amount of influence compared to the strategic partners.
- Historically there has been limited management of the partnership by OCC (active monitoring of Joint Accountability Statements etc.)
- Lack of clear senior support for the IBC across OCC has led to little trust within service areas resulting in significant duplication of effort.
- The Council's commitment to training, recently, only 30 of 275 managers attending recruitment training were from OCC.
- There has been limited co-production of processes between the council and IBC leading to lack of clarity, at an operational level, about roles and responsibilities and inefficiencies on both sides
- Culturally there is a lack of understanding across the Council that it is an operational partner to a shared service, meaning that processes can not always be bespoke to one partner.

The partnership's change capacity:

- There is concern amongst OCCs staff that the partnership may not be able to provide sufficient capacity to meet the pace of change required by the council especially with the added workload that the on boarding of three new partners will bring.

A high level assessment of the partnership's core processes has been undertaken by OCC professional leads…

Approach

A high level assessment of the performance of the partnerships core process, from an OCC perspective, was undertaken with the professional leads working group. Using the experience and perspective in the room each high level process undertaken by the partnership (13 financial, 15 HR and 2 service related) were discussed and rated.

Through this activity we have been able to build an initial view of issues and performance and target areas for further investigation, considering each of 30 high level IBC processes. Having now set out what we need from the TOM, further work has now been commissioned on this basis to give a more detailed evidence based assessment of the alignment of the TOM with the IBC partnership model.

It is important to note that at this stage as these outline assessment is indicative for the internal development of the TOM, that IBC partners have not had the opportunity to comment in detail on the position and that these conclusions represent an indicative position to be reviewed, following the detailed work commissioned.

The Council and its IBC partners remain committed to developing the partnership model to their mutual benefit.

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To what extent has the partnership delivered against initial expectations...

Comparing current performance with initial expectations

By comparing the known functionality and benefits of the partnership against those that were proposed to the council OCC can assess the extent to which its initial expectations have been met. It is important to note that the proposed financial and FTE benefits have been taken from the paper submitted to cabinet on the 26th May 2015, with the actual FTE reduction figures supplied by HR. For the processes investigated a number of joint accountability statements were created when the partnership began, these include where responsibilities lie for each party and a set of high level service standards, however these are not always present and no SLAs were created to monitor the quality of a response.

Proposed		*Actual*
67.45 FTE *(Taken from May 2015 cabinet paper)*	People	*90.25 FTE*
£805k/year (net benefit)	Financial	*£805k/year (taken from budget)* *Circa £130k of resources retained in Finance and HR.*
No monitoring of service quality in place at the start of the partnership.	Service	• Quarterly performance reports since November 2017 (6 monthly reports previously). • No service quality JAS in place, therefore uncertainty over whether quality is being delivered through the partnership.
Simple, standardised processes proposed	Processes	Approx. 70% of processes perceived as challenging by OCC

What are the key questions OCC need to consider when thinking of the future of the partnership...

The shared service

In late 2018 three London boroughs will begin the on-boarding process into the IBC partnership (as operational partners). This will increase the potential for knowledge and skills sharing as well as further spreading the risks and costs (an associated indicative saving of £204k/year) however it will also result in an increase in the volume of change requests and will change the level of influence OCC has on the partnership. The success of any partnership is dependent on commitment and collaboration from both sides, much of the decision as to whether the IBC should be kept is dependent on how much the Council are committed to a shared service and the extent to which that service can then deliver the TOM.

In order to determine the appetite within the Council for working with the partnership in the future, there are a number of questions OCC need to consider:

Challenges facing the partnership…	Questions to consider as a result…
The lack of easy access to certain types of OCC data being held within the partnership.	To what extent are OCC willing to require the partnership to share data to facilitate improved business intelligence?
Many OCC processes have not been designed with the partnership in mind.	Is the Council willing to redesign end-end financial and HR processes?
Levels of trust in the partnership are low among OCC operational staff are low.	Is the Council willing to commit to the partnership and mandate training and compliance?
Additional partners are joining the shared service, changing the demands on the system and sharing the influence.	Is the Council committed to working with other partners in delivering the shared services?
There is a freeze on non-statutory change requests within the partnership with the change request process under review.	Are OCC comfortable with the capacity of the partnership to support change in future as part of the delivery of the TOM?

How does the partnership with the IBC, in its current form, align with the design principles set out in the Target Operating Model (i)...

Design Principles RAG Rating

Customer offering	• We will hold a 'single record' for each of our customers (internal and external) making it easier for us to understand our communities, manage demand and offer support/ intervention based on need.	A	In its current form the partnership cannot support the Council to develop a single customer record. ***The partnership does not currently provide OCC with a single view of a staff member's HR and financial data.***
Processes	• We will design processes around the user and their experience, enabling self-service at every opportunity. • We will be transparent about the ways in which we manage risk.	A	IBC processes have been designed with limited OCC involvement, this is improving however shared services must cater to all partners. ***Financial approvals must go through line managers not cost centres as IBC SAP is set up to route through the organisational (HR) hierarchy rather than financial***

How does the partnership with the IBC, in its current form, align with the design principles set out in the Target Operating Model (ii)...

Design Principles RAG Rating cont.

Technology	• Systems, applications and infrastructure will be designed around business need, with a consistent approach to functional requirements. • We will ensure that technology is always an enabler, not a hindrance.	A	IBC seen as most staff's biggest source of frustration, with the majority of processes perceived as un-intuitive or challenging.
Information	• We will collect and store data once, sharing between departments where appropriate. • Our staff will have access to standardised performance information and reports to ensure consistency across the organisation.	A	Data can be requested from the IBC by a service area and then shared however this is currently in an IBC format and not in real-time.

IBC Enabled BI Benefits

A foundational component of the council's target operating model is Business Intelligence. Measuring if the BI's targeted benefits can be supported by the current IBC will also help the Council in determining its viability.

✓ = Supported by IBC × = Not currently supported by IBC

Direct Benefit Realisation	In-Direct Benefit Realisation
✓Automation	✓ Customer Insight / Forecasting demand
✓ Self Service	✓ Decision Support
✓ Mobile Reporting	× Behaviour and Sentiment insights
× Single data source	× Holistic views of community and customer segments
× Standard reports	× Holding and using data for its purpose
× BI Portal	× Knowledge Management

Can the partnership with the IBC, in its current form, support the delivery of the Target Operating Model...

Current state of the IBC

Key Question

Can the partnership with the IBC, in its current form, support the delivery of the Target Operating Model?

In its current form, it is unclear whether the partnership with the IBC can support the delivery of the Target Operating Model.

- Following the high level assessment set out in this section it is unclear whether the current form of the partnership could deliver the vision the Council has laid out.
- There are concerns about the capacity of the partnership to support the Council's change programme at the pace required.
- Further work is required to confirm whether the partnership has the capacity to support the change required by OCC.

Future state of the IBC

Key Question

Could the partnership be adapted to support the delivery of the Target Operating Model?

If the partnership with the IBC can be adapted, it may be able to deliver the Target Operating Model.

- Following the completion of the TOM design, the Council now has clarity over how it will operate in the future.
- Discussions now should be held with the partnership to understand the extent to which the partnership could be adapted to support the deliver of this model.
- A deeper review and gap analysis of the JAS statements will help to facilitate this conversation.
- Following these discussions there will be clarity over the level of compromise that may be required which can in turn lead to conversations over mitigation strategies and decisions over OCC's role in the partnership.

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How could the Council approach adapting the partnership with the IBC…

Key advantages and challenges of the IBC

Benefits

- Current relationship is improving, evidence suggests the IBC is taking on more of partner's role, with improving levels of trust and performance reporting.
- Remaining will not require a full transformational change.
- Through the on boarding of more councils cost will be shared further.

Challenges

- Pace of change, historic evidence shows the IBC to be slow at reacting to change requests, this will need to change to keep pace with the TOM timeline and future challenges.
- Level of influence, following the on boarding of more partners this may diminish.

Running costs

The on-boarding of the 3 London boroughs reduces the cost share by £204k, these costs Include staff and system maintenance.

	2017/18 £M	2019/20 Projected £M
TOTAL	**4.52**	**4.32** ↓

Partnership Solutions

In order to begin mitigating the challenges of the IBC a number of **changes should be** made in order to improve the partnership:

OCC Relationship Manager

- Single OCC relationship Manager for the IBC to provide a consistent point of contact between the IBC and OCC.
- This will give the IBC clarity of the council's priorities and allow for improved prioritisation of change activity etc.
- The role would also provide the partnership with consistent message around OCC BAU issues across the council functions, ICT, Finance etc.

Process redesign

- OCC processes that interact with the IBC will be co-produced with the partnership in the future.
- This will provide clarity over roles and responsibilities, increase efficiency and also improve trust levels within the partnership.
- In addition this should also improve the speed of information flow between partners.

Rebranding the IBC

- Should OCC conclude that the partnership can support the delivery of the TOM, following the completion of the further work required, a large scale communications campaign should be launched to rebrand the IBC.
- Once launched, mandatory training should be put in place.
- A champions scheme will also help to change the internal view of the IBC within all tiers of the council.

What are the next steps for the Council...

Summary

Challenges

The high level assessment set out in this section has identified a number of challenges facing the partnership including un-intuitive processes, a slow pace of change and new partners coming on board.

Further work

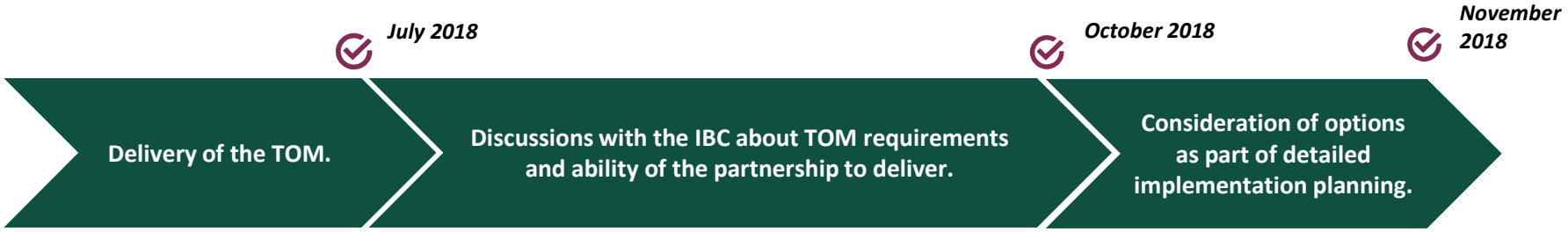
Building on the challenges identified further work is required to assess the performance of the partnership and to work with the IBC to understand where it could be adapted to support the delivery of the Target Operating Model. This work began in August 2018.

Next steps

Following the completion of this work OCC will have a clear view on whether or not the partnership can support the delivery of the Target Operating Model that can be considered as part of detailed implementation planning.

What are the next steps?

Following the review, there are several immediate measures the council can take to begin mitigating the challenges facing the partnership, including discussions with the IBC to assess whether or not the partnership can deliver against the requirements of the TOM.



4j. Innovation

As part of the detailed design of the TOM a rapid review has been carried out of the Council's current innovation capabilities…

Current state of play

Sector leading innovation in pockets

A few teams, specifically in the areas of transport, health and social care are sector leading in innovation at a policy level & private-public collaboration; mostly breakthrough innovation in emerging tech.

Outward facing initiatives

The vast majority of innovation projects are externally-funded and deliver outcomes focussed on benefits for the county and less so for the Council. This has, however, ensured that the innovation team requires little resources.

Low profile brilliance

Run by a small number of highly-driven individuals, innovation successes are largely unknown within the organisations – a missed opportunity when it comes to inspiring everyone in OCC to adopt an innovation mindset

Ecosystem available to tap into

A well-established ecosystem of start-ups, established players of the industry, academia & peer organisations is available to tap into for a broader adoption of incremental innovation across the organisation

Capacity a blocker

Teams across the organisation have little spare capacity for new initiatives. Releasing capacity across the organisation along with skills development & incentivisation of innovative thinking can accelerate the achievement of benefits.

Need for strategy

Current innovation projects are market led. There is no shortage of innovative ideas within OCC. A strategic approach to innovation will ensure alignment with the overall vision, optimal utilisation of scarce resources & responsible investments.

The set up of the Innovation Hub is a great start – but there is more that needs to be done.

This included an assessment of the Council's current innovation maturity against the following six dimensions…

Current innovation maturity

Define governance to sustain the capability; transition to BAU.

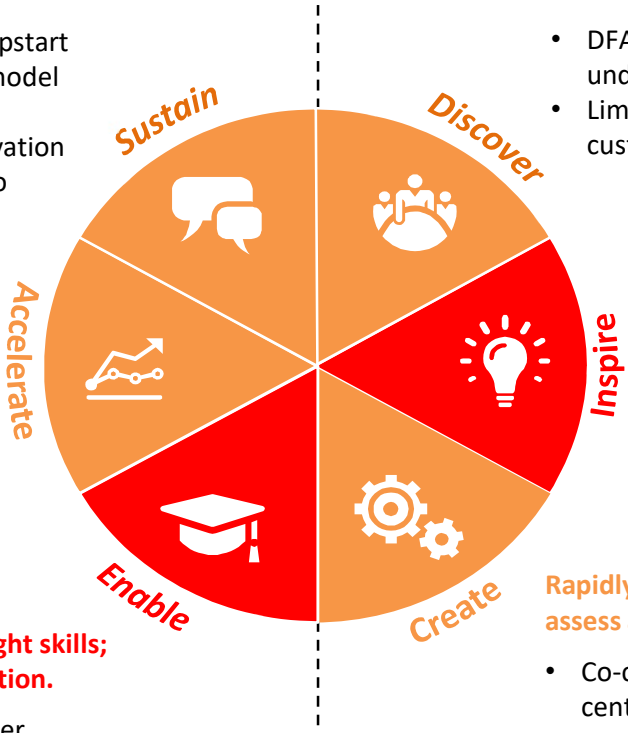
- Governance adopted for Innovation Jumpstart Wave 1 has been acceptable; wider op model design work will embed innovation
- Blockers identified from Wave 1 of Innovation Jumpstart, and now are in the position to overcome these.

Establish delivery tools, methods and processes.

- First version of innovation process created on the back of Wave 1 Innovation Jumpstart
- Delivery tools and methods can be procured from external partners to start

Identify and acquire the right skills; embed a culture of innovation.

- Limited availability of user research, human centred design, and prototyping skills



Assess existing strategies and capabilities; identify opportunities.

- DFA and wider work has led to a good understanding of the Council's challenges.
- Limited understanding or engagement with customers / partners to understand real needs

Improve knowledge; build a wider innovation network.

- External innovation network barely tapped into; staff rarely given the opportunity to be inspired by this network
- Not enough 'innovation Champions'

Rapidly make ideas tangible, test with users and assess alignment & potential

- Co-creation role in Adults a great start. Human-centred design approaches not widely known or used
- Agile delivery adopted for some projects
- Little prototyping and piloting of new concepts

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The review and the maturity assessment identified the following changes that the Council needs to make in order to take advantage of innovation opportunities …

Opportunities for change

Inspiration necessary to sustain creative thinking

Showcase of new technology & case studies from elsewhere will inspire and stimulate staff. Wave 1 of the Innovation Jumpstart approach was successful in creating awareness & expanding the reach. Subsequent waves would require showcasing innovation from elsewhere to provide stimulus to participants

Dedicated resources needed to move at speed

Wave 1 of Innovation Jumpstart suffered from delays despite high-engagement from staff – primarily because of capacity constraints (especially in the Digital & IT teams). To innovate successfully, dedicated resources are critical.

Risk averseness hampers innovation

Some areas of innovation are still unproven and hence lack the robust business case that is used for day-to-day transformation projects. An appetite for risk is essential for innovation. We have the right governance in place to minimise and contain losses that may arise from failed trials.

Human-centred design skills crucial to success

An emphasis on human-centred design skills will allow staff to effectively shape the ideas to meet the needs of the end user. The co-creation team can help facilitate this development, subject to capacity.

Lack of funding could hamper innovation

Teams across the organisation have little spare capacity for new initiatives. Releasing capacity across the organisation along with skills development & incentivisation of innovative thinking can accelerate the achievement of benefits.

Procurement likely to be a blocker to realising ideas

Moving from PID to pilot rapidly may require smarter & faster ways to procure services from external organisations – specifically in areas where OCC does not have the skills in-house. E.g. app development, human-centred design etc.

The development of the Innovation Hub and the Innovation Jumpstart approach, working alongside the Strategic Capability functions, will help the Council to take advantage of innovation opportunities.

5. Revised financial case

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The analysis has validated the benefits identified in the case for change…

Benefit categories

It is estimated OCC could achieve **c.£34m - £58m** of on-going benefits over the next five years through 3 key areas.

1	*FTE savings*	*Operating model transformation*	Through implementing the TOM it is estimated that the Council could deliver between **c.£22m - £33m of benefits**. The level of capacity released will depend on the Council's ambition and the choices made through construct and implement, but a range of **c.603 – 885 FTE** through a whole council redesign should be achievable.	*The design of the TOM validates the benefits outlined in the initial case for change, estimating that OCC could achieve **c. £22m - £33m** of potential benefits.*
2	*3rd party spend*	*Strategic sourcing & process improvements*	A wholesale review of procurement and contracts should yield significant benefits for the Council. Based on experience elsewhere and the work undertaken through the 3rd party spend review and Strategic Sourcing Plans (SSPs), it is estimated the Council could achieve at least **£8m** of benefit on its third party spend *(This is in addition to the FTE savings identified as part of the Provision Cycle layer of the operating model).*	*The Operating Model Assessment estimated that OCC could achieve **c.£8m - £17m** of potential benefits. The SSPs developed in this phase start to validate this through 3 specific examples*.*
3	*Income*	*Commercialisation*	Based on experience elsewhere, there are a number of opportunities for non-people related initiatives to drive additional income from the Council's services. This could include service cost recovery, trading or commercialisation opportunities, or a further review of fees and charges.	*The Operating Model Assessment estimated that OCC could achieve **c.£4m - £8m** of potential benefits.*

** SSPs have been produced for Adult's residential & nursing homes, Children's residential care and Children's fostering. These support a number of existing initiatives within directorates related to these areas identified within the Medium Term Financial Plan and further work is being undertaken to progress these.*

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A number of benefit drivers have been applied to calculate the potential benefits that can be achieved across each layer of the TOM (i) …

Approach to calculating benefits

Benefit category	Operating Model Layer (s)	Overview of benefit drivers	Overview of approach to calculating benefits
FTE	Customer Management / Customer Assessment	• Efficiency & effectiveness • Manage demand	• Identification, with service areas, of existing channels for customer interactions and potential to shift this for priority processes across service areas (channel shift). • Application of Society for IT practitioners in the public sector (SOCITM) ratios to OCC's existing FTE effort and existing cost for customer interactions providing a % reduction range (low to high). • Application of the same % reduction range to FTE effort associated with coo-ordination and support activities for customer interactions (Middle Office).
FTE	Provision Cycle	• Economies of scale & focus of expertise • Efficiency & effectiveness	• Estimate of FTE effort required in future provision cycle hubs using best practice ratios (CIPs and Gartner) for effort based on OCC addressable spend (approx. £400m per annum). • Comparison of future effort required with existing FTE effort across all roles spending more than 40% of time on provision cycle activities to provide target range for reduction of FTEs. • Rationalisation of FTE effort on all roles spending less than 40% of time on provision cycle activities in line with leading practice benchmarks across the public sector.
FTE	Strategic Capabilities	• Efficiency & effectiveness	• Consolidation of FTE effort across QA, Performance Management & Improvement and Programme & Project Management based on leading practice and analysis undertaken as part of the Programme Service review. • Rationalisation of fragmented FTE effort (roles spending less than 40% of time) across Marketing, PR & Communications and residual FTE effort on QA, Performance Management & Improvement. • Reduction in FTE effort required to support partnerships and undertake administrative tasks through prioritisation and streamlining.

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A number of benefit drivers have been applied to calculate the potential benefits that can be achieved across each layer of the TOM (ii) …

Approach to calculating benefits (cont.)

Benefit category	Operating Model Layer (s)	Overview of benefit drivers	Overview of approach to calculating benefits
FTE	Business intelligence	• Efficiency & Effectiveness • Start, stop, continue	• Elimination of duplication and automation of standard reporting activity will reduce FTE effort required for BI activities. • Based on previous experience and automation of software, benefits have been calculated, using a % range, against the existing baseline of FTE effort on BI activities.
FTE	Enabling & Support Services	• Economies of scale & focus of expertise • Start, stop, continue • Manage demand	• BAS – Using experience from elsewhere and qualitative feedback from stakeholder engagement, a % reduction in FTE effort on BAS activities has been identified. This is based on a number of factors including productivity improvements, standardisation etc. • HR processes – Volumetric analysis and experience from elsewhere can be used to drive financial benefits, calculated as a target % reduction, through improving the processes and increasing productivity. • Process redesign – Volumetric analysis of time spent on password resets, embedded P-cards and Bulk Data Uploads has been used to identify the proportion of FTE effort that can be reduced through redesigning inefficient processes.
FTE	Service Delivery	• A combination of the above drivers will improve service delivery.	• Changes to the Council's operating model will increase the efficiency and effectiveness of service delivery. • Based on experience elsewhere and best practice, a reduction in FTE effort required for service delivery has been applied. • *This is based on a high level assessment undertaken as part of the OMA and a more detailed assessment through service redesign will help test this.*

A number of benefit drivers have been applied to calculate the potential benefits that can be achieved across each layer of the TOM (iii) …

Approach to calculating benefits (cont.)

Benefit category	Operating Model Layer (s)	Overview of benefit drivers	Overview of approach to calculating benefits
3rd party spend	N/A	• Sourcing levers • Manage demand • Efficiency & Effectiveness	• Strategic Sourcing Plans (SSPs) – A detailed analysis of all existing residential and foster care placements to identify benefits through negotiations, contractual restructures, volume consolidation etc. • Sourcing opportunities – Analysis of the Council's third party expenditure as part of the Case for Change identified a number of other sourcing opportunities to drive better value for money from 3rd party spend. These benefits have been informed by desktop analysis of spend and contracts data, experience from elsewhere and opportunities identified by stakeholders. • Process changes – A number of opportunities to drive effective ways of working in the way the Council manages its external expenditure were identified as part of the Case for Change. Benefits have been calculated based on previous experience and analysis of addressable spend.
Income	N/A	• Income generation	• A high level analysis as part of the Case for Change including, service cost recovery analysis, identified opportunities for OCC to generate additional income through the services it provides. • *Further work is taking place over August and September looking at the Council's approach to income generation.*

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Pulling each of these benefit drivers together provides the Council with the opportunity to achieve the following overall benefit profile…

Benefit drivers (mid-point scenario shown)

Operating model layer (s)	Benefit drivers	Existing cost / FTE No.	Estimated benefit / FTE No.	Estimated benefits %.
Customer Management / Customer Assessment	• **Efficiency & effectiveness –** Using channel shift levers particularly through using technology to focus on self-service. • **Manage demand –** Reduction in avoidable customer contact through proactively pushing customers to the best channel.	£64m / 1648	£19m / 513	30%
Provision Cycle	• **Economies of scale & focus of expertise –** Leveraging category expertise and right-sizing effort based on addressable spend. • **Efficiency & effectiveness –** Consolidating effort and moving to a consistent, standardised model for delivery across the cycle.	£5m / 111	£2m / 33	40%
Strategic Capabilities	• **Efficiency & effectiveness –** Consolidating effort to enhance joined up working between the functions.	£18m / 318	£1m / 26	6%
Business Intelligence	• **Automation –** Automation of routine reports to prevent people from producing their own versions. • **Efficiency & effectiveness –** Training to encourage self-service.	£2m / 44	£64k / 1	3%
Enabling & Support Services	• **Economies of scale & focus of expertise –** Consolidation of similar activities to allow access to specialist skills. • **Automation –** Using technology to automate processes. • **Manage demand –** Standardised and simplified processes to reduce volumes of transactions to be processed.	£23m / 506	£4m / 93	17%
Service Delivery	• A combination of the above drivers will improve service delivery.	£33m / 1124	£2m / 78	6%
Total		**£145m / 3751**	**£28m / 744**	**19%**

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To achieve the benefits set out in this revised case for change, the Council will need to invest in the following programme implementation costs…

TOM programme implementation costs

The *Operating Model Design* phase has been an opportunity to test and develop estimated programme implementation costs.

Area	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	Total*
1. Technology implementation	**£0.9m**	**£3.5m**	**£1.2m**	**£1.0m**	**£0.3m**	**£6.9m**
*1.1 Technology platform components***	*£0.2m*	*£2.2m*	*£1.2m*	*£1.0m*	*£0.3m*	***£4.9m***
1.2 Technology support	*£0.7m*	*£1.3m*	-	-	-	***£2.0m***
2. People	**£0.0m**	**£0.3m**	**£1.2m**	**£1.1m**	**£0.4m**	**£3.0m**
2.1 Training	-	*£0.1m*	*£0.6m*	*£0.3m*	-	***£1.0m***
2.2 Backfill eg. Delivering elements of HR, Communications, Engagement, Programme Leadership etc.	-	*£0.2m*	*£0.6m*	*£0.8m*	*£0.4m*	***£2.0m***
3. Commissioned support	**£3.0m**	**£5.0m**	**£0.0m**	**£0.0m**	**£0.0m**	**£8.0m**
3.1 Strategic advice & programme management	*£1.0m*	*£1.6m*	-	-	-	***£2.6m***
3.2 Ongoing support to Programme Management Office (PMO)	*£0.5m*	*£0.8m*	-	-	-	***£1.3m***
3.3 Service construct & implement	*£1.2m*	*£2.0m*	-	-	-	***£3.2m***
3.4 Organisation Design (OD)	*£0.3m*	*£0.6m*	-	-	-	***£0.9m***
Total*	**£3.9m**	**£8.8m**	**£2.4m**	**£2.1m**	**£0.7m**	**£17.9m**

**For accuracy, total figures have been calculated before rounding.*

***These costs account for the upfront purchase and implementation costs for new platforms. They **exclude** the increased annual maintenance costs per year of new systems. A detailed breakdown of this is provided on the next slide.*

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As well as in the following technology costs…

Technology costs

Following on from the initial case for change, we have undertaken a further assessment of system requirements and required components for the implementation of the TOM. These are outlined below and recognise the previous investments in technology made by the Council.

Technology requirement	Implementation timeline (Years)	Cost type*		
		Upfront purchase	*Implementation*	*Maintenance*
Multichannel – Multiple capabilities to interact with Council	1	£0.4m	£0.1m	£20.0k
Identity management – Microsoft Identity Manager (MIM)	1	£1.0k	£50.0k	£5.0k
Identity verification – Contego	1	£25.0k	£50.0k	£10.0k
Build of online transactions	1 - 3	-	£2.0m	£50.0k
Website and content hosting platform - Drupal collaboration	1 - 2	£50.0k	£0.2m	-
Health information sharing – Cerner	2	£0.1m	£50.0k	£55.0k
Information storage / management – SharePoint	1	£0.3m	£0.2m	£80.0k
Portfolio and agile project management – Trello	1	-	£30.0k	£30.0k
Business intelligence data visualisation – Tableau	1 - 2	£0.2m	-	£40.0k
Enterprise Resource Planning (ERP) system – Development	2 - 4	-	£1.0m	-
Information & data architecture	1 - 2	-	-	-
Application Programme Interface (API) for secure data exchange	1 - 3	£80.0k	£0.1m	-
Total	**-**	**£1.1m**	**£3.8m**	**£0.3m per year**

** Please note:*
- *Upfront purchase costs are one-off costs applied in the year of purchase.*
- *Implementation costs are one-off costs which have been profiled across the implementation timelines.*
- *Maintenance costs are recurring annual costs that have **not** been included in the overall costs of implementation or cost-benefit profile. The cost-benefit profile represents **one-off** investments required for implementation.*

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Pulling the revised benefits and costs together provides the Council with the following cost - benefit profile over the next five years…

Cost - benefit profile

Through implementing the TOM it is estimated that Council will deliver between **£34m** and **£58m** of on-going benefits over the next five years.

This cost-benefit profile aligns with the proposed implementation plan outlined in *section 7* of this business case. This assumes that FTE benefits through operating model transformation will begin to be realised on the 1st of the month following each *'release' (please refer to section 7 for an explanation of what a release is and how this links to OCC's services and operating model layers).*

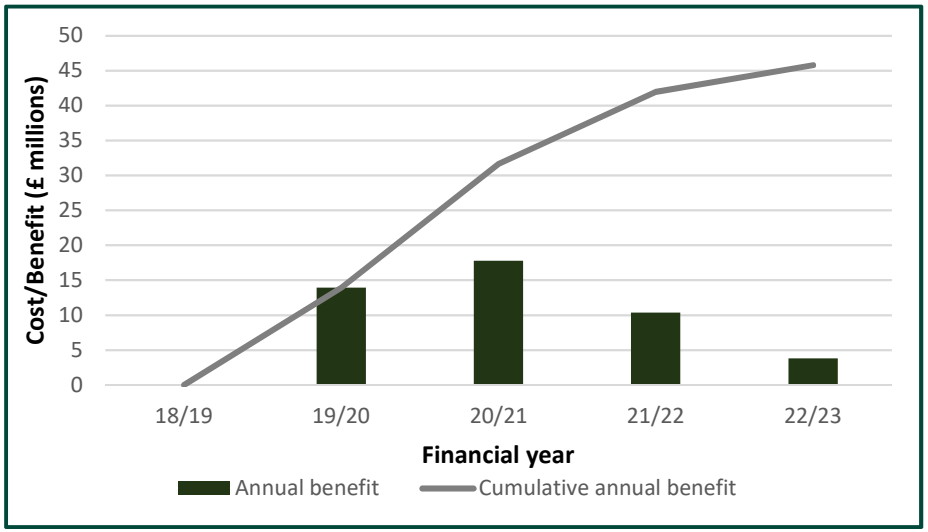
As outlined previously, the estimated required investment is made up of **one-off costs** associated with external implementation support, people costs and technology. The Council may be able to capitalise a proportion of these.

These investments will enable the Council to construct and implement its TOM, as well as to implement the new ways of working and technologies that are required to deliver the savings identified in this revised case for change.

The graph to the right shows the benefit off the baseline over a five year period, using the mid-point benefit scenario **(c.£46m).**

Cost assumptions

- ***A summary of the assumptions that underpin this cost-benefit profile can be found at slides 269 – 270 of Section 5: Revised Financial Case.***
- ***For the avoidance of doubt redundancy costs have been excluded from the cost estimate calculation.***



Financial year	18/19	19/20	20/21	21/22	22/23
Annual recurring benefit delivered in year	£0m	£14m	£18m	£10m	£4m
Cumulative annual recurring benefit	£0m	£14m	£32m	£42m	£46m

The following one off costs will be incurred over the period to implement the TOM.

Financial year	18/19	19/20	20/21	21/22	22/23
In-year one off costs**	-£4m	-£9m	-£2m	-£2m	-£1m

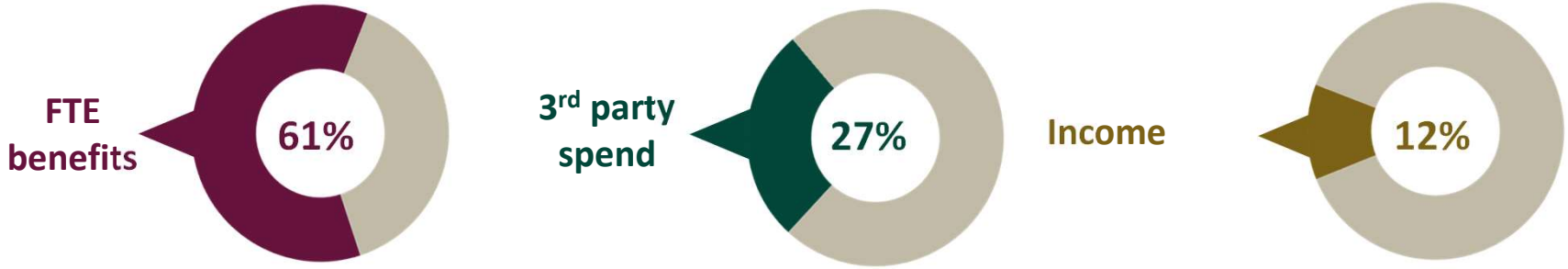
**For simplicity, all numbers in this table are rounded to the nearest whole number. The totals have been calculated before rounding for accuracy.*

*** The costs shown in this table **exclude** recurring maintenance costs for technology.*

This benefit profile can be broken down to show both the split by benefit component as well as the timeline for realisation…

Benefit realisation profile (mid point scenario shown)

It is possible to identify the proportion of estimated benefits associated with each of the 3 key benefit components as outlined below.



These high level percentages can be broken down further to identify the estimated benefits associated with each Financial Year. This aligns with the profiling on the previous slide. In addition to this, the **FTE benefits** can also be broken down by release as per the implementation plan.

Financial year	18/19		19/20		20/21		21/22		22/23		Total*	
	FTE	*£*	*FTE*	*£*	*FTE*	*£*	*FTE*	*£*	*FTE*	*£*	***FTE***	***£***
FTE benefits*	**0**	**£0m**	**201**	**£7m**	**372**	**£14m**	**171**	**£7m**	**0**	**£0**	**744**	**£28m**
Release 1	*0*	*£0m*	*55*	*£2m*	*55*	*£2m*	*0*	*£0*	*0*	*£0*	*110*	*£4m*
Release 2	*0*	*£0m*	*40*	*£2m*	*52*	*£2m*	*13*	*£1m*	*0*	*£0*	*104*	*£4m*
Release 3	*0*	*£0m*	*81*	*£3m*	*163*	*£6m*	*81*	*£3m*	*0*	*£0*	*326*	*£11m*
Release 4	*0*	*£0m*	*25*	*£1m*	*102*	*£4m*	*76*	*£3m*	*0*	*£0*	*204*	*£9m*
3rd party spend	**-**	**£0m**	**-**	**£5m**	**-**	**£2.3m**	**-**	**£2.3m**	**-**	**£2.3m**	**-**	**£12m**
Commercialisation	**-**	**£0m**	**-**	**£1.5m**	**-**	**£1.5m**	**-**	**£1.5m**	**-**	**£1.5m**	**-**	**£6m**
Annual benefit*	**0**	**£0m**	**201**	**£14m**	**372**	**£18m**	**171**	**£10m**	**0**	**£4m**	**744**	**£46m**

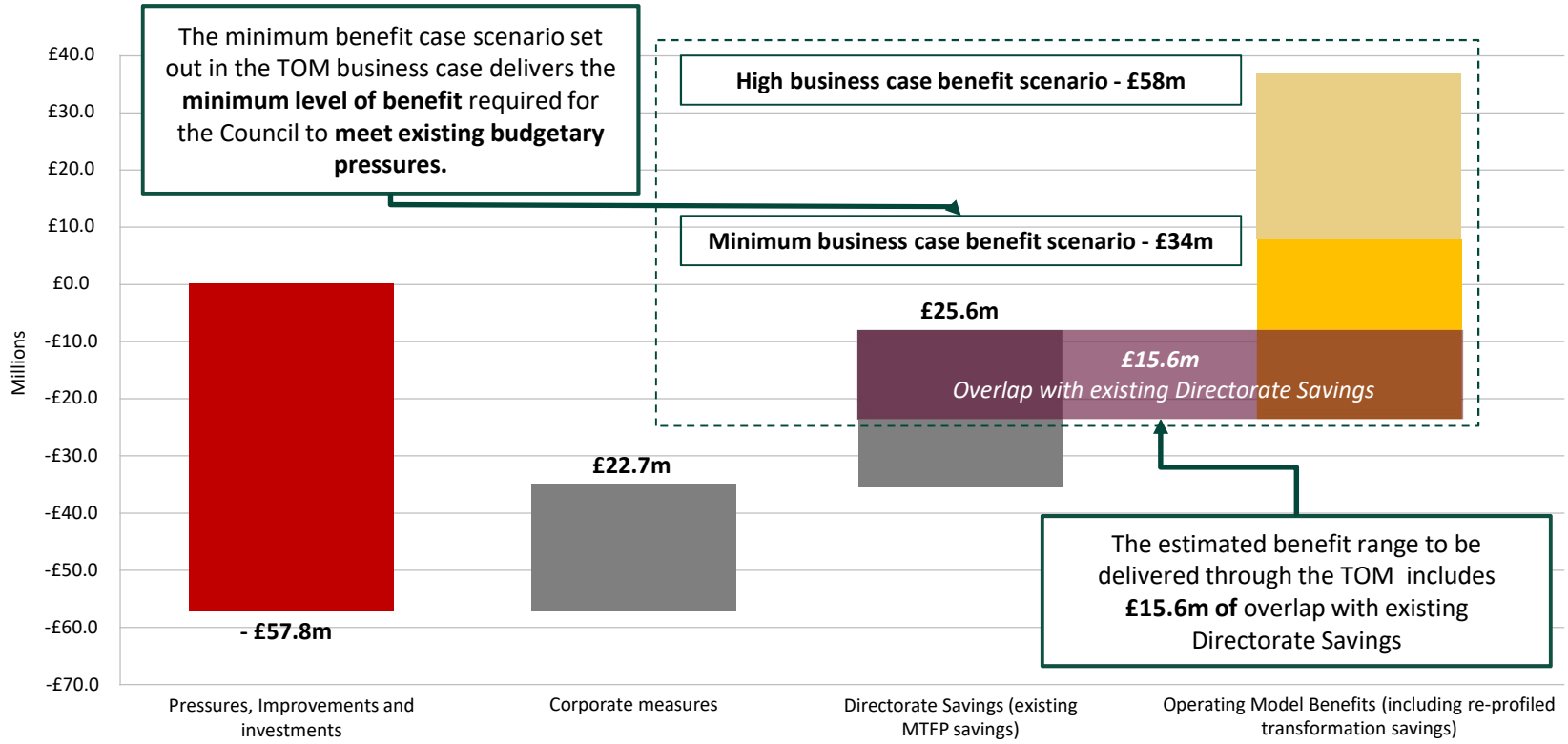
**Please note that for accuracy, totals have been calculated before rounding. This results in rounding errors as all numbers in this table have been rounded.*

The revised financial case will support the Council with responding to its budgetary pressures…

Linking the revised financial case to the Council's current financial plan

The Council has identified that over the next four years it faces cumulative pressures, improvements and investments of £57.8m.

The revised financial case, set out in Section 5 of this document, builds on the existing transformation activities the Council has underway, whilst recognising that there is some overlap with existing Directorate Savings, to provides a clear roadmap for how the Council can achieve the minimum level of benefit required (£34m) to meet its existing budgetary pressures (as set out on slide 7).



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The following assumptions underpin the target cost - benefit profile set out in this revised case for change (i)…

Benefit assumptions

The main benefit assumptions used in the development of this revised case for change have been based on agreement within the Programme team, HR and service representatives and practical experience from similar programmes.

1. **FTE Baseline:** The Activity Analysis provides the baseline of effort by service and process. This baselining of current state activity and subsequent calculations is based on data collected by the Council during July 2017.

2. **Cost Baseline:** The cost baseline has been developed from an average salary for each unique post in the organisation. This is based on actual salary data provided by HR for the development of the initial case for change, and includes 30% on-costs.

3. **Redundancy costs:** No redundancy costs have been factored into the business case. Impact will be mitigated by regular staff turnover and the Council has a good track record on redeployment of staff. It is assumed that the Council has sufficient funds separately from the programme to cover any redundancy costs that come to light through the programme.

4. **Pay protection:** The cost of any future pay protection is currently not included in the programme cost information.

5. **Benefit levers:** For each benefit lever, the percentage saving for the proposed TOM is based on experience in similar authorities, and examples from leading practice, at a conservative estimate of the potential benefit range and has been tested with officers.

6. **Volumes:** Where it has been available, and has been provided, we have used the Council's volumetric data (numbers of calls, emails, face to face interactions) to inform the design of the TOM and any potential efficiencies.

7. **Changes in staff numbers:** During the implementation phase, the Organisation Design may lead to an increase or decrease in staff numbers.

8. **Approval of identified benefits:** The timetable set out in this business case assumes prompt approval of identified benefits through the agreed governance route for the implementation of the TOM. Delay in this process will impact the cost benefit profile as set out on slide 266.

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The following assumptions underpin the target cost - benefit profile set out in this revised case for change (ii)…

Cost assumptions

The main cost assumptions used in the development of this business case have been based on agreement within the Programme team, as well as practical experience from similar programmes on the role and cost of transformation support. In relation to technology costs, these have been developed and tested with the Director of Digital & ICT.

1. **Scope of technology costs:** The technology costs included in this revised case for change are only those which relate directly to the implementation of the TOM. They are not the full scope of technology costs which OCC might face over the coming years e.g. maintenance, updates and support of existing ICT infrastructure; license costs for existing systems etc.

2. **Existing technology costs:** The current staff costs are **c.£1.36m** with an additional **£0.2m** for licences and supplier support. These costs are expected to rise as new products, integration and support increases (these anticipated increases are included in the costs shown on slide 265).

3. **Investment in technology:** The current level of investment for the activity already in train and signed of by FFF board will remain the same (e.g. Capita 360).

4. **IBC:** As part of the detailed design, we have undertaken a review of the IBC. The technology cost profile in this revised case for change assumes that IBC will be retained.

5. **Planned activities:** Digital and ICT resource may be required to support specification and selection activity for some platforms. This will impact delivery of planned activity in 2018/19. This could be mitigated through the use of external resources and product suppliers to support the in house team.

6. **Technology benefits:** There may be some benefits generated through rationalisation, but these will be small in comparison to the level of investment.

7. **Optimisation of the TOM:** The external support costs set out in this revised financial case assume that any optimisation of the TOM once implemented will be delivered by Council teams. There may however be instances where the Council requires further external support with this optimisation. These costs have not been included in this revised financial case.

6. Service impact & gap analysis

The TOM has been reviewed by each service area in order to understand the impact on the service and the gap between current and future ways of working…

Service impact & gap analysis approach

There has been a range of opportunities to consider service impact throughout the design process. In addition, each service area (based on CLT members and their direct reports) has had two dedicated opportunities (one at the end of the high level design phase and one at the end of the detailed design phase) to review the emerging TOM design and comment on the potential impact of the proposed design on the service.

In addition at the end of the detailed design phase the service areas were also asked to capture the gap (H/M/L) between the proposed way of working set out in the TOM and the current way of working within the service area. These gaps have been used to inform the composition and sequencing of each of the proposed releases set out on slide 311 in Section 7: Construct & Implement.

Service impact testing round 1 (High level design)

At the end of the high level design phase service areas were asked to review the high level design and RAG rate a series of statements summarising the key changes arising from the TOM based on their impact on the service. Services also discussed a number of changes and opportunities for the Front Office in their areas.

R	A	G
Proposed change would result in service area not being able to fulfil statutory obligations due to…	Proposed change would work for service area but consideration would need to be given to…	Proposed change would work for the service area…

Service Impact Testing RAG Key….

Service impact testing round 2 (detailed design)

At the end of the detailed design phase service areas were asked to repeat the RAG rating exercise (based on the additional information provided) and to consider the gap between the proposed future way of working and the current way of working within that service area.

H	M	L
Significant gap between current state and future state.	Medium gap between current state and future state.	Low gap between current state and future state.

Gap Analysis Key….

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Although service areas across the Council broadly believe changes will have a positive impact, there is still a considerable gap to move to future ways of working…

Summary of service impact & gap analysis across the Council

TOM Layer	Design statement	Average impact	Average gap
Customer management	*Proactive signposting*	G	H
	Digital customer portal	G	H
	Digital self-service	G	M
	Multi-skilled customer management function	G	H
	Multi-purpose face-to-face sites	G	M
	Strategic customer approach	G	M
Customer assessment	*Improved screening & triage*	G	M
	Simplifying non-complex assessments	G	M
	Channel shift to reduce manual interventions	G	M
	Streamlining complex assessments	G	H
	Enhanced partnership working & shared records	G	H

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Although service areas across the Council broadly believe changes will have a positive impact, there is still a considerable gap to move to future ways of working…

Summary of service impact & gap analysis across the Council (cont.)

TOM Layer	Design statement	Average impact	Average gap
Provision cycle	*More Active Engagement*	G	L
	Category Management	G	M
	Strategic Contract Management	G	M
	Operational Contract Management	G	H
	Transparent Governance	G	M
Enabling & support services	*Self Service*	G	H
	Business Partnering	G	M
	Centrally managed BAS	A	H
	Virtual BAS Teams	A	H
	Functional BAS Teams	A	M

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Although service areas across the Council broadly believe changes will have a positive impact, there is still a considerable gap to move to future ways of working…

Summary of service impact & gap analysis across the Council (cont.)

TOM Layer	Design statement	Average impact	Average gap
Strategic capability	*Strategy & Policy Definition*	G	M
	Project Management Framework	G	H
	Clear project approval process	G	H
	Single view of corporate performance	G	M
	Streamlined performance reporting	G	M
	Outcome based KPIS at a corporate level	G	M
Business intelligence	*Automated standardised reporting*	G	M
	Quality assurance checks	G	H
	Data will be easy to update and share	G	H

The following changes proposed as part of the TOM were flagged as needing further consideration as part of construct or implement activities (i)…

Front Office

1

Use of signposting, information and guidance to divert or avoid demand.

Concern that this could lead to an inconsistent customer experience and increase demand for services as customer that come through the front door are more likely to be eligible for services..

2

Application of digital self service principles wherever possible.

Challenge around ensuring that this does not disadvantage vulnerable or digitally-isolated residents and that customers of some service areas will not be able to self-serve.

3

Use of multi-skilled customer management staff to undertake core customer management activities.

Concern that this could result in loss of service specific customer management skills and knowledge with service areas reliant on a council wide offer / service resulting in loss of control.

4

Development of simple and consistent digital customer portal.

Concern that this would further increase the risk that vulnerable or digitally isolated residents are unable to access Council services.

5

Streamlining of complex assessments.

Challenge from service areas that some assessments are unavoidably complex and require a 'multi-faceted' approach. It was emphasised that a 'one size fits' all approach is not viable.

Responses to these challenges have been considered throughout the design process. These include developing a flexible customer offer based on the complexity of their circumstances, assisted digital solutions, and clear roles and responsibilities between the Customer function and operational service areas. Further consideration, mitigation and responses will be developed as part of the construct and implement phase.

The following changes proposed as part of the TOM were flagged as needing further consideration as part of construct or implement activities (ii)…

Back Office

1

Embedding a council wide category management approach to the management of third party spend.

Concern from service areas that this could result in loss of control / could result in lost opportunities to leverage benefits opportunities from spending with partners.

2

Corporate oversight of strategic contract management.

Concern from service areas that this could result in loss of ownership of contracts for which they are accountable. Additional challenge that service areas are experts in the services they commission.

3

Development of a consolidated Business Administration Service.

Challenge from service areas that this will result in loss of service specific administration capabilities and risk the transfer of these activities to front line staff.

4

Use of virtual BAS teams.

Service areas recognise that this is a significant step-change from current practice and could lead to a loss of direct, line management control of administration resources.

5

Increase in levels of self-service and self-sufficiency across the Back-Office.

Challenge from service areas that this has not worked in the past due to process, technology and cultural changes. Risk that this shifts further work onto managers impacting service delivery.

Responses to these challenges have been considered throughout the design process. These include providing greater clarity on the roles and responsibilities between back office functions and service areas, as well as highlighting the key dependency of technology and systems which are fit for purpose. Further consideration, mitigation and responses will be developed as part of the construct and implement phase.

6a. People directorate

Front office: Customer management (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Customer management	Proactively signposting, information and advice and guidance to divert or avoid particular types of customer demand.	G	H	G	H	G	M
Customer management	External customers will have access to a simple and consistent digital customer portal that will allow them to access Council services and track their progress with minimal effort.	G	H	G	M	G	H
Customer management	Whenever possible digital self service principles will be applied to allow customers quick and easy access to transactional services.	G	H	G	H	G	L

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Front office: Customer management (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Customer management	A multi-skilled and enhanced customer management function will undertake all core activities related to initial information and service requests.	G	H	A	H	G	L
Customer management	Enable sites with regular face to face contact to be more multi-purpose and better supported for signposting.	G	H	A	M	G	L
Customer management	A strategic approach to customers to continually improve customer experience, outcomes and Council operations.	G	H	G	M	G	L

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Front office: Customer assessment…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Customer assessment	Improved screening and triage so that customers reach the right service at the right time.	G	H	G	H	G	L
Customer assessment	Simplifying or removing non-complex assessments for transactional services.	G	H	A	L	G	L
Customer assessment	Assessment channel shift to forms of less manual intervention from Council staff.	G	L	A	L	G	L
Customer assessment	Streamlining complex assessments both within and between service areas.	A	H	G	H	G	L
Customer assessment	Enhanced partnership working and shared records with partners where possible.	G	H	G	H	G	L

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Back office: Provision cycle…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Provision cycle	Commissioning & Procurement will have more upfront active engagement with service areas and the market to get an understanding of service priorities.	G	L	G	H	G	L
Provision cycle	We will embed a council-wide category management approach to how we manage third party spend.	G	H	A	H	G	M
Provision cycle	Strategic contract management i.e. KPIs will be managed at a corporate level	A	H	G	H	G	L
Provision cycle	Operational contract management will be delivered in services						
Provision cycle	There will be a consistent and transparent governance process in place for a clearer approval process.	G	H	G	H	G	L

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Back office: Enabling & support services…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Enabling & support services	Levels of self-service and self-sufficiency will increase where technology allows	G	H	G	H	A	H
Enabling & support services	There will be an integrated and strengthened business partnering approach for the delivery of ICT, Finance, HR and BAS.	G	H	G	H	A	M
Enabling & support services	BAS will be managed centrally as a defined service which supports the whole council with staff co located in teams where possible.	A	H	G	L	A	M
Enabling & support services	Where appropriate virtual BAS teams will be created to enable consistent management and flexibility of resource at locations across the region where small numbers of BAS staff are located.	A	H	A	H	G	L
Enabling & support services	There will be BAS functional teams which provide a specific service to the whole council – as an example this could include recruitment	A	H	G	H	G	L

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Back office: Strategic capabilities (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Strategic Capabilities	There will be organisation wide clarity over what is meant by 'strategy and policy' at both a corporate and a service level.	G	M	G	M	G	M
Strategic capabilities	There will be a single and clear framework on how OCC does project management. This framework will set out the level of oversight/governance proportionate to the risk/value of projects.	G	H	G	H	G	L
Strategic capabilities	There will be a simplified and clear process articulating where projects go for approval and at what stage e.g. role of FFF Board, CLT, procurement gateway process.	G	H	G	H	G	L

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Back office: Strategic capabilities (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Strategic capabilities	There will be a single view of corporate performance i.e. monitoring the Council's performance against key indicators and what the Council wants to be known for.	G	M	G	M	G	M
Strategic capabilities	The process for performance reporting will be streamlined all the way from service areas through to cabinet.	G	M	G	M	G	H
Strategic capabilities	A greater number of corporate performance indicators will be based on outcomes.	G	M	G	M	G	H

OXFORDSHIRE COUNTY COUNCIL

Back office: Business intelligence…

Impact & gap analysis

TOM Layer…	Design statement..	Adults		Childrens		Public Health	
		Impact	Gap	Impact	Gap	Impact	Gap
Business intelligence	Standardised reporting will be automated, reducing the time spent by front line service staff on reporting tasks.	G	M	G	H	G	M
Business intelligence	Quality assurance checks will be built into the processes where data is gathered and collected throughout the Council	G	M	G	H	G	M
Business intelligence	Data will be kept it up to date and accurate, to ensure that others can access and use it when they need to.	G	M	G	H	G	M

6b. Communities directorate

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Front office: Customer management (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Customer management	Proactively signposting, information and advice and guidance to divert or avoid particular types of customer demand.	G	H	G	M	G	H	G	M
Customer management	External customers will have access to a simple and consistent digital customer portal that will allow them to access Council services and track their progress with minimal effort.	G	H	G	H	G	H	G	M
Customer management	Whenever possible digital self service principles will be applied to allow customers quick and easy access to transactional services.	A	H	G	M	G	H	A	M

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Front office: Customer management (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Customer management	A multi-skilled and enhanced customer management function will undertake all core activities related to initial information and service requests.	A	H	G	H	G	L	A	M
Customer management	Enable sites with regular face to face contact to be more multi-purpose and better supported for signposting.	G	L	A	H	Not applicable		G	M
Customer management	A strategic approach to customers to continually improve customer experience, outcomes and Council operations.	G	M	G	M	G	M	G	M

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Front office: Customer assessment…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Customer assessment	Improved screening and triage so that customers reach the right service at the right time.	G	L	G	H	G	M	G	L
Customer assessment	Simplifying or removing non-complex assessments for transactional services.	Not applicable		G	M	G	H	G	M
Customer assessment	Assessment channel shift to forms of less manual intervention from Council staff.	G	M	G	H	Not applicable		G	M
Customer assessment	Streamlining complex assessments both within and between service areas.	G	H	G	H	G	H	Not applicable	
Customer assessment	Enhanced partnership working and shared records with partners where possible.	G	H	G	H	G	H	G	M

OXFORDSHIRE COUNTY COUNCIL

Back office: Provision cycle…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Provision cycle	Commissioning & Procurement will have more upfront active engagement with service areas and the market to get an understanding of service priorities.	G	M	G	M	G	L	G	H
Provision cycle	We will embed a council-wide category management approach to how we manage third party spend.	G	H	A	M	G	L	A	M
Provision cycle	Strategic contract management i.e. KPIs will be managed at a corporate level	A	H	G	L	G	L	G	H
Provision cycle	Operational contract management will be delivered in services								
Provision cycle	There will be a consistent and transparent governance process in place for a clearer approval process.	A	H	G	H	G	L	G	L

OXFORDSHIRE COUNTY COUNCIL

Back office: Enabling & support services (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Enabling & support services	Levels of self-service and self-sufficiency will increase where technology allows	G	M	G	H	G	H	A	L
Enabling & support services	There will be an integrated and strengthened business partnering approach for the delivery of ICT, Finance, HR and BAS.	G	L	G	M	G	H	G	L
Enabling & support services	BAS will be managed centrally as a defined service which supports the whole council with staff co located in teams where possible.	A	H	A	H	A	H	G	M
Enabling & support services	Where appropriate virtual BAS teams will be created to enable consistent management and flexibility of resource at locations across the region where small numbers of BAS staff are located.	A	H	A	H	A	H	G	M

Back office: Enabling & support services (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Enabling & support services	There will be BAS functional teams which provide a specific service to the whole council – as an example this could include recruitment	A	H	G	M	G	M	A	M

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Back office: Strategic capabilities (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Strategic capabilities	There will be organisation wide clarity over what is meant by 'strategy and policy' at both a corporate and a service level.	G	M	G	M	G	M	G	M
Strategic capabilities	There will be a single and clear framework on how OCC does project management. This framework will set out the level of oversight/governance proportionate to the risk/value of projects.	G	M	G	M	G	H	G	M
Strategic capabilities	There will be a simplified and clear process articulating where projects go for approval and at what stage e.g. role of FFF Board, CLT, procurement gateway process.	G	H	G	M	G	H	G	M

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Back office: Strategic capabilities (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Strategic capabilities	There will be a single view of corporate performance i.e. monitoring the Council's performance against key indicators and what the Council wants to be known for.	G	M	G	M	G	M	G	M
Strategic capabilities	The process for performance reporting will be streamlined all the way from service areas through to cabinet.	G	M	G	M	G	M	G	H
Strategic capabilities	A greater number of corporate performance indicators will be based on outcomes.	G	M	G	M	G	M	G	M

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Back office: Business intelligence…

Impact & gap analysis

TOM Layer…	Design statement..	Planning & Place		Infrastructure Operations		Investment and Capital Delivery		Oxfordshire Fire & Rescue	
		Impact	Gap	Impact	Gap	Impact	Gap	Impact	Gap
Business intelligence	Standardised reporting will be automated, reducing the time spent by front line service staff on reporting tasks.	G	M	G	M/H	G	H	G	M
Business intelligence	Quality assurance checks will be built into the processes where data is gathered and collected throughout the Council	G	M	G	M	G	H	G	H
Business intelligence	Data will be kept it up to date and accurate, to ensure that others can access and use it when they need to.	G	M	G	M	G	H	G	H

6c. Resources directorate

Front office: Customer management (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Customer management	Proactively signposting, information and advice and guidance to divert or avoid particular types of customer demand.	G	M	A	H
Customer management	External customers will have access to a simple and consistent digital customer portal that will allow them to access Council services and track their progress with minimal effort.	G	H	A	H
Customer management	Whenever possible digital self service principles will be applied to allow customers quick and easy access to transactional services.	G	M	G	L

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Front office: Customer management (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Customer management	A multi-skilled and enhanced customer management function will undertake all core activities related to initial information and service requests.	G	H	G	M
Customer management	Enable sites with regular face to face contact to be more multi-purpose and better supported for signposting.	G	M	G	L
Customer management	A strategic approach to customers to continually improve customer experience, outcomes and Council operations.	G	H	G	H

Front office: Customer assessment…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Customer assessment	Improved screening and triage so that customers reach the right service at the right time.	G	M	Not applicable	
Customer assessment	Simplifying or removing non-complex assessments for transactional services.	G	M	Not applicable	
Customer assessment	Assessment channel shift to forms of less manual intervention from Council staff.	G	M	Not applicable	
Customer assessment	Streamlining complex assessments both within and between service areas.	A	H	Not applicable	
Customer assessment	Enhanced partnership working and shared records with partners where possible.	G	H	G	H

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Back office: Provision cycle…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Provision cycle	Commissioning & Procurement will have more upfront active engagement with service areas and the market to get an understanding of service priorities.	G	M	G	L
Provision cycle	We will embed a council-wide category management approach to how we manage third party spend.	G	M	G	M
Provision cycle	Strategic contract management i.e. KPIs will be managed at a corporate level	G	H	G	M
Provision cycle	Operational contract management will be delivered in services				
Provision cycle	There will be a consistent and transparent governance process in place for a clearer approval process.	G	M	G	L

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Back office: Enabling & support services…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Enabling & support services	Levels of self-service and self-sufficiency will increase where technology allows	G	H	A	M
Enabling & support services	There will be an integrated and strengthened business partnering approach for the delivery of ICT, Finance, HR and BAS.	G	M	G	M
Enabling & support services	BAS will be managed centrally as a defined service which supports the whole council with staff co located in teams where possible.	A	H	A	H
Enabling & support services	Where appropriate virtual BAS teams will be created to enable consistent management and flexibility of resource at locations across the region where small numbers of BAS staff are located.	A	H	G	H
Enabling & support services	There will be BAS functional teams which provide a specific service to the whole council – as an example this could include recruitment	A	H	G	L

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Back office: Strategic capabilities (i)…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Strategic capabilities	There will be organisation wide clarity over what is meant by 'strategy and policy' at both a corporate and a service level.	G	M	G	L
Strategic capabilities	There will be a single and clear framework on how OCC does project management. This framework will set out the level of oversight/governance proportionate to the risk/value of projects.	G	H	G	H
Strategic capabilities	There will be a simplified and clear process articulating where projects go for approval and at what stage e.g. role of FFF Board, CLT, procurement gateway process.	G	H	G	H

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Back office: Strategic capabilities (ii)…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Strategic capabilities	There will be a single view of corporate performance i.e. monitoring the Council's performance against key indicators and what the Council wants to be known for.	G	L	G	H
Strategic capabilities	The process for performance reporting will be streamlined all the way from service areas through to cabinet.	G	H	G	H
Strategic capabilities	A greater number of corporate performance indicators will be based on outcomes.	G	M	G	M

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Back office: Business intelligence…

Impact & gap analysis

TOM Layer…	Design statement..	Finance / Customer Experience / PMO		Strategy & Policy	
		Impact	Gap	Impact	Gap
Business intelligence	Standardised reporting will be automated, reducing the time spent by front line service staff on reporting tasks.	G	H	G	H
Business intelligence	Quality assurance checks will be built into the processes where data is gathered and collected throughout the Council	G	H	G	H
Business intelligence	Data will be kept it up to date and accurate, to ensure that others can access and use it when they need to.	G	H	G	H

7. Construct & implement

7a. Overview

The Council will need to adopt the following 'construct and implement' methodology in order to successfully deliver the TOM…

An overview of 'construct & implement'

To implement the TOM and achieve whole Council organisational change OCC will need to introduce change in steps, informed by the holistic design set out in this business case, so that change is achieved gradually rather than through a 'big bang.'

This means change is more likely to be successful and benefits are realised throughout the programme rather than at the end.

Construct & implement principles

- Implementation of the TOM will require a great deal of change, over a relatively long period of time.
- Change must be made across a number of different areas and these must come together for the change to be coherent and for there to be a greater chance of new ways of working being adopted.
- The best way to ensure that change is successfully delivered in a manageable and controlled way is to introduce it in steps, rather than as one 'big bang' – Implementation of the TOM is based on regular change steps.
- While the change will be implemented through steps, and the change will be gradual, the overall change will be informed by a clear view of the holistic TOM design for OCC.
- Each step change the Council makes, will be referred to as a **'release.'** Each release will bring together change across three areas – people, processes and technology.
- The technology that will be developed to support the changes – referred to as the 'Digital Platform' – will be produced in stages, building on learning from each stage.
- This methodology for technology development allows business requirements to be developed and completed in small increments as they become complete and ready for use. Using this approach, business change can be completed without delays or dependency on a long development process.
- Using this approach we will be able to get to a testable product faster, which allows time for refinement and improvement before it is made available to the end users.

The construct and implement methodology shifts the focus from the horizontal layers of the operating model to directorates / service areas…

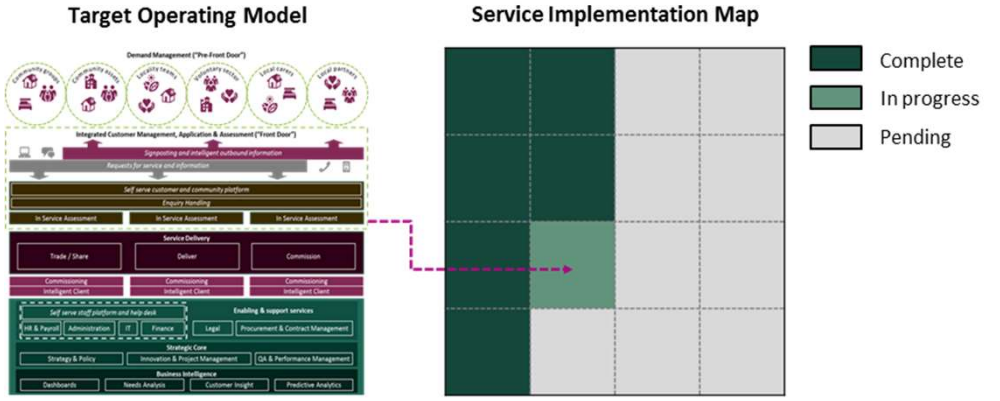
Construct & implement methodology

The detailed design work focussed on developing the horizontal layers of the target operating model and their associated benefits. During the construct and implement phase, the focus shifts to the vertical components of the future council – in many instances these will be equivalent to what OCC already thinks of as service areas.

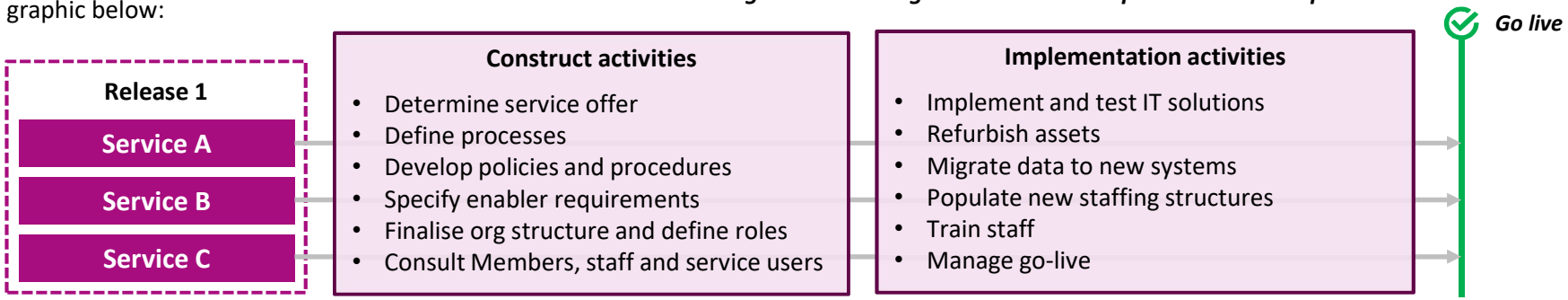
During the construct and implement phases the changes signified by the TOM are applied to each service area in turn. Once all services have been through this process, the delivery of the new council will be complete.

To accelerate the delivery of benefits and improve the efficiency of the implementation process, services are frequently grouped together into a series of **'releases'.**

It is important that each release is taken through the construct and implement phase in sequence, i.e. changes to a service can only be *implemented* once all *construct* activities have been completed. This is clarified in the graphic below:



Linking the TOM design to the service implementation map



7b. Implementation plan

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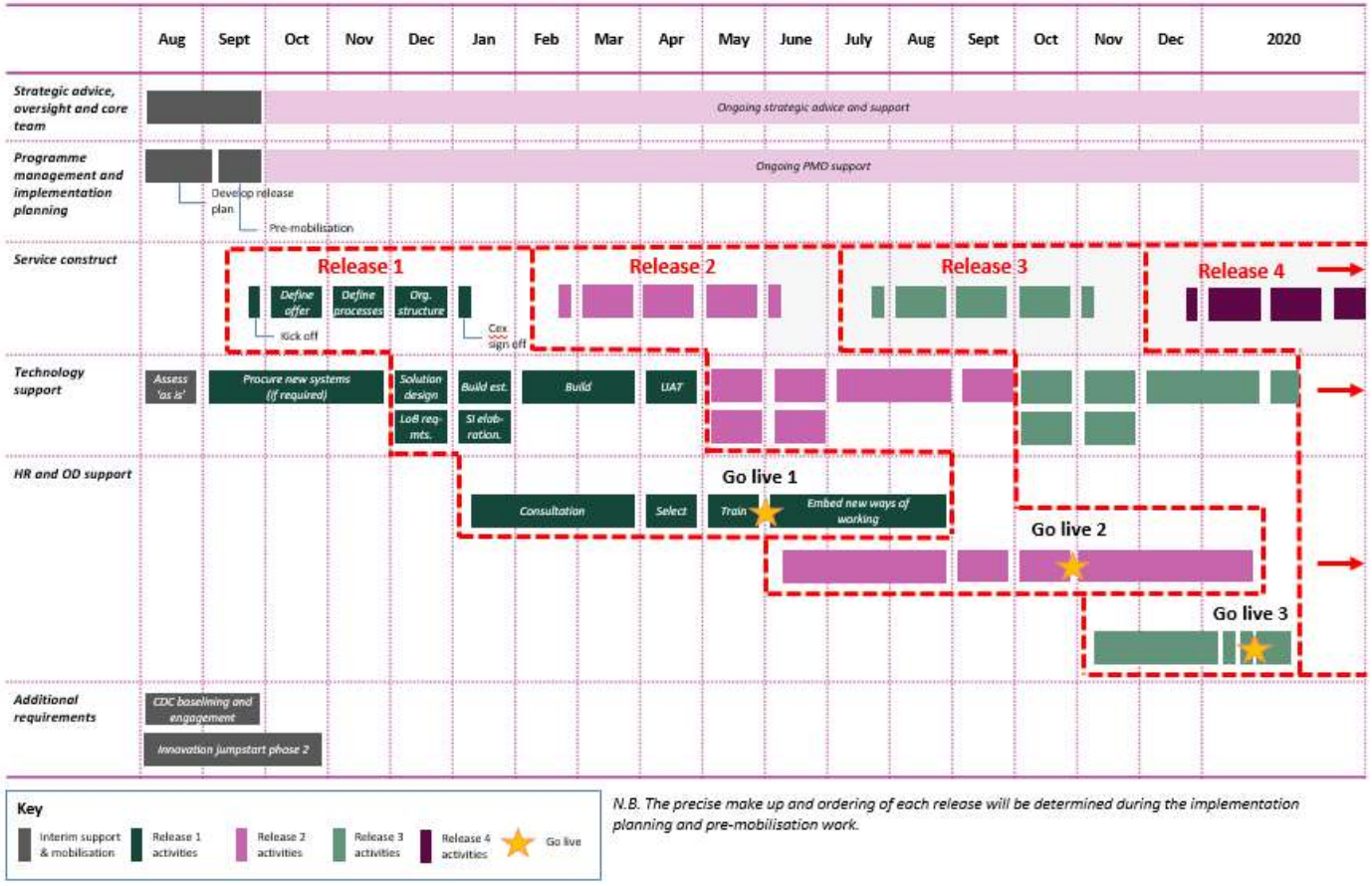
The diagram below sets out the proposed plan for how the Council should construct and implement its TOM…

Target implementation plan*

The implementation plan shown opposite sets out the activities shown on the following slides 312 – 316 required to construct and implement the Council's TOM over the next 2 years.

The **releases** shown on the plan opposite are indicative with the proposed phasing of releases set out at slides 317 - 322.

The County Leadership Team will further develop this high-level release plan in order to confirm a realistic phased approach to implementation given operational and regulatory factors.



N.B. The precise make up and ordering of each release will be determined during the implementation planning and pre-mobilisation work.

The typical activities that take place within a release are set out below…

Service construct

Releases focus on constructing and implementing the stepped changes to process, people and technology required by each horizontal and vertical component of the Council's TOM in order to achieve the target benefits.

The interventions required by each enabling component or by each service area will vary. However, they will all follow a similar flow of design, implement and optimise activities as set out below:

Task	Activities	Outputs
1. Define final service offer	• Determine the future offer for each service area. This will enable choices to be made about what each service area is going to do in the future (and the identification of any activities that can be stopped).	Documented offer for each service.
2. Design 'ready to implement' future processes	• Develop detailed process maps to show the detailed steps, decision points, hand-off points, inputs, and outputs associated with each process for each service area.	Documented process maps for each service.
3. Develop detailed policies and procedures	• Based on the above tasks, the policies and procedures that each service will need to adhere to in the future will be developed. These will constitute the basis on which future service interactions will be planned and managed.	Policies and procedures for each service.
4. Specify enablers	• Determine the specific enabler requirements for each service area, including access channels, people capabilities, technology and information requirements. This will involve engagement across all levels in each service area.	Documented specifications for each service.
5. Determine organisational structure and role profiles	• Design of the future organisational structures for each service, utilising top down modelling and bottom up rightsizing to determine team size. • Development of consistent role profiles for new posts.	Documented org. structure and role profiles for each service.

These are then supplemented by the following technology activities (i)…

Technology activities

The Council's TOM is heavily dependent on technology. Many of the opportunities identified, and their associated benefits, are predicated on having technology capable of supporting effective self-service, improving the Council's use of data and automating key business processes.

Task	Activities	Outputs
1. User experience design and testing	These activities focus on the users of the required technology to ensure it addresses **why** they want to use it, **wha**t they want to do with it and **how** they use it. They include: • Design the why, what and how for users for any new processes, known as User Experience (UX) design. This will be based on workshops testing designs with users. • Design the customer-facing side of the website so it is easy to use by customers, including how information is structured and presented (information architecture) and how digital content is created and managed (Content Management System). • Using a Customer Reference Group with a range of representatives to test content and the design with users in mind for each major release.	Detailed documents setting out how users will experience and navigate systems and technology
2. Develop content	These activities focus on rationalising and ordering information available on the website or other digital platforms to ensure it meets the needs of customers. They include: • Conduct audit of existing content to manage and reduce content irrelevant to the customer. • Create guidelines for how information is presented on the website, including tone and style to ensure consistency in content. • Create plan for moving content to relevant systems (content migration), such as moving forms online. This will be linked to building the required digital platform. • Provide training for people creating information and content for the website. • Quality assurance of the new information and content being launched for each release.	Content audit report. Future content blueprint. Content guidelines. Content migration plan.

These are then supplemented by the following technology activities (ii)…

Technology activities cont.

Task	Activities	Outputs
3. Platform design and delivery	A platform underpins and connects all digital elements of the Council's business so they can interact and support each other as seamlessly as possible. The whole platform will be designed and built in small stages to constantly improve and learn from previous stages. In technology terms, this is known as an 'Agile SCRUM' methodology. Key activities include: • Confirm technical requirements for the platform based on the needs of service areas and users which are identified in each release. • Define functional business requirements by describing the features from the perspective of the user (User stories). This will include: - Defining what is needed to satisfy the user (Acceptance Criteria); - Ensuring the user stories provide the right level of detail to fully inform the development work; and - Assessing how complex it will be to deliver requirements, in order to plan the speed of implementation and when key milestones will be met. • Day-to-day project management of the series of stages to build the platform. • Co-ordinate testing with representatives who will use the platform to ensure it meets the defined Acceptance Criteria • Co-ordinate testing of platform to ensure it operates in practice in line with the design. • Handover into business as usual once the final design is complete and approved.	Clear prioritised overarching programme of work for the development team which is continually updated (Backlog) For each stage of development: • Defined programme of work • Documentation detailing activities and outputs of each stage • Review of lessons learned to inform next stage of development For user acceptance testing: • Plan for testing the built components with users • Documented results from users on the testing • Closure report

And the following human resources and organisation design activities…

HR & OD activities

The majority of the benefits identified in the business case for the Council's TOM are associated with FTE reductions. To achieve these benefits, the Council will need to run through an HR process for each service area – assessing the capabilities required for the future, carrying out formal consultation, providing training and populating the new staff structures.

Task	Activities	Outputs
1. Populate new staff structures	• Develop and detail the process for populating new service structures. This will entail supporting decision making about slotting and recruitment procedures, ring-fencing current post holders, planning and providing oversight for the completion of the formal consultation process, supporting recruitment activity and the management of any redundancy processes.	Consultation documents and recruitment procedure manuals.
2. Provide training and capacity building support	• Develop bespoke training packages to ensure staff are able to adopt the new ways of working and abide by new process requirements, prior to go live. • Provide 1:1 coaching and support in specific areas where the Council has developed new functions e.g. business intelligence.	Bespoke training packages.
3. Post go live change management and OD support	• Implement a three month post go-live change management programme in each service area, designed to ensure new ways of working and the associated culture change becomes embedded.	Change management and OD materials.

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In addition to the above the Council will also need to focus on the following activities in order to successfully implement the TOM…

Additional activities

Task	Activities	Outputs
1. Develop release plan and critical programme document.	• Develop a detailed release plan identifying the order in which services will move through the construct and implement phase and the scheduling of all associated activities. • Develop risk and issues log to cover the construct and implementation programme. • Develop dependencies map and identify opportunities to minimise interruption to business as usual.	Release plan, risk and issues log and dependencies map.
2. Mobilise construct and implementation programme	• Conduct change readiness assessment across the Council. • Conduct communications and engagement across the Council, such as staff briefings setting out details of the approach being taken to implementation. • Design and establish programme governance and reporting arrangements.	Change readiness report, revised programme governance structure and terms of reference and reporting tools.
3. Provision of ongoing programme support and coordination	• Ongoing oversight for the delivery of the programme, enabled by robust and effective governance • Ongoing co-ordination and support to the programme board (e.g. supporting the administration of relevant meetings by managing the development of highlight reports). • Develop and maintain a structured benefits realisation approach, including establishing and monitoring a benefit realisation tracker.	Completed benefit realisation tracker.

7c. Roadmap

This includes the following implementation roadmap showing the proposed composition of each release…

Implementation roadmap

The table below shows an indicative ordering of the horizontal layer components of the TOM and vertical service areas covered in each release. These have been prioritised based on the benefits that can be released, the risk associated with implementation, along with speed and complexity to implement. It should be noted that there will be a time lag from when technology goes live to when benefits can be realised.

This high-level view will be updated and a more detailed release plan created in preparation for Construct and Implement. The implementation of horizontal layers will involve change and create opportunities for all service areas, but the implementation plan will also need to reflect how functions within service areas might be ordered across different releases. The plan will need to ensure there is sufficient review and approval time for key milestones and is likely to need further refinement when technology decisions are made.

Release	**TOM layer** *(involves all service areas)*	**Residual service area redesign** (*All service areas will be impacted by the implementation of the horizontal TOM layers)*	**Benefit**
1	• Customer Management • Customer Assessment • Provision Cycle • Business Intelligence • Strategic Capability	Remainder of: • Policy • Customer Experience	£4.0m
2	• Enabling & Support Services • Pre-front door	Remainder of: • Infrastructure Operations • Planning and Place • Public Health • Law & Governance	£4.1m
3	• N/A	Remainder of: • Adult's Services • Oxfordshire Fire and Rescue • Investment and Capital Delivery	£11.3m
4	• N/A	Remainder of: • Children's Services • HR • Finance • IT	£8.5m

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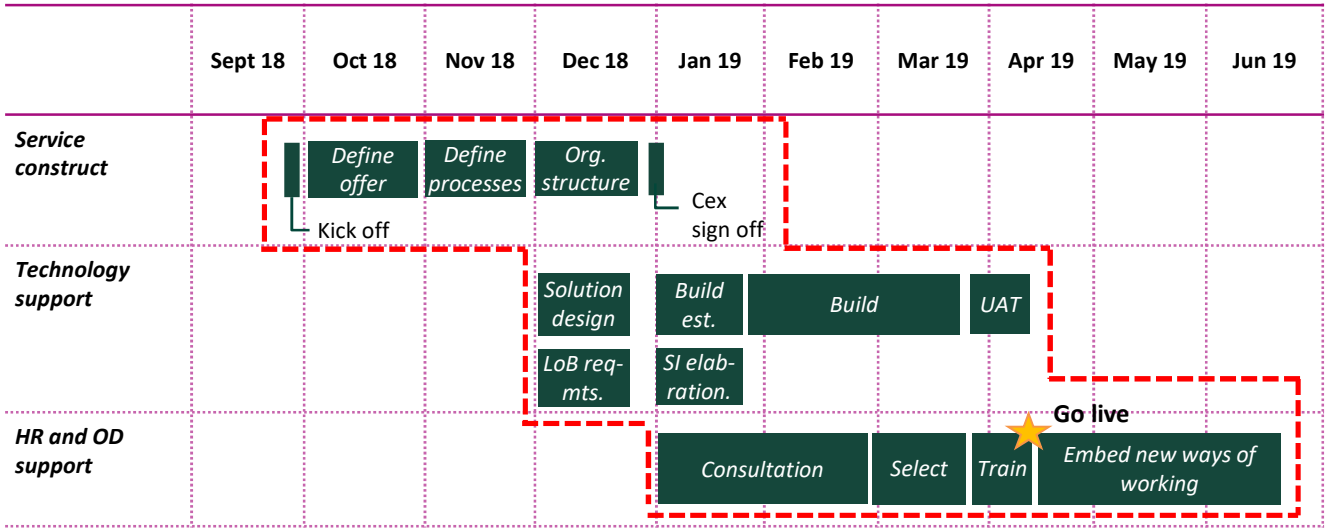
Release 1 focuses on designing the 'horizontal' building blocks that form the foundation of the Council's TOM…

Proposed release 1



Costs / benefits associated directly with release 1

Financial year	18/19	19/20	20/21	21/22	22/23	Total
Benefits	-	£2.0m	£2.0m	-	-	**£4.0m**
Cost	-£2.5m	-	-	-	-	**-£2.5m**
Net benefit	**-£2.5m**	**£2.0m**	**£2.0m**	**£0.0m**	**£0.0m**	**£1.5m**

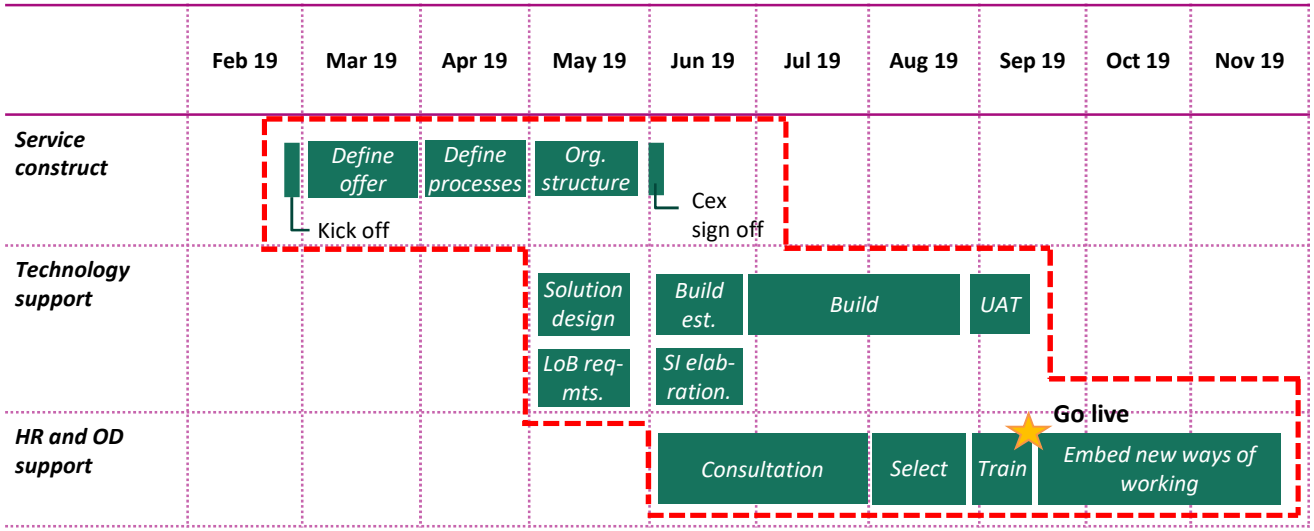
Release 1 focusses on activities related to customers and strategic capabilities required across the Council to drive simplified and standardised ways of working. This will ensure that the Council has a strong foundation for its TOM.

This will also drive a number of non-financial benefits in the way in which the Council manages both its external and internal customers.

In addition to this, a number of opportunities are dependent on significant improvements to the Council's existing BI (as evident from *section 6*) so early implementation of this component will be essential.

These building blocks need to be supported by a number of enabling services in release 2…

Proposed release 2



Costs / benefits associated directly with release 2

Financial year	18/19	19/20	20/21	21/22	22/23	Total
Benefits	-	£1.6m	£2.0m	£0.5m	-	**£4.1m**
Cost	-£1.25m	-£1.25m	-	-	-	**-£2.5m**
Net benefit	**-£1.25m**	**£0.35m**	**£2.0m**	**£0.5m**	**£0.0m**	**£1.6m**

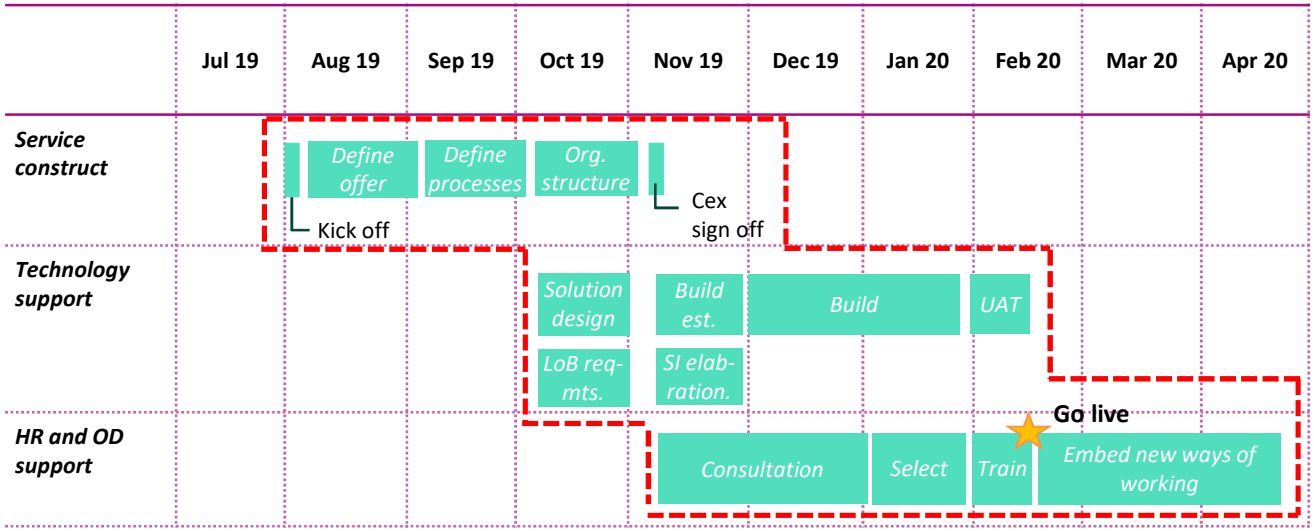
The construct and build of Enabling & Support Services in release 2 is in light of the time that may be required for the Council to come to a decision regarding IBC *(further details around this are providing in section 4.i.).*

Irrespective of the route the Council decides to pursue with regards to the IBC, there will be a time lag associated with either negotiating change in the partnership terms or undertaking a potential technology scoping exercise for alternative solutions.

Despite the above considerations, it is important to consider a relatively early implementation for these functions given the enabling nature.

Release 3 then shifts the focus to the construction and implementation of the Council's 'vertical' services …

Proposed release 3



Costs / benefits associated directly with release 3

Financial year	18/19	19/20	20/21	21/22	22/23	Total
Benefits	-	£2.8m	£5.7m	£2.8m	-	**£11.3m**
Cost	-	-£2.5m	-	-	-	**-£2.5m**
Net benefit	**£0.0m**	**£0.3m**	**£5.8m**	**£2.8m**	**£0.0m**	**£8.8m**

It is important to shift the focus from the horizontal components of the TOM to the Council's vertical services in release 3.

Given the vast nature of services the Council delivers, it is vital to consider the phasing of these services taking into account complexity of the service, statutory requirements etc. These considerations will have a significant impact on the risk to implementation.

Primarily this release will focus on remaining service redesign in Adult's Services given the large proportion of FTE effort and increased complexity. In addition to this, the gap analysis (*section 6)* indicates there are significant gaps so a greater level of change is required.

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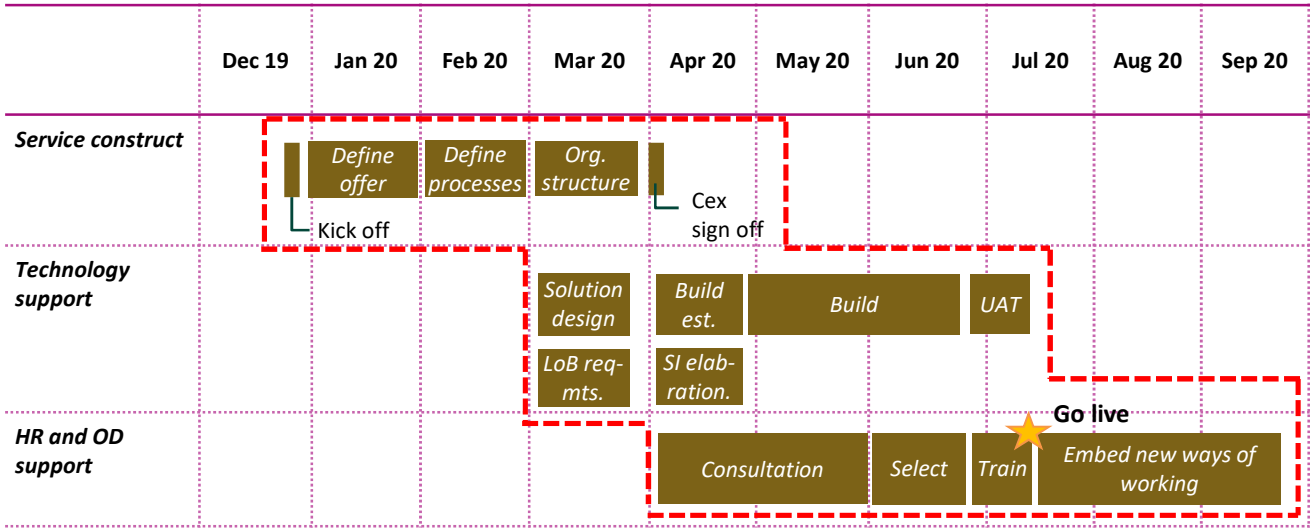
With the final service areas being constructed and implemented as part of release 4…

Proposed release 4



Costs / benefits associated directly with release 4

Financial year	18/19	19/20	20/21	21/22	22/23	Total
Benefits	-	£1.1m	£4.2m	£3.2m	-	**£8.5m**
Cost	-	-£2.5m	-	-	-	**-£2.5m**
Net benefit	**£0.0m**	**-£1.4m**	**£4.2m**	**£3.2m**	**£0.0m**	**£6.0m**

The last release continues to build out the Council's services.

The primary focus of this release will be on remaining service redesign in Children's Services which has the largest FTE effort across the whole Council and is also one of the most complex services. As a result of this, implementation can be expected to take longer, requiring an entirely dedicated team to work through some of the challenges in implementing new ways of working.

In addition to this, the HR, ICT and Finance services will also be built out following the Council's decision around IBC and the subsequent implementation of the Enabling & Support services layer of the TOM.

7d. Assumptions

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The target implementation plan for the TOM has been constructed based on the following assumptions…

Planning assumptions

1. **Governance -** Governance for TOM Implementation will align under the existing FFF programme governance structures and arrangements and will make use of established bodies such as the FFF programme board. Work to re-affirm the programme's governance arrangements will be conducted during August and September to ensure they comprehensively meet the needs for TOM implementation

2. **Procurement** – The procurement of any identified technology requirements will start immediately upon approval of the business case and will be informed by both the business case and the detailed technology assessment and gap analysis to take place during August and September.

3. **Organisational change –** Organisational design / change activity will take place as part of each release rather than as a single organisational wide approach.

4. **Construct and implement phasing -** Final operating model component / service area prioritisation will be determined through an assessment of the benefits they release, the risk associated with implementation, along with speed and complexity to implement. The availability of supporting ICT will also influence how services will be addressed. The technical elements of the construct and implement plan – particularly relating to core technology requirements, will be revisited following the detailed technology assessment and gap analysis.

5. **Approval of identified benefits:** The timetable set out in this business case assumes prompt approval of identified benefits through the agreed governance route for the implementation of the TOM. Delay in this process will impact the cost benefit profile as set out on slide 266.

6. **Optimisation of the TOM:** The external support costs set out in this revised financial case assume that any optimisation of the TOM once implemented will be delivered by Council teams. There may however be instances where the Council requires further external support with this optimisation. These costs have not been included in this revised financial case.

8. Risks

OXFORDSHIRE COUNTY COUNCIL

The following risks have been identified as part of the design of the TOM (i)…

Risks

The risks set out over the following section have been identified over the course of the design of the TOM. The list below is not exhaustive and it is expected that further risks will be identified through the proposed construct and implement phases.

All risks and issues associated with the TOM will be managed through the project lifecycle.

Category	Risk	Likelihood	Impact	Mitigating action	After mitigation
People	Retention of key capabilities during a potential extended period of uncertainty and consultation.	**M**	**H**	• Robust and open communications strategy and clear transition plans will be established for each service, detailing actions and assigned owners. • Implement plan for accelerating development/opportunities for existing staff. • Where possible, we will start recruiting for new talent immediately and assess all recruiting alternatives.	Likelihood: L Impact: M
Change	The large scale of organisational change could impact the delivery of business as usual activities.	**H**	**H**	• Clear accountability for management of BAU vs. transformation activities will be established. • Updated governance for management and prioritisation of transformation alongside BAU activities will be implemented.	Likelihood: M Impact: M
Change	End state ways of working and practices not being fully adopted and embedded within the services.	**M**	**H**	• There will be detailed implementation plans which are regularly tracked with risks and issues raised and mitigated through robust governance. • Dedicated implementation costs have been identified for training and development of staff to enable them to fully adopt new ways of working.	Likelihood: L Impact: M

OXFORDSHIRE COUNTY COUNCIL

The following risks have been identified as part of the design of the TOM (ii)…

Risks

Category	Risk	Likelihood	Impact	Mitigating action	After mitigation
Change	Cultures and behaviours do not change and subsequently the full benefits of new ways of working are not realised.	**M**	**H**	• Comprehensive change management and engagement plan with an approach to measure, report on and enact a change in cultures and behaviours. • There will be effective communication throughout the programme. • Clear buy in and sponsorship from all leaders within the Council.	Likelihood: L Impact: M
Change	The required digital take up from residents for online services is not realised, or takes too long to reach targets and generate the required efficiencies from the digital platform.	**L**	**H**	• Effective marketing campaign to be launched alongside implementation, with a defined Assisted Digital offer in line with the TOM. • A structured benefits realisation approach will be established, with an agreed time period between going live with technology and realising the benefits. • We will engage and use customer-led design to ensure digital solutions that are simple, easy to use and provide an excellent experience .	Likelihood: L Impact: L
Change	Wider strategic changes involving external partners, such as an Integrated Care System, may create complexity or misalignment with TOM design.	**M**	**H**	• The TOM supports the Council to be aligned as a whole organisation and better placed to influence and participate in wider system developments. • TOM provides an operating blueprint which is adaptable to changing strategy. • We will continue engagement with service areas to direct construct and implement activities in alignment with discussions with other partners.	Likelihood: M Impact: M

OXFORDSHIRE COUNTY COUNCIL

The following risks have been identified as part of the design of the TOM (iii)…

Risks

Category	Risk	Likelihood	Impact	Mitigating action	After mitigation
Change	The Council may not be able to improve some processes and technology used in integrated working with partners, as they are not within OCC control or follow statutory requirements.	**M**	**L**	• Implementation plans for each release and service area will clearly set out the scope of processes, people, technology and other enablers for transformation. • Ongoing engagement with partners will inform and shape design during Construct and Implement phases.	Likelihood: L Impact: L
People	Proposals and implications of the TOM may not be accepted by the relevant staff bodies.	**M**	**H**	• Approach to HR and Organisational Development processes is defined in the Implementation Plan. This will be supported by a clear methodology, actions and assigned owners. • There will be robust consultation and engagement for the consideration of impact and implementation approach for each release and service area.	Likelihood: L Impact: M
Systems	The IBC platform remains as is without any changes so is unable to support the Council's TOM, without a clear decision point on options.	**H**	**H**	• Options assessment is being undertaken of the capability of IBC to support required change, building on the relevant section of this business case. This will inform decision making and approach for construct and implement phase. • There is ongoing engagement with IBC stakeholders to determine and assess options. • We will establish clarity on timelines and impact for decision making on available options.	Likelihood: M Impact: M

OXFORDSHIRE COUNTY COUNCIL

The following risks have been identified as part of the design of the TOM (iv)…

Risks

Category	Risk	Likelihood	Impact	Mitigating action	After mitigation
Technology	Technology and system development is an important enabler for the TOM, requiring digital and ICT resource to support specification and selection activity. This will impact delivery of planned activity in 2018/19.	**H**	**M**	• Dedicated implementation costs have been identified for support for implementing technology needed to enable the TOM • Impact and prioritisation of transformational vs business as usual activities will be managed as part of the wider governance approach. • The use of additional resource and product suppliers is being considered to support implementation.	Likelihood: M Impact: L
Technology	Some of the Council's existing technology architecture will not fully enable the TOM as it is basic and / or ageing, such as the current version of Sharepoint and the voice platform.	**H**	**H**	• Additional work is currently being undertaken to analyse the Council's existing technology architecture, future requirements and the gap. • Existing architecture will be utilised as far as possible where this enables the blueprint and design principles set out in the TOM. • Clear prioritisation and ordering of technology implementation to support TOM releases will be established.	Likelihood: M Impact: M
Technology	Existing infrastructure and staff support constraints, such as mobile and fixed line telephony, may not support the requirements of the TOM.	**H**	**M**	• Additional work being undertaken to identify potential constraints, analyse the impact and assess options to support TOM implementation. • Implementation plan for each release and service area will detail any infrastructure constraints and how these will be mitigated.	Likelihood: M Impact: M

The following risks have been identified as part of the design of the TOM (v)…

Risks

Category	Risk	Likelihood	Impact	Mitigating action	After mitigation
Technology	The cost of the digital and ICT team will increase as a result of the demands of the TOM. These costs will increase as new products, integration and support increases in supporting the TOM.	**H**	**M**	• Costs considered within the business case and will be further developed through Construct and Implement activities. • Robust benefits realisation tracking approach will be used to clearly monitor and demonstrate the case for all costs associated with the TOM and how they enable benefits.	Likelihood: M Impact: L

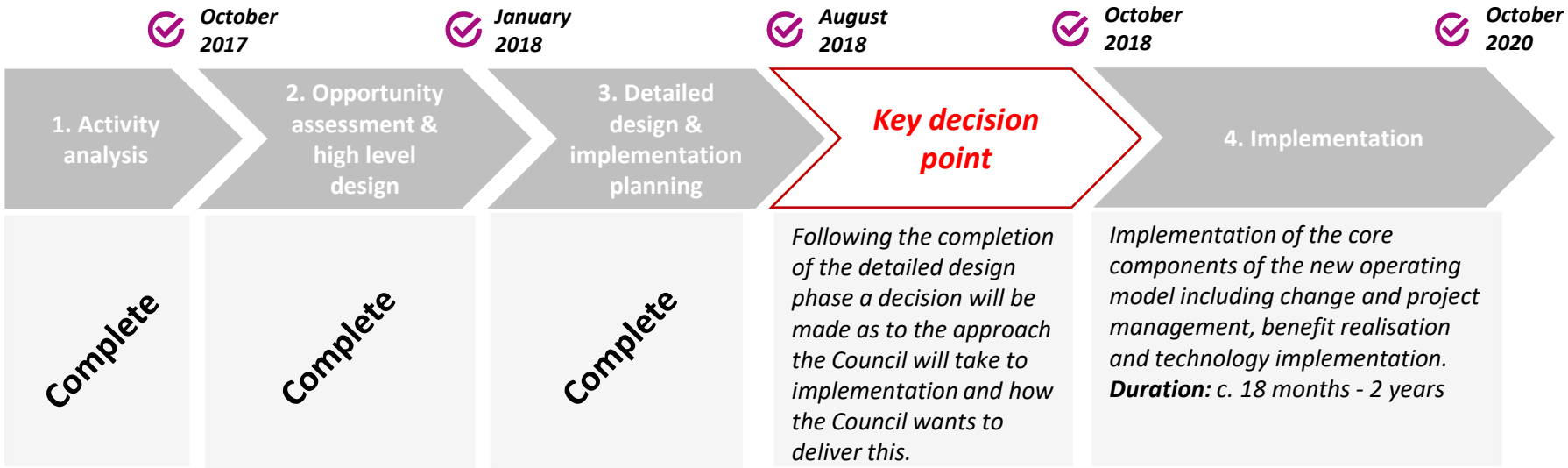
9. Next steps

This business case provides the Council with a comprehensive design for a more efficient and effective organisation. The Council now has a decision to make about whether it wants to implement this design and how it wants to do that…

Next steps

The Council has taken significant steps towards becoming a more efficient and effective organisation in the future. The operating model assessment enabled the Council to look at itself in a holistic manner, to understand how its effort and resource were being deployed and to develop an overarching case for change.

The subsequent design of the Council's TOM has engaged staff from right across the organisation to set out an exciting vision of the future, and a roadmap for transforming the whole Council over the next two years. The Council now has a decisions to make about whether it wants to implement this design and how it wants to do that.



The decision as to whether or not the Council chooses to implement the TOM is of critical importance. Delay will impact on the benefit profile and will reduce the options the Council has to enhance service provision and ensure financial sustainability…

Conclusion

The Operating Model and the approach to implementation described in this Business Case has been designed to tackle the particular challenges faced by Oxfordshire County Council. Successful implementation will enable the Council to address the issues identified in the analysis conducted during the summer of 2017. It will ensure the Council is better equipped to cope with ongoing financial pressure as well as improve outcomes and experience for residents and staff.

Implementing the TOM will enable the Council to adopt an approach that is consistent, streamlined, entrepreneurial, agile, innovative and ambitious. It will provide an opportunity to address existing inefficiencies in the way the Council is organised and operated. It will enhance the Council's capacity and capability to address front line service challenges – enabling specialists to focus on delivering better outcomes for residents, at the same time as improving efficiency and resilience within services and at a whole council level.

Fundamentally, the transformation described in this document will provide an opportunity to achieve these benefits at the same time as reducing the cost of running the Council. While the Council has made prudent decisions in the past about its finances, ensuring it is in a better position than many other local authorities, it will still need to make significant savings in the coming years. Implementing the TOM will enable the Council to meet this challenge by reducing expenditure in certain areas by design.

The consequences of not implementing the Operating Model are difficult to quantify. To some extent, the Council has been attempting to achieve the benefits described above, but without the coherence and structure an Operating Model implementation programme provides, for many years. The Council's own assessment of the effectiveness of this programme suggests that the benefits achieved have been somewhat limited. If the Council decides not to pursue the more structured approach described in this document, or opts for a partial implementation aimed at achieving the minimum level of benefit required to meet existing pressures, then it is highly likely that the required reductions in spending will be apportioned out across existing services, with the result that any progress that is achieved will become piecemeal, levels of risk will increase and there would be a greater likelihood of unforeseen consequences arising.

Implementing the TOM in full, following a structured and coherent programme and investing in the right level of support and enabling technology, offers the Council the best chance of securing a strong and sustainable future, delivering on its strategic objectives and playing its part in improving the lives of everyone living and working in Oxfordshire.

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Corporate Policy on behalf of the Chief Executive

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):

Implementing a new Operating Model for Oxfordshire County Council

Responsible owner / senior officer:

The Chief Executive

Date of assessment:

August 2018

Summary of judgement:

The Operating Model as set out describes at a high-level the design of a new approach for overall council operations. In itself, this decision will not have a direct impact on residents or staff. However, the detailed implications and outputs of the Construct and Implement phase will impact on these groups

Detailed impact assessment and where appropriate user testing and consultation, will need to be undertaken throughout the Construct and Implement phases as each new service area is considered. High-level potential impact, initial mitigating activity undertaken through design and plans for further assessment throughout implementation are set out in the attached Service and Community Impact Assessment. This emphasises that full assessments and plans will need to be developed alongside detailed implementation planning.

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Detail of Assessment:

Purpose of assessment:

This assessment has been undertaken ahead of a Cabinet decision to adopt a new operating model for the County Council.

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

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Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934[1] might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

A report to Cabinet in September 2018 will set out work that has led to the development of a new Operating Model for the Council and summaries the business case for change. It will seek Cabinet approval to adopt the Operating Model as the basis for whole-council transformation, ahead of a future decision on the detail of investment in implementation.

Proposals:

The Operating Model contains proposals to redesign the County Council based on seven functional 'layers' which cut horizontally across services. These are set out in *Fig. 1* below.

The Business Case also incorporates proposals reviewing procurement and contract management for third party spend and for further commercialisation.

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[11] EC Procurement Threshold for Services

Front Office	**Pre-Front Door**	Individuals, communities, members, the council and partner organisations working together to build resilience, develop strengths and create opportunities in local areas, which helps to reduce the need for council services.
	Customer Management	The customer management layer contains all activities undertaken by the council that involve interaction with customers and/or have an immediate impact on service delivery to customers.
	Customer Assessment	The customer assessment layer contains activities that are a key part of many customer interactions with the council, with information being used to decide whether and how services are provided.
Back Office	**The Provision Cycle**	The Provision Cycle layer provides the framework of processes and activities through which the Council decides how best to meet an identified need or to achieve a specific outcome, including commissioning, contracting and the management of third party suppliers.
	Enabling and support services	The Enabling & Support Services layer provides services that are optimised to meet the needs of internal customers through process improvement, the use of enhanced digital systems and clear delineation of roles and responsibilities.
	Strategic capability	The strategic capability layer provides the capabilities that the Council requires in order to define its vision, high level strategy and objectives, as well as capabilities required to support, manage and review the realisation of each of these.
	Business intelligence	The business intelligence layer provide information, intelligence and insight to a range of customers including businesses, partners and staff within the organisation.

Fig. 1: Operating Model Layers Summary

Evidence / Intelligence:

The Operating Model so far has been developed by service leaders and staff - making use of their detailed understanding of service and customer needs - supported by professional advisors. Regular reference has been made back to elected members (as set out in the report). At a cross-council level, extensive use of the Council's core evidence base and strategic framework has informed the direction and conclusions of the report, including the Corporate Plan, the Medium Term Financial Plan, JSNA and external inspection conclusions.

The proposals within the Operating Model are a high-level description of a new approach for overall council operations. In themselves, they do not directly amount to proposals that will impact on individual services users of staff. However, the detailed implications and outputs of the next proposed phase of activity, the 'Implement and Construct phase, may impact on these groups. Detailed impact assessment will need to be undertaken throughout the Construct and Implement phases as each new service area is considered and through this process, detailed consideration of evidence of user groups of particular services and customer access channels will need to be assessed. Engagement, consultation and user testing will also need to be incorporated into delivery plans.

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Alternatives considered / rejected:

The options set out in the report and the reasons for the final recommendation are replicated below:

	Description	Commentary
1	***Adopt the proposed Operating Model to enable delivery of the estimated range of savings (£34m-£58m) to the fullest extent appropriate*** – agree to the proposals as set out and go forward to identify options for delivery	***Recommended*** – the business case sets out the costs and benefits of the model, the potential for improvements to resident outcomes and includes new ways to support prevention and minimise future demand contributing to long-term financial sustainability. Delivering the maximum benefits may create capacity to manage future pressures and for policy and investment choices. It will also help create a council that is agile and resilient to change with greater capacity to manage risk and deliver agreed political objectives.
2	***Adopt the proposed Operating Model to enable delivery of required MTFP savings only, i.e. £33m*** – agree to implement the proposals only as far as required to deliver the MTFP savings without a requirement to deliver additional benefits	***Not recommended*** – the business case does not support the case for not pursuing implementation to the furthest extent possible – when taking into full account the requirements of service delivery: • Firstly, the costs of delivery are not related to savings on a linear basis - significant enabling investment is required, for example in technology, to release the initial savings; • Secondly, there are no proposals within the business case that are intended to lead to reduction in resident outcomes - rather, the range of savings shown throughout provides the flexibility for professional judgement and policy choices to be made during the construction phase where the Council will be able to assess the extent to which it thinks the Operating Model can be applied without impacting on outcomes. Where there is risk of impact, the model would not be applied, or changed, or the risk mitigated in some other way whilst maintaining overall benefits within the envelope identified. Therefore, not taking the full possible savings obtainable, whilst making the significant enabling investment, would represent poor value for money.
3	***Do nothing*** – deliver required MTFP savings through identifying service reductions and individual efficiency initiatives, including those which have yet to be identified.	***Not recommended*** – this option is likely to have a negative impact on resident outcomes through service reductions. Minimal proactive investment in prevention and reducing demand will be possible, undermining any strategy to cope with increased demand in the future and reducing the ability of the Council to establish long-term financial sustainability. Relying on individual efficiency initiatives increases risk in the MTFP as these have not yet been identified. Continuing with individual initiatives perpetuates the challenges of duplication and un-joined up services and support functions. No benefit will be released to enable policy and investment choices.

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Impact Assessment – the wider community

Overall, the intention of the operating model is to create a Council that is Fit for the Future, meaning that it is financially sustainable, equipped to address rising demand and focusses resources on front-line outcomes. It should, therefore, ultimately have a positive impact on the population as a whole and particularly on those most in need of services. This is most clear when considered against the alterative of direct reductions in service levels. There is the potential for specific positive outcomes to one of more particular groups depending on how the model is implemented and on choices that are made on how any benefits are reinvested. However, such future policy choices will need to be subject to individual impact assessments in the usual way, including where relevant the SCIA process associated with Service and Resource Planning.

Of the seven layers of the Operating Model, three relate directly to customer-facing activity:

- Pre-front door
- Customer management
- Customer assessment

The characteristics of service users and customers across the Council's diverse services varies considerably, from universal services, used by the whole population to services targeted at extremely specific groups. The impact on specific individuals and identified groups of applying the model will only therefore be able to be assessed in the detail of the Construct and Implement Phase and the action plan below recognises the need for that future assessment – including through appropriate consultation, engagement, user-testing and co-production.

However, the three outward-facing layers, if implemented, will create some shared characteristics for services which mean that it useful at this stage to consider potential impact and ensure appropriate mitigations are in place within the proposals.

The three key characteristics of the front-office layers and their potential differential impacts are set out below:

- ***Digital by design:*** *Development and promotion of channel-shift opportunities across all service areas, with a particular focus on digital and self-service. This will be enabled by a simple digital customer portal, integrated systems and an assisted digital offer.*

  As identified in the 2018 JSNA (see insight.oxfordshire.gov.uk) local data on internet and digital service use is limited. However, national data sets – including the Office of National Statistics Opinions and Lifestyle survey (ons.gov.uk) and Ofcom's Communications Market Reports and its Adult's Media Use and Attitudes Report (see ofcom.org.uk) – can be used as a working basis to make working-assumption about Oxfordshire's population to be tested through consultation, engagement and more detailed local analysis.

Together, the data sources listed make a number of conclusions relevant for consideration in expanding the Council's digital and self-service capacity:

- Nearly all adults aged 16-54 are now online
- The total proportion of non-users of the internet has remained unchanged at ~12% through 2014, 2015, 2016 and 2017 studies - suggesting a plateau of usership
- Older people and those in less affluent socio-economic groups are more likely to be non-users of the internet
- Adults are increasingly likely to use a smartphone to go online
- Half of all adults have completed a government process online and half have looked at government sites for public service information
- More than half (52%) of non-users of the internet say they do not go online because they do not see the need, one in five (22%) mention a reason relating to the internet being 'too complicated' and 15% mention a cost related reason. Older non-users are more likely than younger non-users to say they don't go online because they do not see the need, while young non-users are more likely to cite cost.
- A majority (63%) of non-users say nothing would prompt them to go online in the next 12 months, a figure that has decreased since 2016 from 75%. More than two in five (44%) of non-users have asked someone else to use the internet on their behalf in the past year.
- Smartphone ownership peaks at 95% for 16-24 year olds
- A significantly lower proportion of disabled people, when asked, stated that they had used the internet to find information about good and services (57% disabled compared with 80% not disabled)

The available data therefore suggests that age, deprivation and disability can be excluding factors and these are discussed below.

Rurality may be a potential excluding factor from digital access as some (although certainly not all) of the remaining areas of the County with less connectivity are in rural areas. The Better Broadband for Oxfordshire website (betterbroadbandoxfordsire.orguk) estimates that 96% of homes and businesses in Oxfordshire will be able to access superfast broadband by the end of 2018. This places Oxfordshire in the upper quartile of counties in terms of superfast broadband access, but will leave approximately 8,500 premises without access and where there is no fully funded solution in place due to the very high cost of intervention required.

A lack of data on other protected groups does not necessarily indicate that there is no exclusion and so services will need to continue to monitor the impact of digital and self-service during implementation and in the future for other groups not specifically addressed here i.e.: gender reassignment; pregnancy and maternity; race; religion or belied; sex, sexual orientation; marriage and civil partnership.

The design of the Operating Model is deliberately *Digital by Design* and not *Digital by Default.* A design decision was made to adopt an approach of

building digital and automated access where appropriate which most people would choose to use as their first option, rather than forcing digital as the only route. Alongside digital access, an *Assisted Digital* approach will ensure that those unable to access digital of automated services or who might be at risk of experiencing disadvantage in service outcomes such an access route will be able to make the choice to access assisted digital channels, according to their needs. The business case states that assisted digital is:

- Designed to meet well-defined assisted digital user needs
- Helps users build the skills and confidence to use online channels independently [and in doing-so, build transferable skills]
- Is easy for users to find – at the times and places they need it
- Is trusted, free to use and easy to access.

It is envisaged that this would be provided face to face – including through libraries and receptions and in people's own homes, on the telephone and through webchat where an agent can assist with an enquiry on-line, in real-time.

- ***Enhanced Customer function:*** *An enhanced customer function with the right mix of resources and service specialisms to effectively signpost, filter, resolve queries at first contact or route to operational service areas. This supports a consistent Front Door across the whole council to assist residents, members and staff.*

  It is not the case now that accessing the Council is always straight-forward; the Activity Analysis identifies multiple telephone numbers and access points and different ways of handling digital enquiries. Therefore, standardising and improving contact routs overall offers the opportunity to enhance the experience for all. Clearly this requires that the standardisation and consolidation of customer service functions and in particular assessment processes are successfully delivered. In the event of any given service's standards dropping through such a change, and given the specific user demographics of many specialist services, it is possible that one or more protected groups would be disproportionately affected. Alongside assessing the potential differential impact for specific services as the change is designed, it will therefore be critical to monitor implementation and service performance in the future including through the consideration of demographic indicators against performance indicators e.g. complaints (see note below on the recently revised Equalities Policy and Strategy 2018-2022).

- ***Enabling service areas and communities:*** *Links with the Pre-Front Door will help people to find solutions and create opportunities in their local communities. Operational service areas will be able to focus on more complex customers and service delivery, supported by streamlined processes and improved technology.*

  This focus of the Operating Model seeks to ensure that the Council is enhancing the community's capacity to deliver innovative, local and empowering solutions.

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While the Council is already extensively engaged with community and voluntary sector organisations and initiatives, integrating community involvement as a fundamental aspect of all service design is a new approach. It is the intention for the Council to act in the main as an enabler in this area of the Operating Model: to support the right conditions for strong communities, to empower others to take actions and to connect resources together to maximise impact. Prevention and the reduction of demand on traditional council services through more successful early community intervention is core to the purpose of this approach.

As such, detailed design of community based initiatives will need to consider the extent to which they have the potential to have a differential impact on protected groups considering that:

- Geographic communities and communities-of-interest with lower social cohesion, social capital and capacity for action may be at risk of disadvantage if these factors are not identified as new approaches are designed;
- Isolated groups living within strong communities may be at risk of disadvantage if these factors are not identified as new approaches are designed.

The remaining four layers of the Operating Model are predominantly concerned with back-office services:

- The provision cycle
- Enabling and support services
- Strategic Capability
- Business Intelligence

While in themselves changes proposed within these layers should not be experienced directly by the population, the successful implementation of these layers, and in particular Strategic Capability and Business Intelligence, will be part of the mechanism by which the Council delivers on its commitments within the recently agreed Equality Policy and Strategy (2018-2022) to:

- Improve the Council's understanding of its customers
- Improve the Council's understanding of users' views on services
- Improve access to the Council's web and digital services making sure that all residents are able to access the information they need as easily as possible
- Improve the quality of data on services users to improve responses and outcomes and to better understand needs

Improving in these areas will support the Council's commitment to equality, diversity, fairness and inclusion by supporting individual services to improve the quality of analysis within their own service planning and impact assessments.

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The business case also concludes that the Council can generate additional benefits through improved procurement and the management of third party spend and commercialisation. Again, it is not possible to assess the impact of these proposals in aggregate as detail is not yet available of what might change. The implementation of any new contracting or contract management arrangements or the establishment of any commercial arrangement will need to be assessed for service impact in the normal course of service and policy review.

Impact Assessment – staff

The business case identifies that there is a potential loss of between 600 and 890 full time equivalent posts within the Council as a result of implementing the business case – before consideration is given to the potential reinvestment of some savings in service provision. (It also notes that other savings options not recommended, would also result in reduction in headcount, but in a less managed process.) As the report makes clear however, the high-level assessment of an overall reduction in headcount cannot be directly equated to specific job losses through redundancies and it is not therefore possible to examine the impact on particular groups at this stage. It is clear however that there is a likelihood of a significant number of potential redundancy situations. The report goes on to note that it is the Council's policy to minimise redundancy through retraining and redeployment and three factors will support the delivery of this policy in the current situation:

- Firstly, the programme is expected to be delivered over two-three years. With staff turnover of 650 per year, there is opportunity to limit the real impact by carefully managing HR planning over the programme period;
- Secondly, the Council has a good track record of applying its redundancy policy and has experience, working with staff and the unions, of limiting the impact of reorganisations on individuals
- Finally, at the upper end of the scale of potential savings, choices will be able to be made about how resources released are invested. It may be the case that the Council is in a position to choose to reinvest in some services, focussing resources on frontline impact. This would reduce the net number of posts lost as resources would effectively shift across the organisation. This would be a decision for elected councillors through the normal budgeting processes.

The Equality Policy and Strategy (2018-2022) also sets out objectives for promoting a culture of fairness and inclusion in employment demonstrating our commitment towards greater equality in our workforce. It draws on evidence within the most recent Equality in Employment Report (from 2017) which gives the Council a good understanding of the make-up of its staff group.

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The relevant objectives in the Equality Policy and Strategy are to:

- Improve the balance of gender in the workforce, particularly in services where a group is under-represented;
- Increase the representation of Black, Asian and Minority Ethnic employees in the workforce;
- Increase the number of people under 25 employed in the workforce;
- Improve how employees with disabilities are supported so they can be fully involved in the workplace, access career development opportunities and be successful at work.

Implementation of the Operating Model will bring about new ways of working and change across the organisation. Therefore, it presents both an opportunity for accelerating change and challenges with respect to delivering these objectives. Programme implementation planning will need to take these objectives into account and examine detailed evidence and impact analysis of proposed change before they are agreed, through the usual processes.

The detail of identified potential impact on groups, other service providers and staff is set out below.

This assessment is initial and high-level, and mitigations should be regarded as indicative pending the full development of implementation strategies and plans. As noted in the Cabinet report, each phase-release plan will need to demonstrate that sufficient impact assessment has been undertaken before approval.

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Impact on Individuals and Communities:

- **Age**

Risks	Mitigations
Older people are the most likely age group not to have access to the internet and could be excluded by services that were digital or self-service only	The Operating Model is designed specifically to be digital by choice, rather than digital only. Assisted digital options are being designed in from the outset including supported access through physical locations (eg Libraries), supported access via telephone and on-line support where appropriate. Services will not be shifted to an automated or digital approach where this is not deemed appropriate for the specific service and individual impact assessments will be made. The usual community and formal support mechanisms for more vulnerable older people will remain in place. 'The pre-front door' element of the business case seeks to strengthen community support and the Council continues to support programmes such as the 'Digital Buddies' scheme to reduce digital exclusion.
Younger people are more likely to access online services through mobile devices. There is a risk that if investment in new devices and formats is not sustained, automated services will be less accessible for choosing mobile access.	Digital and automated services need to be designed for the devices our customers are most likely to use

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- **Disability**

Risks	Mitigations
People with disabilities are less likely than the wider population to access services and information through digital channels and could be excluded by services that were digital or self-service only.	The Operating Model is designed specifically to be digital by choice, rather than digital only. Assisted digital options are being designed in from the outset including supported access through physical locations (eg Libraries), supported access via telephone and on-line support where appropriate. Services will not be shifted to an automated or digital approach where this is not deemed appropriate for the specific service and individual impact assessments will be made. The usual community and formal support mechanisms for vulnerable disabled people will remain in place. 'The pre-front door' element of the business case seeks to strengthen community support and the Council continues to support programmes such as the 'Digital Buddies' scheme to reduce digital exclusion.

- **Deprivation**

Risks	Mitigations
People experiencing deprivation are less likely than the wider population to have access to the internet and could be excluded by services that were digital or self-service only.	The Operating Model is designed specifically to be digital by choice, rather than digital only. Assisted digital options are being designed in from the outset including supported access through physical locations (eg Libraries), supported access via telephone and on-line support where appropriate. Public wifi and computers are available for free in all libraries mitigating risks associated with cost of access. Services will not be shifted to an automated or digital approach where this is not deemed appropriate for the specific service and individual impact assessments will be made. The usual community and formal support mechanisms for vulnerable disabled people will remain in place. 'The pre-front door' element of the business

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	case seeks to strengthen community support and the Council continues to support programmes such as the 'Digital Buddies' scheme to reduce digital exclusion.

- **Rurality**

Risks	Mitigations
Lack of superfast connectivity for a number of rural communities could exclude customers in these communities from access digital of self-service channels.	The Operating Model is designed specifically to be digital by choice, rather than digital only. Other options will remain (as set out above). The Council continues to support a successful and effective broadband programme to extend access as far as possible within available funding limits.

Impact on Staff:

Risks	Mitigations
Impact of wide-spread change is likely to lead to a significant number of redundancy situations	To develop a comprehensive implementation strategy that meets the council's policy of minimising the redundancy through retraining and redeployment. Take advantage of the two-three year timescale of the programme to carefully manage employment strategy to minimise net redundancies and ensure existing staff are in a position to undertake any new opportunities that may emerge from potential decisions to reinvest in services. The Operating Model incorporates substantial investment for training, communications and engagement.
That the scale of change in the organisation, including a period of restricted recruitment, could impact on the Council's ability to deliver the objectives with the Equalities Policy and Strategy (2018-2022). These include the development of greater diversity in the	The objectives of the Equalities Policy and Strategy need to be incorporated into any Operating Model implementation strategy and monitored as performance indicators of the overall programme.

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workforce, including the recruitment of more young people and members of BAME communities.	
That any specific change could impact disproportionately on one or more protected groups.	To undertake impact analysis of each reorganisation process in the normal way.
That the scale of change could negatively impact on staff levels of stress, or anxiety, or overall wellbeing.	A full staff engagement and change plan will need to be delivered as part of implementation planning. The Operating Model proposals includes significant investment in change preparedness. The Council already invests in a staff welfare programme including access to Occupational Health advisors, a helpline and specific courses on resilience and experiencing change.

Impact on other Council services:

Not applicable - the Operating Model proposals are inherently cross-council and designed to impact across services.

Impact on providers:

The specific impact on providers will need to be assessed within the Construct and Implement phase of the programme, as the details of design are understood.

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

n/a

How might the proposal improve the environmental well-being of the relevant area?

n/a

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Action plan:

Action	By When	Person responsible
Implementation strategies and plans will need to set out how impact on the community will be assessed and mitigated. This will only be possible as the detail of plans is developed.	To be confirmed in the programme implementation strategies and plans	Fit for the Future Board
Implementation strategies and plans will need to set out how impact on staff will be assessed and mitigated. This will only be possible as the detail of plans is developed.	To be confirmed in the programme implementation strategies and plans	Fit for the Future Board
Detailed impact assessments will need to be undertaken alongside the development of each new service offering – in the usual way – and this will need to examine the available evidence on the make-up of customers for specific services and assess any potential disproportionate impact on protected groups and identify corresponding mitigations.	To be confirmed in the programme implementation strategies and plans	Fit for the Future Board

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Monitoring and review:

Try to be as specific as possible about when the assessment will be reviewed and updated, linking to key dates (for example when consultation outcomes will be available, before a Cabinet decision, at a key milestone in implementation)

The SCIA will need to be reviewed and updated as implementation strategies and plans are brought forward for agreement.

Person responsible for assessment: Robin Rogers

Version	Date	Notes (e.g. Initial draft, amended following consultation)
0.1	August 2018	

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Business Management And Monitoring Report

Quarter 1 2018-19

Introduction

1. This report demonstrates the state of Oxfordshire County Council's (OCC's) business as regards progress towards Corporate Plan priorities at the end of Quarter 1 2018-19. This is the first report using the new OCC Corporate Plan and Outcomes Framework, and the first to focus fully on the high priority outcomes rather than the underlying measures.

Headlines

2. At the end of quarter 1 (30 June) 6 outcomes were assessed as Green, and 7 were Amber. The headlines are:
    i. Roads – high-profile performance dips in Q3 and Q4 have been halted in Q1 as discussed in sections A and B of the report.
    ii. Waste – consistently high performance which had dipped to Amber with a declining outlook in late 2017-18 has been successfully turned back to Green in Q1 as discussed in section A of the report.

3. Performance improvement/deterioration since Q4 2017-18 cannot readily be assessed at the outcome level given the 13 outcomes are newly created. However, the indicators beneath the outcomes offer a good degree of continuity. At that level, the dashboards show **performance improvement** in household waste, delayed transfers of care and the numbers of children's social care assessments, as well as a majority of Green indicators across the whole report. The dashboards also show **performance deterioration** in looked-after children (Green to Amber) as set out in section B of this report.

4. The **outlook** as presented in the dashboards is broadly positive, as might be expected at the start of the year.

5. Key achievements and constraints are set out in sections A and B of Annex1, arranged for the first time under the 6 priorities of the new OCC Vision. There are no Red-rated outcomes being reported for County Leadership Team in section C of the annex.

6. Dashboards at Annex 2 provide an account of the outcomes and indicators being used to measure progress towards the OCC Vision this year.

7. Annex 3 provides a summary of the financial position to the end of June 2018.

Business management update

8. OCC's quarter 4 performance (Jan-Mar 2018), including dashboards, was included in the Narrative Report in May for the first time. The Narrative Report accompanies the council's annual Statement of Accounts and, essentially, helps the reader to

understand what services and outcomes OCC delivered during the year. We will look again at the format and design of next year's Narrative Report to ensure it provides an accessible account of our activities to the general public.

9. Development of the new Outcomes Framework – the new arrangement of outcomes, indicators and measures designed to show progress towards the OCC Vision and Corporate Plan – took place in the first half of 2018. The resulting Framework was in place for use at the start of the new business year, and can be seen at the start of the dashboards later in this report. The Framework is the top level of a performance management structure which extends down to team and individual performance objectives. It will be kept under review throughout the year, and changes may be made as needed to ensure it reflects our ongoing business.

RECOMMENDATION

10. The Committee is RECOMMENDED to note the report.

29 August 2018

Report by: Ian Dyson, Assistant Chief Finance Officer (Assurance)

Contact Officer: Steven Jones, Corporate Performance and Risk Manager
steven.fairhurstjones@oxfordshire.gov.uk 07932 318 890

ANNEX 1 – PERFORMANCE REPORT – QUARTER 1 2018-19

Section A: Key achievements against Corporate Plan priorities in this quarter

Our new Outcomes Framework enables our performance to be reported against the six priorities in our Vision and Corporate Plan. Focusing on the outcomes of OCC's activities more effectively connects performance in different parts of the council and supports a more strategic view of progress towards our priorities.

Overall OCC ambition: "Thriving communities for Oxfordshire"

- Collectively, the performance dashboards at the end of this report indicate that we are making good progress towards the council's overarching ambition. The good work under way in 2017-18 has continued into the new business year. Particular highlights this quarter are included in the following narrative.
- Encouragingly, a report published by Grant Thornton in May ("Vibrant Economic Index: Building A Better Economy") ranked Oxford and the four Districts in Oxfordshire within the top 70 (of 324) English local authority areas for vibrancy of their local community. The study considered a range of factors 'beyond GDP' to measure and understand what makes a place successful, such as prosperity, inclusivity, community trust and belonging, and health and wellbeing. While not reporting at the county level, the study's placing of Vale of White Horse (7th of 324), Oxford City (9th), South Oxfordshire (13th), Cherwell (60th) and West Oxfordshire (67th) is a positive sign that communities in Oxfordshire are thriving.

Priority: we listen to our residents so we can continuously improve our services and provide value for money

- Co-production – working with service users and their families to develop social care services tailored to their needs – is going well, with four co-production products in progress and a body of Co-Production Champions being trained to continue and broaden this work.
- 72.4% of our adult social care service users are extremely or very satisfied with our services – above the national average of 64.7%.
- We are using our resources effectively to deliver value for money. We are on course to deliver 99% of our planned savings (target: 95%). Our General Balances are expected to be £25.7m at 31 March 2018 – £9.4m above our Risk Assessed Level (158%, target: 100%). 100% of our earmarked reserves are used as planned. Our forecast outturn variation to the end of May 2018 is an underspend of £1m (0.2%, vs. target of 1%). We forecast a 7% increase (target: 5%) in capital expenditure in 2018-19 due to the announcement in May 2018 of the Disabled Facilities Grant of £5.4m (which is passported to the City and District Councils) and £2.5m of LEP grant inclusions.
- We are currently carrying out a detailed review of the costs and liabilities related to our properties following the Carillion collapse in January, so that a robust financial plan can be considered by councillors in the autumn.

- Councillors at OCC and Cherwell District Council have approved a proposal for a partnership between the two local authorities, including the appointment of a joint Chief Executive. This will offer long-term opportunities to join up services for residents, reduce the costs of providing services, and secure investment in Cherwell to enable the continued growth in homes and jobs.

Priority: we help people live safe and healthy lives and play an active part in their community

- All our community safety activities have begun the year strongly, with emergency response times, fire prevention campaigns and 'safe and well' visits to the fore.
- Our support for people to lead healthy lifestyles remains strong. Preventative health care, through NHS health checks, continues the recent trend of good performance.
- A picture of the benefit which our support for healthy travel (walking and cycling) brings should begin to emerge during quarter 2. In quarter 1 we can see that:
    - 85.2% of Oxfordshire adults walk or cycle (for any purpose) at least once a month, with 40.2% doing so 5 times a week (Department for Transport data from 2015-16, due to be updated at the end of August).
    - 86% of 286,361 recorded journeys to school in the county (Oct 2017-Jul 2018) were made entirely or partially actively (walking/cycling at least 10 minutes).
    - a snapshot Transport Monitoring survey in Oxford (on one weekday, 07.00 to 19.00) recorded a total number (inbound and outbound, on main roads) of 7,687 cyclists.
- Our services to support people exiting treatment for drug or alcohol use are currently exceeding on all three targets.
- We are beginning to measure a number of things which demonstrate people "playing an active part in their community". Under the Oxfordshire Together programme 128 parish or town councils have devolved highways services, predominantly grass cutting at present (however other areas are being explored).
- In February 2018, OCC agreed to set aside £945,000 in 2018-19 and 2019-20 for a Councillor Priority Fund as part of our commitment to supporting local communities across Oxfordshire. Some Councillors have funded their priorities through direct services, while others have approached Parish Councils to identify needs in their local area, and others have invited applications from community groups before deciding how to apportion the funding. As this funding can be carried forward into the second year we may see a lower than expected allocation in the early months. The amount allocated by 30 June was £95,030 – 10% of the £945k – of which:
    - 62.7% was allocated to community groups (£61,064)
    - 21% was allocated to direct services (£20,500)
    - 16.2% was allocated to Town/Parish councils (£15,814)

Priority: we provide services that enhance the quality of life and protect the local environment

- We have taken significant steps to address the condition of highways in Oxfordshire, which is beginning to show positive outcomes. In quarter 1 this year, analysis shows that we are on target for overall condition of the A and B classified road network (32.48% against a target of 33%) and for repair of defects posing immediate risk of injury (over 99% within 24 hours). For the latter, this represents an improvement from the equivalent measure reported as Red (off target) in quarters 3 and 4 of 2017-18. We have achieved this by inserting more gangs (increase from 6 to 18 in quarter 1), more minor patching gangs, and reallocation of the 'dragon patcher' and the new 'multi-hog' repair vehicle.

- We are also forecasting that we will meet targets at year end for the total length of highway resurfaced and for the percentage of highway maintenance, construction, demolition and excavation waste diverted from landfill. Other highways commentary is included in section B below.

- Household waste is another area of performance which was reported as declining in the latter part of 2017-18 (from a very strong position, historically) and which has been improved in quarter 1. The percentage of household waste recycled, composted or re-used in the county has risen above target again (61% vs. 60%) and we have sent just 3.9% of our household waste to landfill, targeting a level below 5%.

- Our performance around reduction of carbon emissions and more efficient energy use remains strong. A recently-agreed investment of £40.8m to replace old street lighting columns with new energy-efficient LED lighting will result in cheaper energy bills and reduced maintenance requirements.

- Quality of life is greatly improved by having access to cultural services such as OCC's libraries and history services. The dashboards below show that in quarter 1 we saw good numbers of visitors and new joiners to our services.

Priority: We strive to give every child a good start in life and protect everyone from neglect

- Our service for looked after children had an Ofsted inspection in April 2018 which judged our service to be "good".

- Indicators relating to children's health remain predominantly good.

- Demand management measures continue to show good progress, i.e. early help assessments provided by partners have risen by 196% compared to our 16/17 baseline and Teams Around the Family are 439% higher than in 16/17.

- Impact has been seen on demand for Children's Social Care: MASH enquiries are continuing at 18% lower than in 16/17, referrals, assessments and child protection enquiries have all reduced compared to 16/17.

Priority: We enable older and disabled people to live independently and care for those in greatest need

- 90% of social care providers in Oxfordshire are rated as 'outstanding' or 'good' by the Care Quality Commission (above the national average of 80%).
- Performance is above the national average for numbers of people with personal budgets (93% vs. 89% targeted) or direct payments (94% vs. 90%).
- In quarter 1 we continued to make progress in reducing the number of people delayed in hospital awaiting social care. The period saw an average of 13 people per day delayed in this way (the target is to reduce from 15 recorded in March 2018 to 13 by March 2019). Similarly, we reduced the number of people delayed in hospital awaiting both health and social care from an average of 50 per day in March 2018 to 41 in quarter 1 (targeting 42 by March 2019).
- 74% of Oxfordshire's older residents reported feeling safe, which is above our target of 70%,
- We have ensured that 89% of working age (18-64) service users with a learning disability are living on their own or with their family: this is above the national average (76%) as targeted.

Priority: We support a thriving local economy by improving transport links to create jobs and homes for the future

- The OxLEP team has been active in securing investment evidence for 2017-18 and the Department for International Trade has now been able to report a record total of 98 Foreign Direct Investment (FDI) successes in Oxfordshire for last year.
- The Oxfordshire Growth Deal represents £215m of Government investment for new homes and infrastructure across Oxfordshire. The Growth Deal Programme Board has been mobilising all work-strands within the Deal including OCC leading on the mobilisation of the infrastructure programme. During Q1 an assurance exercise was undertaken of the infrastructure programme, reviewing the deliverability of the schemes against the housing trajectory. Work is underway with Homes England to agree an attribution methodology for the houses the infrastructure will support to unlock. This is expected to be agreed in Sept 2018. Work is also progressing developing the 2-5 year infrastructure programme that is scheduled to go through the Growth Board governance process in Q3 and Q4.
- We have submitted 4 investment bids under the Smart Oxford programme this quarter, one of which is the largest collaborative project we have been part of. This is a £40m Energy Systems bid with SSE as the lead and other partners including Oxford and Brookes Universities, and would mean £800k granted to OCC. We were also successful in our OmniCAV bid to Innovate UK £250k to OCC over 2 years to support the testing of autonomous vehicles ('driverless cars')
- Our work on ensuring that homes and businesses have access to superfast, ultrafast or full fibre broadband continues to perform well. The percentage of premises in Oxfordshire without access to at least basic or acceptable broadband (defined as 2Mb/s and 10Mb/s respectively) is being driven down ever closer to our March 2019 targets of <0.33% and <1.4% respectively.

- Business interventions from our Trading Standards team are higher than expected as local businesses are being advised as part of investigations of consumer complaints. There is a reduced demand from businesses proactively seeking advice, in line with previous years. This pattern could be an indicator of businesses using appropriate self-service advice rather than direct contact.

Section B: key issues currently affecting our ability to deliver our priorities

Priority: we provide services that enhance the quality of life and protect the local environment

- Our performance repairing and maintaining highway condition in the county should be seen in the context of the volume of defects and the extent of damage to our roads by winter conditions. Levels of road defects in April and May have increased by 60% compared to last financial year. However, in addition to the improvements noted in section A, this constraint is being addressed following the approval by council (in July, just outside quarter 1) of an additional £10m investment in highway maintenance. The extra £10m would pay for 46 miles of surface improvements (resurfacing, surface dressing, micro asphalt) and 52,000 sqm of patching, and is on top of the £8.5m already spent on carriageways and footway repairs. Reactive pothole repairs will continue as usual.
- Our target that 80% of District Council planning applications are responded to by us within the agreed deadline has been missed in quarter 1 (performance: 65%). The continuing increases in the volume of major planning applications, together with a number of strategic (very large/complex) sites running in parallel, a high volume of appeals and numerous pre-application enquiries, means that it has not been possible to attain the required target this quarter. We are, however, maintaining good working relations with the Districts during these challenging times and are also working to further improve system efficiencies.
- Our work carrying out Building Regulations consultation is low. This reflects businesses' demand for our services, which is currently low, which in turn reflects demand for new buildings in the county which would require this form of consultation.

Priority: We strive to give every child a good start in life and protect everyone from neglect

- The first quarter of 2018-19 has seen a rise in the number of looked after children (LAC) in Oxfordshire. This is due to a general increase in the levels of demand on Children's Services: the numbers of referrals, assessments and child protection cases have all seen increases in recent months, which drives the increase in the numbers of LAC. This should be seen in the context of national trends, which are also increasing, and which brings the proportion of LAC in the county in line with the average number in statistical neighbouring local authorities. The council prioritises the safety and wellbeing of vulnerable children and young people and

this has included improved practice and management oversight for LAC, as well as implementing a robust performance management framework for regular oversight and monitoring of this service.

- The “prevalence of healthy children” indicator is supported by 6 measures, all of which were assessed as ‘Green’ throughout 2017-18. The measure ‘number of expectant mothers who receive a universal face to face contact at 28 weeks’ is at 72.8% for quarter 1 against a target of 80%. We have decided to increase the target by 10% since quarter 4 of 2017/18. Our work with the health visiting services and local maternity services to improve performance includes ensuring that the health visiting service are informed about pregnant mothers before 28 weeks of pregnancy, as well as a stream of work through the contract review meetings to ensure that all women are offered a visit and that data recording is improved. The health visiting service is also recording reasons why women choose not to have a visit to provide additional insight. An improved performance against this indicator is anticipated by year end, but the aspirational target may be difficult to achieve.

Section C: key performance issues requiring intervention / decision

In this section we would explain any outcomes which Directors have rated “Red”. However, in quarter 1 none of the 13 outcomes in the Outcomes Framework have been assessed as Red.

The format of reporting is included below for information. A Red rating would indicate that an outcome might not be achieved by year end as things stand. Directors’ ratings may be based on factors including levels of performance and degree of risk.

1.	**Outcome**	n/a
	Indicator	n/a
	Measure	n/a

For any Red outcomes, this section would include:

- *Description the outcome*
- *Why it is assessed as Red (e.g. off target, unlikely to be achieved)*
- *What has been done to correct performance*
- *What other action is being proposed*
- *What is the forward trajectory by which we expect to see performance improve*

Recommended action	*Any recommendations to County Leadership Team, and their decisions, would be recorded here.*

OXFORDSHIRE COUNTY COUNCIL OUTCOMES FRAMEWORK: PRIORITIES, OUTCOMES AND INDICATORS

We listen to residents so we can continuously improve our services and provide value for money

Residents feel engaged with the county council

- Prevalence of services developed through co-production
- Number and value of opportunities for public engagement
- Rates of customer satisfaction

Our services improve and deliver value for money

- Value for money through effective use of resources
- Improvement following external inspection or audit

The use of our assets is maximised

- Progress with the One Public Estate Programme

We help people live safe and healthy lives and play an active part in their community

People are helped to live safe and healthy lives

- Number of people helped to live safe & well
- Emergency response times
- Prevalence of healthy lifestyles
- Number of people receiving support for drug or alcohol dependency
- Proportion of people walking & cycling

People play an active part in their communities

- Rates of volunteering
- Prevalence of services provided by communities

We provide services that enhance the quality of life and protect the local environment

Our quality of life in Oxfordshire is enhanced

- Condition of highways
- Funding secured through planning obligations
- Levels of public transport use
- Rates of access to cultural services

Our local environment is protected

- Percentage of planning decisions on time
- Levels of carbon emissions
- Levels of energy use
- Air quality
- Proportion of household waste re-used, recycled or composted

We strive to give every child a good start in life and protect everyone from neglect

Children are given a good start in life

- Prevalence of healthy children
- Number of looked after children
- Number of children's social care assessments
- Number of children the subject of protection plans
- Number of children's cases held by permanent staff

Children are able to achieve their potential

- Percentage of children with a place at their first preference school
- Percentage of children at a good quality school
- Rates of school attendance
- Levels of educational attainment

We enable older and disabled people to live independently and care for those in greatest need

Care services support independent living

- Number of home care hours purchased
- Number of appropriate safeguarding enquiries
- Number of people delayed leaving hospital awaiting social care
- Number of people with control over their care
- Proportion of older people supported in the community

Homes and places support independent living

- Percentage of people who report feeling safe and well
- Percentage of people living in safe and suitable housing

We support a thriving local economy by improving transport links to create jobs and homes for the future

Strong investment and infrastructure are secured

- Level of investment attracted
- Production of our Joint Statutory Spatial Plan
- Number of new homes
- Levels of disruption to journeys by congestion or roadworks
- Level of transport connectivity
- Level of access to online and digital services

Local businesses grow and provide employment

- Employment rates
- Number of businesses
- Number of apprenticeships
- Levels of workforce

PRIORITY: WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY				
OUTCOME	**INDICATOR**	**Q4 RAG**	**Outlook**	**Note**
Residents feel engaged with the county council	Prevalence of services developed through co-production	**G**	↑	4 co-production products are in development (target 5 by March 2019), and training of co-production champions is progressing well (target of 20 champions by end of July 2018).
	Number and value of opportunities for public engagement	n/a	↑	The latest figures from OCC's residents' survey show: • 38% of residents agree that people in the local area can influence decisions • 54% agree that the council acts on the concerns of local residents. • 45% were satisfied with the way the council runs things
	Rates of customer satisfaction	n/a	↔	72.4% of users of Adult Social Care services are extremely or very satisfied, which remains above the target of the national average (64.7%)
Our services improve and deliver value for money	Value for money through effective use of resources	n/a	↔	We are on target or better for all 5 measures beneath this indicator.
	Improvement following external inspection/audit	n/a	↔	CSS are currently working on an action plan that came out of their Operational Assurance Peer inspection in 2017. This is being supported by members from the Performance Scrutiny committee
The use of our assets is maximised	Progress with One Public Estate Programme	n/a	↔	All projects are at the initiation phase. Some adjustment to the original timelines has been proposed to government to enable more time at scoping stage.

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY				
OUTCOME	**INDICATOR**	**Q4 RAG**	**Outlook**	**Note**
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	**G**	↔	We have delivered fire prevention campaigns to more people than we had planned for this quarter. We are slightly below our expected numbers of people receiving safe and well visits. The service is focusing on the quality of the visits, due to the more complex needs of people requiring a safe and well visit.
	Emergency response times	**G**	↔	We have had no fire deaths this quarter and are below our target for RTC fatalities in this quarter. We are on target for our emergency response times, achieving 88.4% and 96.6%.
	Prevalence of healthy lifestyles	**G**	↑	Invitations to NHS Health Checks are proceeding well: 83.2% of the eligible population has been invited vs. target of 97% by year end, and take-up is 41.7% vs. the 42% expected for Q1.
	Numbers of people receiving support for drug and alcohol dependency	**G**	↔	3 of the 4 measures supporting this indicator are significantly exceeding targets at the end of Q1 – on numbers of people exiting treatment for drugs or alcohol (opiates: 9.4% vs. target of 6.6%, non-opiates 39.9% vs. 36.6%, alcohol 45.3% vs. 38.6%)
	Proportion of people walking & cycling	n/a	↔	Metrics and sources of data and information for this new indicator will be developed further for use in Quarter 2. The RAG rating is supported by data readily available at the end of Q1.
People play an active part in their communities	Rates of volunteering	n/a	↔	Volunteer hours in OCC libraries in Q1: 8,111. As intended, an annual reporting metric is being developed which will provide an estimate of the volunteer hours generated by environmental projects or services that we directly fund or support. This means around 7 projects/services including our 3 Areas of Outstanding Natural Beauty, Community Action Groups, Wychwood Project and Lower Windrush Valley Project. The number of hours is currently estimated to be at 40,000 volunteer hours per annum in Oxfordshire; a more accurate figure and baseline year will be reported in Q2
	Prevalence of services provided by communities	n/a	↑	As intended, measures here are for 'reporting only' in Q1, ahead of metrics being considered for use in Q2. The RAG rating reflects the current position and outlook.

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT				
OUTCOME	**INDICATOR**	**Q4 RAG**	**Outlook**	**Note**
Our quality of life in Oxfordshire is enhanced	Condition of highways	n/a	↑	This indicator uses a wider group of measures than in 2017-18. In Q4 2 of the 3 measures were rated Green (on target) while the third (% of the A and B road network where carriageway maintenance should be considered) was rated Red. Commentary on 2018-19 measures is in sections A and B of the main report.
	Funding secured through planning obligations	**G**	↑	Monies secured in S 106 agreement secured or completed during the first quarter equated to 100% of the sums identified in the corresponding Single Responses. This performance exceeds our target of 85%.
	Levels of public transport use	n/a	↔	As intended, metrics to support this new indicator will be developed for use in Q2. The RAG rating reflects that Oxfordshire bus operators score well in annual Transport Focus reports.
	Rates of access to cultural services	n/a	↔	Library visitors in Q1 - 565,279. New library joiners in Q1 - 5,816. Visitors to the Oxfordshire Museum during normal opening hours in Q1: 29,595, and to the Museums Resource Centre in Q1: 29. These are comparable with figures for the same period last year.
Our local environment is protected	Percentage of planning decisions on time	**A**	↑	Commentary on the constraints around work on District Council planning applications can be found in section B of the main report.
	Levels of carbon emissions	**G**	↔	Analysis suggests the target for 2017-18 is likely to have been exceeded (data due by end of August). Continuing programme of street lighting upgrades and projects to reduce emissions from travel are expected to deliver the target reduction this year. Ongoing grid decarbonisation will also contribute.
	Levels of energy use	n/a	↔	The annual target (as per the streetlight LED replacement project agreement) is for 2000 to be replaced this year, will bring performance to 18% (against a target of 20% by April 2019).
	Air quality	n/a	↑	Activities here are expected in Q2, including the establishment of an Air Quality Action Group with the District and City Councils, which will set the forward programme of work
	Proportion of household waste re-used, recycled or composted	**A**	↔	Commentary on performance is included in section A of the report.

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT				
OUTCOME	**INDICATOR**	**Q4 RAG**	**Outlook**	**Note**
Children are given a good start in life	Prevalence of healthy children	**G**	↑	5 of 6 measures supporting this indicator are Green in Q1. The 'number of expectant mothers who receive a universal face to face contact at 28 weeks' is at 72.8% for Q1 vs. 80% targeted
	Number of looked after children	**G**	↓	728 children were looked after at the end of quarter 1, against a target range of 660-710
	Numbers of children's social care assessments	**A**	↔	Social care assessments are slightly lower than the average for like authorities, and have reduced by 14% in 17/18 compared to the previous year. Q1 shows that we continue to be 7% lower than 16/17.
	Number of children the subject of protection plans	n/a	↑	The numbers are slightly high at 752, driven mainly by more children becoming the subject of a plan. The number was already seen to be reducing at the start of quarter 2.
	Number of children's cases held by permanent staff	**G**	↔	-
Children are able to reach their potential	Percentage of children with a place at their first preference school	n/a	↔	Annual reporting is due in Q3
	Percentage of children at a good/outstanding school	n/a	↔	Annual reporting is due in Q3. Q1 figures show that 84.2% of Primary children are at Good/Outstanding schools (target 94%) and 87.7% of Secondary school children (target 90%)
	Rates of school attendance	n/a	↔	Annual reporting is due in Q3. In Q4 2017-18 the two relevant measures (on persistent absence and permanent exclusions) were Amber and Red.
	Levels of educational attainment	n/a	↔	Annual reporting is due in Q3

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED				
OUTCOME	**INDICATOR**	**Q4 RAG**	**Outlook**	**Note**
Care services support independent living	Number of home care hours purchased	n/a	↑	Q1 performance is slightly off target: 21,708 hours per week vs. target of 21,779 hours per week
	Number of appropriate safeguarding enquiries	n/a	↑	Q1 performance is slightly off target: 21% of safeguarding concerns result in a safeguarding enquiry (vs. target of >25%)
	Number of people with control over their care	n/a	↔	94% of people with safeguarding concerns can define the outcomes they want (target = national average i.e. 90%)
	Number of people delayed leaving hospital awaiting social care	**A**	↔	This indicator is discussed in section A of the report
	Proportion of older people supported in the community	n/a	↔	This indicator is discussed in section A of the report
Homes and places support independent living	Percentage of people who report feeling safe	n/a	↔	This indicator is discussed in section A of the report
	Percentage of people living in safe and suitable housing	n/a	↔	This indicator is discussed in section A of the report

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE				
OUTCOME	**INDICATOR**	**Q4 RAG**	**Outlook**	**Note**
Strong investment and infrastructure are secured	Level of investment attracted	n/a	↑	The assessment of Amber reflects minor shortfalls against some of the underlying measures, in line with expectations. Metrics for funding required to manage the current highway asset will be developed in Q2.
	Production of our Joint Statutory Spatial Plan	n/a	↔	-
	Number of new homes	n/a	↔	This indicator is discussed in section A of the report
	Levels of disruption to journeys by congestion/ roadworks	n/a	↔	As intended, measures supporting this indicator will be developed in Q2. These are likely to support trend monitoring rather than firm targets.
	Level of transport connectivity	n/a	↔	As intended, measures in support of this new indicator are being developed for use in Q2.
	Level of access to online and digital services	n/a	↑	Slightly off target on the absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT (75,686 vs. target of 75,945) but forecast to be Green by the end of Q2.
Local businesses grow and provide employment	Employment rates	n/a	↔	Reporting only. 81.8% of Oxfordshire residents aged 16-64 in employment, vs. Apr 2017-Mar 2018 GB rate of 75% (source: ONS, retrieved from Nomis, 9 August 2018)
	Business numbers	n/a	↔	Reporting only. Oxfordshire business births: 3585 in 2016 (down 1% on 2015); business deaths: 3210 in 2016 (up 10% from 2015). Business survivals: 49.3% of businesses born in Oxfordshire in 2011 were still surviving 5 years later (South East 46%, National 44.1%)
	Numbers of apprenticeships	n/a	↔	There are 48 apprentices in posts, including six new starters in Q1.
	Levels of workforce	n/a	↔	Reporting only. • OCC full-time equivalent (FTE) employees, excluding schools: 3644.2 at 30 June. • Total OCC spend on agency staff in Q1 as proportion of our Q1 salary budget: 7.07%

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

ANNEX 3 - FINANCIAL REPORTS – position for June 2018

PEOPLE – CHILDREN'S SERVICES

	Success Indicator	Target	Position at end June 2018	On Target?	Notes
Financial performance	Actual expenditure for Education & Learning is in line with the latest agreed budget	< 1.0% of net budget	Breakeven or 0%	Yes	
	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<1.0% of net budget	+£1.1m or +1.4%	No	£0.8m of the Children's Social Care overspend relates Unaccompanied Asylum Seeking Children (UASC). As this is a new burden, the Council has not made provision in the budget for 2018/19 for any shortfall in government grant. If the full funding is not received, then it will need to be met from either balances or contingency.
	School Reserves (as at 31 March 2019)	-	£14.2m		
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved			

PEOPLE – ADULT'S SERVICES

	Success Indicator	Target	Position at end June 2018	On Target?	Notes
Financial Performance	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 1.0% of net budget	+£0.6m or 0.3%	Yes	This assumes full use of the Adult Social Care Precept.
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved			

PEOPLE - PUBLIC HEALTH

	Success Indicator	Target	Position at end June 2018	On Target?	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 1.0% of gross budget	Breakeven or 0%	Yes	Funded by a ring fenced grant which is £30.5m for 2018/19.
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

COMMUNITIES

	Success Indicator	Target	Position at end of June 2018	On Target?	Notes
Financial Performance 2018/19	Actual expenditure for Place and Planning is in line with the latest agreed budget	< 1.0% of net budget	0% or Breakeven	Yes	
	Actual expenditure for Infrastructure Delivery is in line with the latest agreed budget	< 1.0% of net budget	2.9% or £1.4m	No	Street Lighting are forecasting an overspend of £0.7m and Defects are overspending by £0.5m. Both areas are involved in projects that are looking at ways investment could be made to achieve savings.
	Actual expenditure for Property and Investment is in line with the latest agreed budget	< 1.0% of net budget	2.4% or £0.7m	No	Supported Transport are forecasting an overspend of £0.7m. An ongoing Fleet project is looking at ways to further reduce this pressure and the results will be reported in future months.
	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	< 1.0% of net budget	0.3% or £0.1m	Yes	
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	96% achieved			

RESOURCES

	Success Indicator	Target	Position at end June 2018	On Target	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 1.0% of net budget	+£0.7m or +1.7%	Yes	Legal services are forecasting an overspend of +£0.4m. This is due to increased Counsel spend as a result of Childcare proceedings. Also there is an overspend on the Blue Badge Service of £0.1m due to the loss of external income.
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	91% achieved			* Corporate savings position reported to Cabinet

* The Financial Monitoring report for May2018 was considered by Cabinet on 17 July 2018. The report incorporates Business Strategy savings that were agreed by Council in February 2018 and previous years. At this stage of the year, at least 99.0% of the planned savings are expected to be delivered. Progress against delivery of savings will be monitored on a regular basis and where savings are not expected to be achieved they have been reviewed as part of the 2019/20 Service and Resource Planning process.

CORPORATE

Success Indicator	Target	Position at end June 2018	On Target?	Notes
Actual expenditure for the Council is in line with the latest agreed budget	< 1.0% of net budget	-0.1% or -£0.3m	Yes	Forecast to the end of May 2018 is an underspend of £0.3m or 0.1%. This represents a directorate overspend of £4.6m off set by unallocated contingency budget of £4.9m
Non - Schools Reserves (as at 31 March 2019)	-	£59.5m		
General balances as a proportion of the original gross budget (£788m for 2018/19)	-	£25.0m or 3.2%		
Total reserves as a proportion of the original gross budget (£788m for 2018/19)	-	£73.7m or 9.4%		
Capital programme use of resources compared to programme agreed in February 2018	90%	93%	Yes	
Capital programme expenditure realisation rate		2%		
Year to date debtor invoices – all	48 days	40 days	Yes	High value invoices are being more closely managed which has positively impacted the days revenue is outstanding
Percentage of debtor invoices cleared in 90 days - Social Care Clients	94%	89%	No	This is in line with figures from same period last financial year.
Percentage of debtor invoices cleared in 90 days	97%	96%	No	Slight improvement on 17-18 averaged which was 95.73
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.75%	0.78%	Yes	
Treasury Management Indicators – Average Annualised Return	3.54%	3.05%	Yes	

achieved compared to Benchmark Rate (*) (Pooled Fund)				

(*) Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged).

Value for money through effective use of resources	Achievement of planned savings	95%	Katy Jurczyszyn & Emma Greenland	99% expected to be achieved
	Achievement of general balance outturn in accordance with risk-assessed level	100% of risk assessed level		153% of Risked Assessed Level. General Balances are expected to be £25.0m at 31.3.2019 which is £8.7m above the risked assessed level.
	Use of earmarked reserves	100% of planned use		100% planned used
	Outturn variation by Directorate	1% variation by directorate		Forecast to the end of June 2018 is an underspend of £0.3m or 0.1%. This represents a directorate overspend of £4.6m off set by unallocated contingency budget of £4.9m
	Capital outturn variation compared to original programme	5%		7% - The forecasted 7% increase in capital expenditure in 2018/19 is due to the announcement in May 2018 of the Disabled Facilities Grant of £5.4m (which is passported to the City and District Councils) and £2.5m of LEP grant inclusions.

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Division(s): N/A

PERFORMANCE SCRUTINY COMMITTEE – 6 SEPTEMBER 2018

POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2017-18

INTRODUCTION

1. Anthony Stansfeld, Police & Crime Commissioner for the Thames Valley, will present his Annual Report 2017-18 to the committee for discussion.

2. As Police and Crime Commissioner (PCC), Mr Stansfeld's actions, decisions and performance are scrutinised by the Police and Crime Panel for the Thames Valley. Councillor Kieron Mallon is Oxfordshire Country Council's representative on the Panel. Given the PCC's work in Oxfordshire, including the allocation of funds to certain initiatives supported by the council, Mr Stansfeld also attends the council's Performance Scrutiny Committee when invited.

POLICE AND CRIME PLAN

3. The PCC has produced a Police and Crime Plan for the Thames Valley which covers April 2017 - March 2021. Under the Police Reform and Social Responsibility Act 2011 the PCC must produce a Police and Crime Plan which sets out the Commissioner's strategic police and crime objectives for the region with regard to:

    - the policing of the area;
    - crime and disorder reduction, and
    - the discharge by Thames Valley of its national or international functions

4. The Plan must also cover:

    - The policing of Thames Valley which the Chief Constable is to provide
    - The financial and other resources which the Commissioner is to provide to the Chief Constable
    - The means by which the Chief Constable will report to the Commissioner on the provision of policing
    - The means by which the Chief Constable's performance in providing policing is measured
    - The crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) of those grants

5. The Plan draws upon a wide range of information from the police, community safety and criminal justice partners to ensure it reflects the police and crime issues which are affecting the Thames Valley. It also covers a much wider range of service responsibilities than any plan previously developed by the police, community safety partnerships (CSPs) or any other individual community safety responsible authority. The Plan brings together the priorities of all agencies and authorities with a responsibility for cutting crime and improving community safety.

ANNUAL REPORT 2017-18

6. The PCC's Annual Report outlines progress made against the strategic objectives in his Police and Crime Plan 2017-2021. It highlights key achievements in the last 12 months, the yearly crime figures, provides a summary of financial information for the year and a look ahead at any emerging issues.

7. Committee members and the public should note that the Chief Constable is also attending the September Performance Scrutiny Committee meeting to discuss the Thames Valley Police's Delivery Plan for 2018-19, which reflects the strategic policing objectives in the Police and Crime Plan. The Chief Fire Officer is also attending to present the Community Safety Services Annual Report for 2017-19. Other items on community safety and risk management will be presented to the Committee in November. Together, these meetings will fulfil the Council's scrutiny responsibilities under the Police and Justice Act 2006 as set out in the Council's Constitution.

RECOMMENDATION

8. **The Committee is recommended to consider the Police and Crime Commissioner's Annual Report and to put any relevant questions to the PCC.**

Contact Officers

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ANNUAL REPORT 2017 – 18

Berkshire,
Buckinghamshire
and Oxfordshire

POLICE & CRIME COMMISSIONER
THAMES VALLEY

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(A) ROLES & RESPONSIBILITIES; B) STAFFING STRUCTURE 2017-18)

1. Introduction

Welcome to my 2017-18 Annual Report as Police and Crime Commissioner for Thames Valley (PCC). This 2017-18 report provides an update on overall progress against delivery of my new four year strategic Police and Crime Plan for the period 2017-2021.

My new Plan was informed by a broad range of information that is reflected in five key priority areas:

- Vulnerability
- Prevention and early intervention
- Reducing re-offending
- Serious organised crime and terrorism
- Police judgment and reform

By law, I am required to secure and maintain an efficient and effective police service for the Thames Valley. In 2017/18 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted their 'police efficiency, effectiveness and legitimacy' (PEEL) inspections for all police forces. HMICFRS graded Thames Valley Police (TVP) as 'Outstanding' in terms of efficiency, "Good" for effectiveness and 'Good' for legitimacy. Thames Valley's HMICFRS PEEL Reports have been the best for any police force except Durham, a force that in relative terms is substantially better funded than TVP.

Despite the budgetary challenges faced by TVP, a current shortfall of officers and the increasing complexity of crime, I and TVP are committed to providing a responsive emergency service that keeps people safe and brings offenders to justice.

During the year TVP has had to retain its high level of performance while making substantial annual savings of over £10m, and do this at a time of ever increasing demand for the services of the police. Nationally we are currently seeing a significant rise in crime, though in the Thames Valley area the increase in many categories of crime is less than the national average. Overall crime levels in the Thames Valley are also lower compared to ten and fifteen years ago. As one of the less well funded police forces, this is a great credit to all who work for TVP.

My office has effectively managed our £2.765m Ministry of Justice grant funding to provide a range of victim and witness support services. I have also provided community safety grants totalling £2.7m to county and unitary councils in the Thames Valley area to help them to support me in delivering my Police and Crime Plan strategic priorities. A summary of the benefits delivered from these grants - including work to address female genital mutilation (FGM) and cybercrime - is provided later in the report.

My office introduced 'Victims First' - a new service which offers support through a single point of contact for victims and witnesses of crime, including affected family members. The service has now developed into our in-house Victims First Hub and was opened on 26 March 2018.

Since 2016 the Government has encouraged police and crime commissioners to seek to take over the responsibility for the governance of their local fire and rescue services. Nevertheless, last summer, I and the three fire authorities in the Thames Valley announced the decision that there will be no governance changes to fire and rescue services in the Thames Valley at the present time. In the Thames Valley this is more complex to achieve than in other areas which have only one fire and rescue service. In Thames Valley there are three fire and rescue services, one for each county. I believe there are substantial operational and efficiency savings to be made by combining them into one service, and bringing them into the TVP management system.

We will continue to work closely together to explore and develop more collaboration options, particularly between the fire and rescue services and Thames Valley Police.

Over 100,000 people came to Windsor to celebrate the Royal Wedding, and I am aware that a huge amount of work went into planning a policing operation that delivered a safe and secure event. Thames Valley Police were highly professional and showed the best of British policing to the watching world.

The reintroduction of 'custodian helmets' after 7 years has been greatly appreciated by both the public and police officers. It will greatly improve the visibility and presence of police officers on daytime patrol.

The forthcoming year will be the half way point of my current term in office. I am pleased that the recent full time appointment of my Deputy PCC, Matthew Barber, will enable us both to further focus on delivery of our strategic priorities.

Thames Valley Police is a Force we can be proud of and I have faith we and our other community safety and criminal justice partners, will be able to rise to the challenges in meeting the needs of communities across the Thames Valley.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

2. Progress in meeting my police and crime plan 2017-2021

STRATEGIC PRIORITIES: APRIL 2017 – MARCH 2018

THIS SECTION HIGHLIGHTS PROGRESS IN 2017–18 TOWARDS DELIVERING MY POLICE AND CRIME PLAN 2017-2021

Summary of overall progress in 2017/18

This is year one of a four year strategic Police and Crime Plan

- **Are my strategic priorities going in the right direction?**

  Yes, I believe the overall direction of travel is positive and on course to deliver my 5 key strategic priorities.

  I have highlighted evidence within this 2017/18 annual report which demonstrates what has been (or will continue to be) delivered by the Force, my own office and other key partners.

- **Are we where we want to be?**

  Having considered the delivery plans of both the Force and those of my own office, I am reassured that there is an undiminished focus in continuing to deliver a wide range of positive outcomes during 2018/19 and beyond.

  However, the future funding of policing in Thames Valley continues to be a concern. While the Force can be rightly proud of its successes that are highlighted in the HMICFRS PEEL assessments, we are entering a phase where future funding of the service, along with increasing demands and complexities of modern policing, will inevitably create further challenge and uncertainty on the road ahead. I am encouraged by the recent speech of Sajid Javid, the new Home Secretary which underlined the importance of proper police funding and its correlation with the ability to fight crime.

  In view of this, whilst I will continue to closely monitor progress in delivering against my strategic priorities, I may consider revisiting and, possibly, refreshing my Police and Crime Plan for 2017-21, during the remaining term of my office.

Strategic Objective 1

- VULNERABILITY:

Managing demand on services through working together

PROGRESS IN 2017/18:

- Support through a single point of contact for victims and witnesses of crime, including affected family members. Further plans are in place to expand services during 2018 to include, for example, specialist counselling and community signposting points to simplify access and improve support for victims. Further details of Victims First can be found at https://www.victims-first.org.uk/
- The TVP Active Communities project has been rolled out during the year to develop community forums, independent advisory groups and specialist local volunteer roles to empower local communities to play their part in reducing demand.
- The Force are working with the Cinnamon network (a church-based organisation who work with the most vulnerable in the community) on joint projects with Neighbourhood Policing Teams, with a focus on supporting hard to reach and vulnerable parts of communities.
- During the year the Force has reviewed and health-checked all multi agency strategies to ensure their effectiveness, plus new systems have been introduced to assess the suicide risk of suspects, and guidance on referrals to partner agencies.
- I have agreed to match a grant from the Home Office to conduct a strategic framework review of 'County Lines' drug dealing activities, looking at our response across Thames Valley, and to make recommendations about risk management alongside other forces and partner agencies.
- Two new multi-agency projects were launched during Quarter 3: one focused on protecting vulnerable adults from modern slavery and exploitation, and the second to problem solve the impacts of serious organised crime to support Operation Stronghold.
- As the past Chairman of the Thames Valley Local Criminal Justice Board, I have engaged with key service delivery partners to encourage a more joined-up criminal justice system.

Strategic Objective 2
- PREVENTION AND EARLY INTERVENTION:

Improving safeguarding in physical and virtual space

PROGRESS IN 2017/18:

- Operation Sceptre (knife crime campaign) – resulted in 172 knives being surrendered during Quarter 4.
- Operation JEEP (rural crime campaign) was delivered in collaboration with partners. This included the introduction of online crime reporting, and a video introduction to TVP's role and activities in reducing rural crime which was viewed over 14,000 times.
- Through Operation Signature the Force is developing crime prevention advice for those vulnerable to online crime.
- A team of Special Constables with expertise and knowledge in IT has been trained to support communities in reducing online crime.
- Through campaigns such as Hidden Harm, the Force has engaged communities on a number of issues throughout the year, including modern slavery and online child abuse; #protectyourworld, aimed at keeping young people safe online, delivered in partnership with a range of agencies including Safe! and the NSPCC.
- A schools-based safeguarding children project was piloted in Cherwell & West Oxfordshire Local Police Area (LPA) and will be rolled out across other LPAs in 2018.
- Though grant funding from my Community Safety Fund, I awarded £120k to organisations to improve knowledge and awareness of Female Genital Mutilation (FGM) and £94k to eight organisations to deliver cyber-crime prevention activities. I wrote to schools and health organisations to raise awareness of FGM amongst professionals who work closely with children who could potentially fall victim to this crime.
- My office has also delivered a number of key 'hate crime' activities such as the 'Let's Hate Hate' campaign - to help improve Hate Crime awareness and reporting - and also took over operational management of the (third-party reporting) Hate Crime Helpline.

Strategic Objective 3
- REDUCING RE-OFFENDING:

Targeting and managing harm and risk

PROGRESS IN 2017/18:

- Work jointly commissioned by my Office and TVP, included new programmes set up to reduce re-offending such as "Positive Relationships Programme", which centres on perpetrators of domestic abuse with a particular focus on reducing repeat victimisation, and improving the lives of victims and their children.
- The Milton Keynes LPA problem solving team has significantly reduced the number of repeat domestic abuse offences through improved engagement with offenders.
- TVP has developed a programme to increase victim access to restorative justice, in order for offenders to better understand the impact of their crimes, and so help reduce re-offending.
- My office managed a successful 'Black, Asian, Minority Ethnic and Refugee (BAMER) Project' funding bid which supports the Home Office 'Violence Against Women and Girls Service' (VAWG) Transformation Fund scheme.
- My office has also explored future options with partners for the provision of commissioned services based on vulnerability/needs of victims of crime, including co-commissioning opportunities with Local Authorities and Clinical Commissioning Groups.

Strategic Objective 4
- SERIOUS ORGANISED CRIME AND TERRORISM:

Improving the local response

PROGRESS IN 2017/18:

- The Force has undertaken a range of multi-agency problem solving initiatives to both disrupt and prevent organised crime, e.g. a gangs project in Slough linked to a review of County drugs lines, and both Slough and Chiltern & South Buckinghamshire LPAs have undertaken significant work on closure orders to reduce cuckooing (i.e. when offenders use a vulnerable person's property for drug dealing).

- TVP and Counter Terrorism Policing South East (CTPSE) have actively contributed to the national Action Counter Terrorism (ACT) campaign.

- My office has undertaken a range of activities to enhance oversight of activities to prevent violent extremism and promote good practice, and includes: supporting WRAP ('Working to Raise Awareness of PREVENT') training, supporting Community Safety Partnership initiatives, providing a Prevent Virtual Learning Group Newsletter for partners.

Strategic Objective 5
- POLICE ETHICS AND REFORM:

Increasing the pace of change

PROGRESS IN 2017/18:

- HMICFRS PEEL (Policing Effectiveness, Efficiency and Legitimacy) 'Effectiveness' inspection - TVP was graded as "Good" for the way it deals with crime, both in terms of prevention and investigation; how the Force deals with anti-social behaviour, their preparedness to deal with serious and organised crime and some of the specialist capabilities that are needed to deal with vulnerability.

- HMICFRS PEEL 'Efficiency' inspection - TVP was awarded an "Outstanding" rating, with particular reference to the Force's "sophisticated understanding of demand" and "innovative approaches to uncovering hidden demand".

- Staff from the Force and my office have undertaken a range of training around issues such as vulnerability, supporting victims, domestic abuse triage and dealing with hate crime to ensure we deliver the best support to victims of crime.

- The TVP Local Policing Operating Model was introduced in June 2017 to ensure the Force deploy the right resources with the right skills at the right time, and there is a range of work taking place to better manage demand.

- The Force has undertaken a file quality improvement programme to ensure detectives are building compelling, strongly evidenced and fully complete crime prosecution case files at the point of first submission; which has improved efficiency and created capacity for our detectives but most importantly provides a better and timelier service to our victims.

- My office has been developing a number of key functions within the corporate governance environment, including preparing for changes to the national police complaints system, reviewing transparency requirements under FOI legislation, and preparing for introduction of the new General Data Protection Regulation requirements.

Performance headlines for 2017/18

Overall crime levels reported to TVP increased by 8.7% in 2017/18 compared to the previous year (2016/17). There were 149,875 crimes reported across Thames Valley during the period April 2017 to March 2018. Based on the latest available figures, this compares to a national increase of 15%.

Thames Valley's increase is reflected by trends seen at a wider national level. The latest published figures from the Office for National Statistics (ONS) show an increase to the relatively rare, but "high-harm" violent offences such as homicide, knife crime and gun crime, a trend that has been emerging over the previous two years. The ONS has also seen evidence that increases in some types of theft have continued, in particular vehicle-related theft and burglary. Overall crime levels in Thames Valley remain low compared with ten and fifteen years ago. There were 47,448 fewer crimes recorded in this timeframe compared with ten years ago (197,132), and 57,949 fewer recorded offences compared with fifteen years ago (207,633).

While I was disappointed that the recent HMICFRS Crime Data Integrity Audit and Inspection raised a number of concerns for Thames Valley Police, it was reassuring that no issues of unethical behaviour were identified. The same concerns were voiced by HMICFRS about the majority of other forces. However, the public need to feel confident that TVP is providing an accurate picture of crime and I will be closely monitoring the progress of the Force in addressing a number of improvements recommended by the HMICFRS.

Force Performance Measures in 2017/18 - key headlines:

- **Burglary** - Occurrences recorded as residential burglary increased from 4,962 to 5,744; an increase of 15.8%, (782 occurrences) compared to the previous year. Based on the latest available national figures, Thames Valley had the 12th lowest level of domestic burglary per 1000 dwellings in the country in 2017, the same ranking as in 2016. *[Note that national figures from 1 April 2017 include residential burglary of sheds and garages. On this definition, Thames Valley were experiencing a 69% increase in domestic burglaries, the 13th highest percentage increase].*

- The prosecution or caution rate for residential burglaries (dwellings) between April 2017 and March 2018 was 8.3%, a reduction from 9.7% in 2016/17. The number of investigations resulting in a charge, summons or caution has increased in the period from 471 to 479. Based on the latest available national figures, Thames Valley had the 19th highest charge or caution rate for domestic burglary in the country in 2017. In 2016 Thames Valley was ranked 14th. *[Note that national figures from 1 April 2017 include residential burglary of sheds and garages]*.

- **Violence** - Occurrences recorded as violent crime increased by 12.6% from 30,623 offences to 34,486 offences between April 2017 and March 2018. There has been an increase in offences identified as domestic violence of 8.9% to 10,616 offences. Non Domestic violence offences increased by 14.4%. Based on the latest available national figures, Thames Valley had the 5th lowest level of violent crime per 1000 population in the country in 2017, the same ranking as in 2016. Thames Valley had the 6th lowest change in the level of violent crime at 9.5%. *[Note that national figures do not split violent crime into domestic and non-domestic categories].*

- 13.2% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution in 2017/18. This was a decrease from 18.9% in 2016/17. The number of crimes disposed in this way fell from 3,936 to 3,155 (these figures are based on offences where no domestic abuse identifier has been selected). Based on the latest available national figures, Thames Valley had the 15th highest charge or caution rate for violent crime in the country in 2017. In 2016 Thames Valley was ranked 12th. *[Note that national figures do not split violent crime into domestic and non-domestic categories].*

- **Rape investigation** - 108 rape occurrences were disposed of by means of charge or summons between April 2017 and March 2018. This was a decrease from 128 in 2016/17. In the same period the number of offences recorded increased from 1,581 to 1,794. The resultant prosecution rate of 6.0% is less than the 8.1% achieved in 2016/17. Based on the latest available national figures, Thames Valley had the 19th lowest charge rate for rape in the country in 2017. In 2016 Thames Valley was ranked 9th lowest.

- **Rural crime** - There were 1,379 occurrences between April 2017 and March 2018 which were identified as rural crime. This was an increase of 13 offences (1.0%) when compared to the same period of the previous year.

- **File Quality** - A new national monitoring system for file quality was introduced by CPS in September 2016. The data for this measure is based on the information recorded under this new monitoring system. The comparison data is for January to March 2017 to allow for bedding issues to be addressed. Between April 2017 and March 2018; 9,821 files were reviewed by the Evidential Review Officers. 1,943 (20%) were deemed to be insufficient to proceed.

- **Repeat victimisation** - The level of repeat victimisation for domestic abuse related crime was 27.2% in 2017/18. This is an increase from 26.3% in 2016/17. The number of domestic abuse related crimes increased by 1,051. The number involving a repeat victim increased by 411.

- **Hate Crime** - The number of hate crimes has increased across all strands monitored (for example, recorded Racist incidents increased by 25.1%; Religious incidents increased by 115.7%). Non Crime hate incidents have increase across all strands with the exceptions of transphobic incidents where numbers are relatively low. A number of factors could be affecting this, including the terrorist attacks earlier in the year along with increased training for officers and staff resulting in improved recording.

- **Hidden Harm** - The number of crimes which have been identified as involving Honour Based Abuse has increased by 4 in the period April 2017 to March 2018 compared to 2016/17. Incidents of honour based abuse have decreased by 67 (26%) in the same time frame. Levels of reporting of female genital mutilation and forced marriage have also fallen in the same period, though the number of forced marriage crime offences has increased.

- **Demand** - In 2017/18 the number of calls for service to Thames Valley decreased by 7,893 – a decrease of 1.4%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 23,592 – a reduction of 8.4%. Many incidents are attended by arrangement or by appointment and this is not always reflected on Command and Control. The number of incidents which were identified as requiring an immediate response increased by 0.2% whilst the number shown as requiring an urgent response decreased by 9.2%

While some of the above figures may make for uncomfortable reading, this should be tempered by a number of highly positive outcomes delivered by the Force - these include:

- Answered over 290,000 emergency (999) calls and 980,000 non-emergency (101) calls; 80% of 999 calls were answered within 10 seconds.

- Arrested over 31,000 people and charged over 11,000 of them.

- The Force's Major Crime Unit featured in three Channel Four documentaries including "Catching a Killer".

- Police caught 1,800 drivers using mobile phones, 2,000 drink drivers, and 1,000 drivers under the influence of drugs.

- During the firearms amnesty, 413 firearms were surrendered.

- TVP seized and attained over £800,000 in cash and over £2.8 million in compensation is being returned to victims.

- This year saw the largest single cash seizure in TVP's history (Operation Stingray) of £560,000.

- Through investigation of a multi-million pound drugs conspiracy (Operation Strix), 11 people were convicted and almost £1 million in value was recovered.

- Through 'Stronghold', the Force have been tackling serious and organised crime across Thames Valley. TVP arrested 407 individuals and safeguarded 22 people. It seized 25 kilograms of cocaine with 140 criminals being sentenced to a total of 479 years.

- 1,041 mentally ill people led to a place of safety.

- 12,956 missing persons investigated.

- 7,379 people stopped and searched.

- 160 events policed.

HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its annual PEEL ('police effectiveness, efficiency and legitimacy') assessment in 2017/18. PEEL is designed to give the public information about how their local police force is performing in several important areas, in a way that is comparable both across England and Wales, and year on year.

TVP's overall grade of 'Good' reflects HMICFRS's assessment of each individual area of policing, with a common thread of keeping people safe and reducing crime featuring in all of its inspections.

In terms of the individual areas of policing, I am delighted that Thames Valley Police has been graded as 'Outstanding' in the PEEL 'Efficiency' review; indeed it is one of only two forces in the country to receive such a grading. Like all forces, TVP is coping with reduced budgets and increased demand on policing and only by being efficient can it meet the demands placed upon it. Thames Valley Police has risen to this challenge and I am pleased that this has been recognised by HMICFRS, particularly in the way it understands demand, uses resources and plans for the future.

I am pleased with the Force's grading of 'good' in its PEEL 'Effectiveness' report with the Inspectorate praising the way that it deals with the most vulnerable members of our community, and the quality of its investigations of serious cases. Similarly, the PEEL Legitimacy report graded the Force as 'good' and identified that Force Senior Leaders could demonstrate they actively treated public and staff with fairness and respect.

While both of these latter PEEL reports were largely positive, they did highlight some recommended improvements and I will be closely monitoring progress of these over the coming year.

Further details of TVP's PEEL assessments can be found on HMICFRS's website: https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/

VALUE FOR MONEY

Due to the Government's austerity programme, which has required reductions in public service spending, the police service has had to make significant cash savings each year since 2010. Over the last seven years the Force has made annual savings of £99m, and annual savings of another £14.3m will still need to be made over the next three years in order to fund the ongoing cost of policing, for example, the investigation of complex crimes such as child sexual exploitation and ensure vulnerable people are protected through the Multi-Agency Safeguarding Hubs.

Continuing to identify and achieve cost savings is becoming increasingly more challenging so we have welcomed the support of the public in our increase in council tax, which will help us avoid further damaging cuts to the policing budget in the Thames Valley. However, since demand on the police is changing it is clear that to keep up with this change we must continue to transform and reform our police service. Within Thames Valley Police the Force's Productivity Strategy aims to reduce bureaucracy, reviews the way services are provided by the Force and identifies savings that could be made.

Further details of all planned productivity savings can be found in the Budget Book which is published on my website at: https://www.thamesvalley-pcc.gov.uk/information-hub/what-we-spend-and-how-we-spend-it/budget/

Looking to the future, I have approved a fully funded three year capital programme to support delivery of my Police and Crime Plan strategic priorities and the Force's long-term policing strategy, the 'Force Commitment'. In total we plan to invest nearly £65m over the period 2018/19 to 2020/21 and I believe that the policing budget plan the Chief Constable and I have set will enable us, together, to deliver the strategic priorities set out in my Police and Crime Plan 2017-2021.

STATUTORY RESPONSIBILITIES AND CORPORATE GOVERNANCE

During 2017/18 I continued to successfully meet my statutory duties and commitments as set out in the Police and Crime Plan 2017-2021. In discharging my personal duties, responsibilities and functions, I was supported by a relatively small team of staff within the Office of the PCC (OPCC). An overview of the roles, responsibilities and functions of the OPCC is presented at Appendix A, and the OPCC organisational staffing structure is presented at Appendix B. My performance, decisions and actions during the year were regularly scrutinised by the independent Thames Valley Police and Crime Panel.

Through a mix of regular public and private meetings, I held the Chief Constable to account for his leadership of TVP and the delivery of an efficient and effective police service. This involved close scrutiny of Force performance and progress against the Force's Annual Delivery Plan 2017/18, and was achieved through regular updates from TVP as well as engagement of my staff in key force performance meetings and delivery groups.

A joint PCC and Chief Constable Corporate Governance Framework is in place to ensure intended outcomes for stakeholders are achieved whilst acting in the public interest at all times. The governance framework comprises the culture, value, systems and processes by which the PCC and Chief Constable discharge their responsibilities and through which the police service is accountable to, and engages with, the communities they serve.

Joint Independent Audit Committee provides independent assurance to the Chief Constable and myself regarding the adequacy of the risk management framework and the associated control environment within TVP and the OPCC. It considers the internal and external audit reports of both the PCC and Chief Constable and advise both parties according to good governance principles. It has oversight of general governance matters and provides comment on any new or amended PCC polices and strategies with regard to financial risk and probity.

3. PCC Commissioned services – grants and funding 2017/18

COMMUNITY SAFETY

I maintain a community safety budget of £3.0 million, of which £2.7 million has been given in grants to county and unitary councils in the Thames Valley area, and I retained £0.3 million to fund Thames Valley-wide and other priority service initiatives.

The local authorities have used their grant allocations to deliver the following benefits:

- Youth offending including youth restorative justice, intervention work with young offenders and participation in youth crime prevention projects: £917,917
- Substance misuse including Drug & Alcohol Action Team (DAAT) services, treatment for offenders, staff training, leaflets for taxi drivers and outreach support: £528,386
- Domestic Abuse (DA) including outreach support, Independent Domestic Violence Advisors (IDVAs), DA champions, helpline calls: £424,926
- Anti-social behaviour (ASB officers, community wardens, diversionary activities): £223,492
- Sexual abuse, including anti-Child Sexual Exploitation youth projects and a healthy choices programme: £172,655
- Young people (crime prevention, safety or diversionary activities): £116,042
- Hidden harm, including a Human Slavery co-ordinator: £97,912
- Integrated offender management: £95,017
- Miscellaneous activities covering a raft of different initiatives and activities: £168,406

The £0.3 million fund which I retained has been used to provide:

- Grant funding FGM projects: £119,386
- Grant funding cyber-crime projects: £94,065
- Contribution to GPS offender tagging project: £25,000
- Other expenditure includes contributions to Crimestoppers, County Lines review, night vision goggles for rural policing, Modus software and commencement and evaluation of a Thames Valley-wide Domestic Violence perpetrators programme: (£68,679)

VICTIMS AND WITNESSES SUPPORT SERVICES

I receive an annual grant from the Ministry of Justice (MoJ) to commission services for victims and witnesses of crime. During 2017/18 I spent my full grant allocation of £2.765m to deliver the following services and benefits:

- Victim Support received £787,970 to provide mainstream advice and support to victims and witnesses of crime. They made 1,924 face-to-face visits to victims of crime.
- Thames Valley Partnership received £275,756 for Restorative Justice, which has led to 115 restorative interventions or case conferences between victims and perpetrators.
- Refuge received £313,387 to provide an Independent Sexual Violence Advisory (ISVA) service and have supported 451 people.
- SAFE received £412,192 to provide a service to support young victims of crime. During the last year they supported 678 young victims, around 50% of whom were victims of sexual abuse.
- I provided funding for 3 county-based pilots to support domestic violence victims with complex needs. £97,627 was awarded to Berkshire Woman's Aid; Smart CJS received £92,056 across Buckinghamshire and Milton Keynes, and Reducing the Risk received £93,332 to run the Oxfordshire pilot. A total of 372 individuals were supported by all of these services.
- Through local authority community safety grants, additional domestic violence services were provided across the Thames Valley area at a value of £330,000.
- I provided an independent trauma advisory service supporting victims of Modern Slavery and exploitation. Rahab provided the service in Berkshire and Buckinghamshire at a cost of £77,550 whilst Elmore provided the service in Oxfordshire at a cost of £24,000.
- A modern slavery co-ordinator was recruited to work with local authorities and TVP during the year, costing £12,200.
- Our new network of specialist counsellors cost £28,442 and resulted in 167 adults and young people receiving counselling, particularly for victims of the greatest harm (sexual, domestic and violence).

The balance of my MoJ grant fund (£0.222 million) has been spent on other services for victims, including commissioning costs.

POLICE PROPERTY ACT FUND

The Chief Constable and I awarded £92,950 from the Police Property Act Fund (PPAF) in 2017/18 to 28 charities and community groups across the Thames Valley who each made a significant contribution to reducing reoffending and/or preventing young people entering the criminal justice system.
In addition, the three county High Sheriffs identified a further 20 relevant organisations who have received £75,000, in total, from the Police Property Act Fund. The Chief Constable and I also agreed to give £105,000 to the four Community Foundations (Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes). They have been tasked with obtaining additional matched funding in order to increase the total grant pot to at least £150,000. Given that this was a new initiative not all the funding has been spent in-year. The Chief Constable and I have so far approved 15 individual grant awards using £42,935 of PPAF money. The Community Foundations have added £72,217 of partnership funding, supporting total project costs of £182,175.

4. Summary financial performance: 2017/18 financial year

A) PCC CONTROLLED EXPENDITURE

A high level analysis of my directly controlled budget and expenditure is provided below.

	Annual Budget £000	Annual Outturn £000	Variance £000
Office of the PCC	943	834	- 109
Democratic Representation	213	216	3
Other Costs	213	182	- 31
Commissioning Services			
- Community safety fund	2,689	2,672	- 17
- Victims & witnesses	2,768	2,844	76
PCC Controlled Budgets	6,826	6,748	- 78

B) GROUP LEVEL EXPENDITURE (PCC AND TVP)

The following table provides a high level comparison between the approved budget for 2017/18 and actual expenditure at the aggregated Group level (i.e. PCC and Chief Constable). The annual revenue surplus of £0.773 million has been appropriated (or transferred) to general balances. This level of surplus represents just 0.2% of the Net Cost of Services which demonstrates strong and effective financial management of the annual budget.

	Annual Budget £000	Annual Outturn £000	Variance £000
PCC controlled budgets	6,826	6,748	- 78
TVP Operational budgets – direction and control of the Chief Constable			
PAY AND EMPLOYMENT COSTS			
Police officer pay and allowances	244,963	244,344	- 619
Police officer overtime	8,636	9,142	505
PCSO pay and allowances	12,722	12,676	- 46
Police staff pay and allowances	91,779	92,001	222
Temporary or agency staff	5,547	5,547	0
Police officer injury / ill health / death benefits	3,962	3,918	7.2
Other employee expenses	2,481	2,600	119
Restructure, training & conference costs	1,643	1,646	4
	371,733	371,873	140

B) GROUP LEVEL EXPENDITURE (PCC AND TVP) (CONTINUED)

	Annual Budget £000	Annual Outturn £000	Variance £000
OVERHEADS	371,733	371,873	140
Premises	15,240	14,808	- 432
Transport	9,357	9,601	245
Supplies & services	47,593	47,669	76
Third party payments	8,856	8,979	123
Force income	- 30,183	- 30,518	- 335
	50,862	50,539	- 323
OTHER			
Capital financing	19,866	19,775	- 91
Interest on balances	- 500	- 789	- 289
Statutory accounting adjustments	0	- 21	- 21
Appropriation from balances	- 9,791	- 9,858	- 67
	9,575	9,107	- 468
REGIONAL COLLABORATION SERVICES			
SE Regional Organised Crime Unit	15,994	15,994	0
Counter Terrorism Policing South East	21,286	21,286	0
Chiltern Transport Consortium	17,117	17,117	0
Government grants and partnership income	- 54,397	- 54,397	0
	0	0	0
Cost of Services	438,996	438,267	- 729
Funded by:			
General grant income	- 227,382	- 227,382	0
Council tax	- 151,875	- 151,875	0
Specific grants	- 59,739	- 59,784	- 44
Net Revenue position	0	-773	- 773

Note: The budget for the Cost of Services (£438.996m) is higher than the approved Net Revenue budget of £392.631m since it includes the running costs for CTPSE, SEROCU and CTC which are all fully funded by Government grant and partner contributions. There were also in year budget increases relating to additional special grants (with associated expenditure) and a change to the planned appropriations to reserves.

For more information, please see the annual Statement of Accounts 2017/18 published on the PCC's website: https://www.thamesvalley-pcc.gov.uk/

5. Looking ahead to 2018/19

The changing face of crime means we will continue to see an unprecedented increase in demand in some of the most complex and challenging areas of policing.

Rising reports and cases of hidden crimes such as domestic abuse, child abuse, modern slavery, sexual offences, serious violence and exploitation have all increased the pressure on limited police resources.

In addition to the rise in crimes against the vulnerable, we have seen an unwelcomed increase in the more traditional crimes of burglary and violence, as well as the increased threat from terrorism, fraud and cyber-crime. I am pleased to note that burglary rates are now going down in many of our police areas. The rise in crime and expectations from our communities have led to an unprecedented increase in call volumes, with 999 calls increasing over 21% over the last 2 years.

In order to respond effectively to the increasing and changing demands within our constrained financial position, we must continue to reform services and ensure resources are focused on priority areas. The use of new technologies will be a major factor here by improving potential efficiencies and improvements in policing performance.

The Government's financial settlement for the police service in 2018/19 has required me to raise more money from the local Council Tax payer. While I have reservations about how this funding shortfall was handled and resolved nationally, it has reduced the budget gap for TVP which the Chief Constable and I need to manage. I do not expect there to be further cuts in the national budget for policing over the foreseeable future, and would hope that we will actually see a substantial rise in police funding as public concerns about violent crime come to national attention. We have a new Home Secretary and I anticipate a refreshed and positive approach to policing.

The Chief Constable and I are committed to continuous improvement and development in the policing of the Thames Valley, and will use feedback we have received from the public and partners to develop our services. 2018 will see the launch of a number of initiatives designed to further enhance police effectiveness and efficiency, and help ensure that we are making the best use of our finite resources, whilst dealing with a rapidly changing policing landscape. The Force's 'Contact Management Platform' ICT system will be going live in the summer of 2018, and is a prime example of how new changing technological development will improve the way that the public make contact with Thames Valley Police.

Through our ongoing commitment to the Victims Code, my office is well positioned to respond to changes arising from the Government's forthcoming domestic abuse bill. In late-March 2018 we saw the opening of our 'Victims First Hub' - a new dedicated service for victims of crime, co-located with the Force's Witness Care Unit (based at the Berkshire Fire and Rescue Service HQ in Reading) - set up to ensure victims and witnesses receive the support they need to cope and recover from the impact of crime. We care about those affected by crime and will work continuously to improve the services available for victims, as well as their experience of the criminal justice system.

In 2018 I will be offering £0.4m of Community Safety Fund grants to enable my office to work with partners to deliver some key areas of the strategic priorities set out within my Police and Crime Plan 2017-21. There will be a particular focus on tackling elder abuse, substance misuse services, data sharing on gangs, reducing and preventing knife crime, and ensuring police and other organisations better engage with each other to support vulnerable migrants and rough sleepers.

Finally, I am delighted that custodian helmets have returned to the streets of Thames Valley. I have felt very strongly for a number of years that officers patrolling the streets of Thames Valley need to have greater prominence.

The custodian helmet is an iconic symbol of British policing and I believe that wearing it not only increases their profile in the community, but also makes officers more approachable and provides greater reassurance to the public.

Both my Deputy PCC and I look forward to working with the Chief Constable and other officers and staff of TVP, as well as with my other service partners, over the next two years, up to the next scheduled police and crime commissioner national elections in May 2020. Over that period we will continue to work hard on improving policing and keeping our communities safe.

Further details of my Police and Crime Plan for Thames Valley 2017 – 2021 can be found on my website: https://www.thamesvalley-pcc.gov.uk/

6. Appendices

ROLES AND RESPONSIBILITIES OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER (OPCC) FOR THAMES VALLEY

FINANCE

Strategic financial policy & planning

Medium-term financial planning
Strategic policy (e.g. council tax setting)
Strategic non-financial resources policies (e.g. asset management; HR, ICT)

Financial Management

Budget development - setting Force budget & PCC commissioned services budgets
Budget scrutiny, monitoring & reporting
Treasury management
Technical financial advice (e.g. VAT)
OPCC financial management

Financial Stewardship

Financial control & governance
Financial reporting
Maintenance of control accounts
Preparation of annual accounts

Audit, Governance & Risk

Internal Audit - service delivery on behalf of PCC CFO and CC Dir. of Finance
External audit - liaison
Joint Independent Audit Committee - support & liaison
Maintenance of Financial Regulations
OPCC risk management
OPCC business continuity
Insurance

POLICY DEVELOPMENT

Strategic service policy & planning

Police & Crime Plan - determining local priorities & policy objectives
Strategic Policing Requirement - reviewing local contribution to national policing requirements
Local PCC service & policy development
Research

Service Commissioning, Procurement & Grant Funding

Community Safety Partnerships
Victim support services
Restorative justice

PR, Communications & Engagement

Press & media relations
Liaison with service partners and other stakeholders
Development of Communication and Consultation strategies & initiatives
Public & partner engagement events
Annual Report
Maintenance of PCC website
'Transparency & accountability' - publication of 'Specified Information' and management of OPCC website content

Performance Monitoring & Scrutiny

Police performance - monitoring of effectiveness of service & support for PCC 'to hold Chief Constable to account'
Partners performance - monitoring of commissioned / grant-funded services
Local Criminal Justice Board - support for engagement & monitoring of effectiveness of criminal justice system
Collaborative services - monitoring & review

GOVERNANCE

Regulatory Framework - Compliance

Complaints handling
'Complaints, Integrity & Ethics Panel' - support & liaison
Chief Constable appointments and dismissals
Thames Valley Police & Crime Panel - support & liaison
Freedom of Information
Data Protection
Police Appeals Tribunals - support & administration
'Transparency & accountability' - compliance with 'Specified Information' publication requirements
Maintenance of corporate governance framework and production of Annual Governance Statement

PCC Decision-making

OPCC legal services
Lisison with TVP re settlement of legal civil claims
Meetings support & administration
Decision recording & reporting

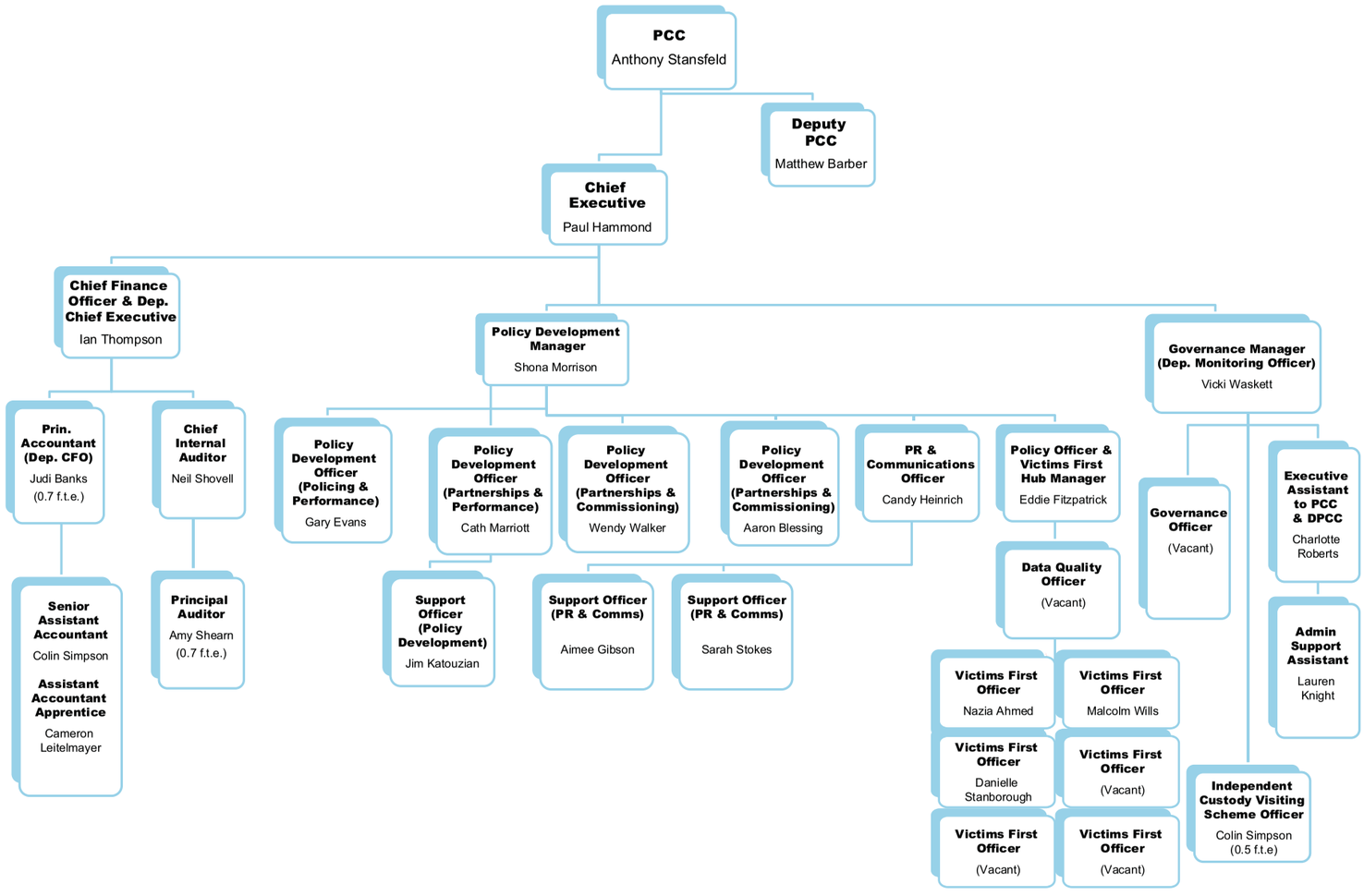
Independent Custody Visiting Scheme

Maintenance & oversight of scheme
Administration & support to ICV volunteers

OPCC Business Support

PCC casework & correspondence
Secretarial support
Office facilities management
ICT and HR support

THAMES VALLEY OPCC STAFFING STRUCTURE 2017-18 (AS AT MAY 2018)



POLICE & CRIME COMMISSIONER
THAMES VALLEY

For further information about the PCC, his plan, the budget or how you can get involved, get in touch with us using the contact details provided below or visit www.thamesvalley-pcc.gov.uk

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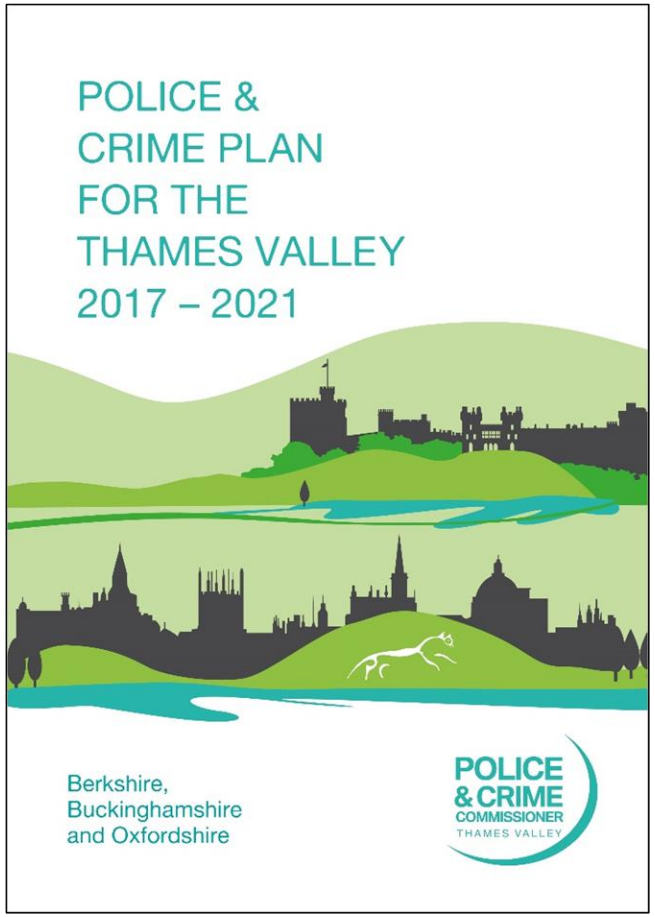
Police and Crime Commissioner

Anthony Stansfeld

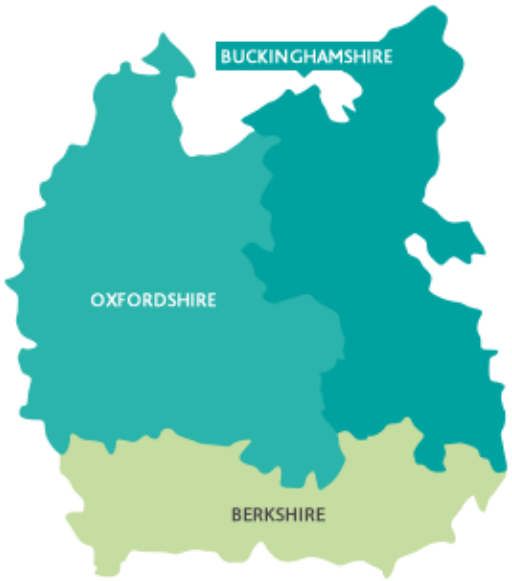
6th September 2018

PCC's Responsibilities

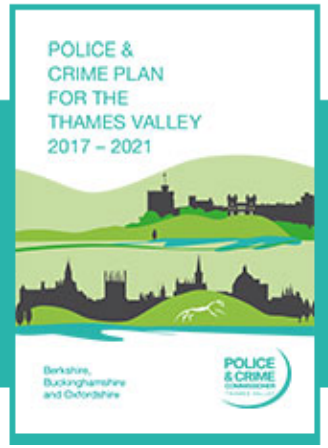


- Hold the Chief Constable to account for policing
- Develop and publish a Police and Crime Plan
- Scrutinise, support and challenge performance
- Engage with communities and seek their views on policing and crime
- Commission services and award grants including services to support victims of crime and Restorative Justice

Thames Valley area



My Police and Crime Plan provides the strategic priorities and objectives for crime and policing services across the Thames Valley, including the response to regional and national threats.



The Plan draws upon a wide range of information from the police, community safety and criminal justice partners, the public and victims of crime. From this Plan the Chief Constable and other partners will develop their own annual service delivery plans.

PCC's Strategic Priorities 2017 - 21

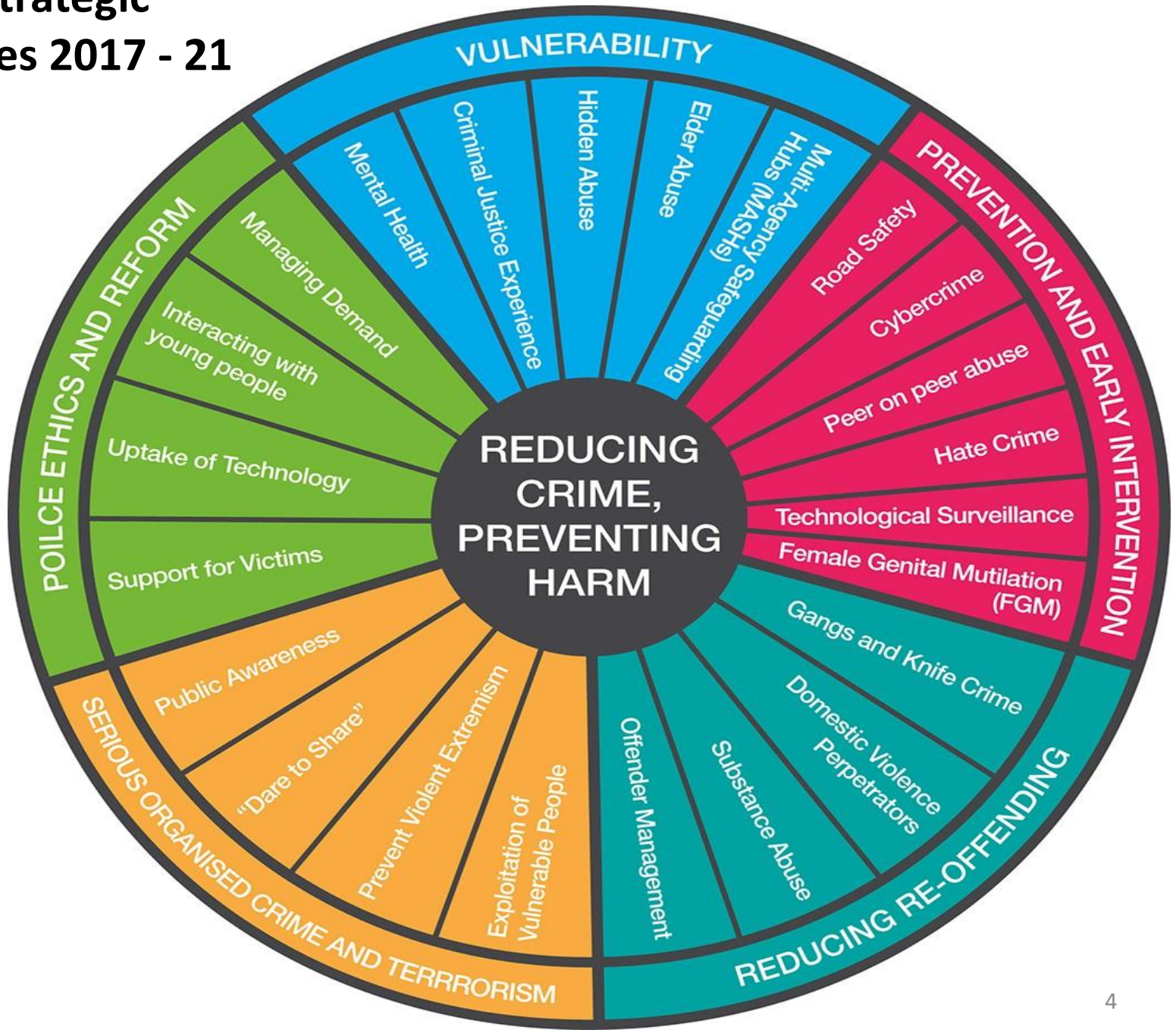
1 VULNERABILITY

2 PREVENTION AND EARLY INTERVENTION

3 REDUCING RE-OFFENDING

4 SERIOUS ORGANISED CRIME AND TERRORISM

5 POLICE ETHICS AND REFORM



Police and Crime Plan progress in 2017/18

1 VULNERABILITY

- My office created the Victims First Hub which provides a single point of contact for victims, witnesses and family members of victims to access emotional support.
- I have agreed to match a grant from the Home Office to conduct a strategic framework review of 'County Lines' drug dealing activities
- As the past Chairman of the Thames Valley Local Criminal Justice Board, I have engaged with key service delivery partners to encourage a more joined-up criminal justice system.

2 PREVENTION AND EARLY INTERVENTION

- Though grant funding from my Community Safety Fund, I awarded £120k to organisations to improve knowledge and awareness of Female Genital Mutilation (FGM)
- Grant funding of £94k was also awarded to eight organisations to deliver cyber-crime prevention activities, in particular to young people and the elderly
- My office took over operational management of a third- party reporting mechanism for hate crime which is run through Victims First

Police and Crime Plan progress in 2017/18

3 REDUCING RE-OFFENDING

- The “Positive Relationships Programme” was commissioned which works with perpetrators of domestic abuse, with a particular focus on reducing repeat victimisation and improving the lives of victims and their children.
- The Milton Keynes LPA problem solving team has significantly reduced the number of repeat domestic abuse offences through improved engagement with offenders.
- Over £900,000 of my Community Safety Fund which is allocated to Local Authorities was spent on youth offending including youth restorative justice, intervention work and participation in youth crime prevention projects.

4 SERIOUS ORGANISED CRIME AND TERRORISM

- The Force has undertaken a range of multi- agency problem solving initiatives to both disrupt and prevent organised crime across the Thames Valley, including exploitation and county lines.
- My office has undertaken a range of activities to enhance oversight of activities to prevent violent extremism and promote good practice, and includes: supporting WRAP (‘Working to Raise Awareness of PREVENT’) training

Police and Crime Plan progress in 2017/18

5 POLICE ETHICS AND REFORM

- HMICFRS PEEL (Policing Effectiveness, Efficiency and Legitimacy) 'Efficiency' inspection - TVP was awarded an "Outstanding" rating, with particular reference to the Force's "sophisticated understanding of demand" and "innovative approaches to uncovering hidden demand.
- HMICFRS PEEL 'Effectiveness' inspection - TVP was graded as "Good" for the way it deals with crime.
- The Force has undertaken a file quality improvement programme to ensure detectives are building compelling, strongly evidenced and fully complete crime prosecution case files at the point of first submission

Other work

- £2.7 million from my Community Safety Fund was provided to county and unitary councils to help deliver crime reduction, prevention and support services. This includes £261,694 to Milton Keynes.
- The Chief Constable and I awarded £92,950 from the Police Property Act Fund (PPAF) in 2017/18 to 28 charities and community groups who assist in reducing reoffending and/or preventing young people entering the criminal justice system.
- Over £2.7m was spent on supporting victims of crime across the Thames Valley, including victims of sexual violence and exploitation and young victims

VICTIMS FIRST

Care | Empower | Recover

Victims First was created by the Office of the Police & Crime Commissioner and is dedicated to making sure that all victims of crime receive the support they need to cope and recover from the impact of their crime. Victims First provides free emotional and practical support to all victims and witnesses of crime. as well as family members of victims. It is available across Berkshire, Buckinghamshire and Oxfordshire and can provide help regardless of whether or not the crime has been reported to the police.

Our Services

We have a number of specialist services which include help for victims of sexual violence and domestic abuse. We may refer you to one of our specialist services depending on your needs. The type of assistance available includes:

- Telephone support
- Face to face support
- Advocacy, including, help to access other services such as sexual health clinics, drug and alcohol services and legal services
- Support through the criminal justice system (if you have reported the crime to the police)
- Therapeutic Counselling

Contacting Victims First

To speak to a Victims First Officer about any of our services and to receive support please call: **0300 1234 148**

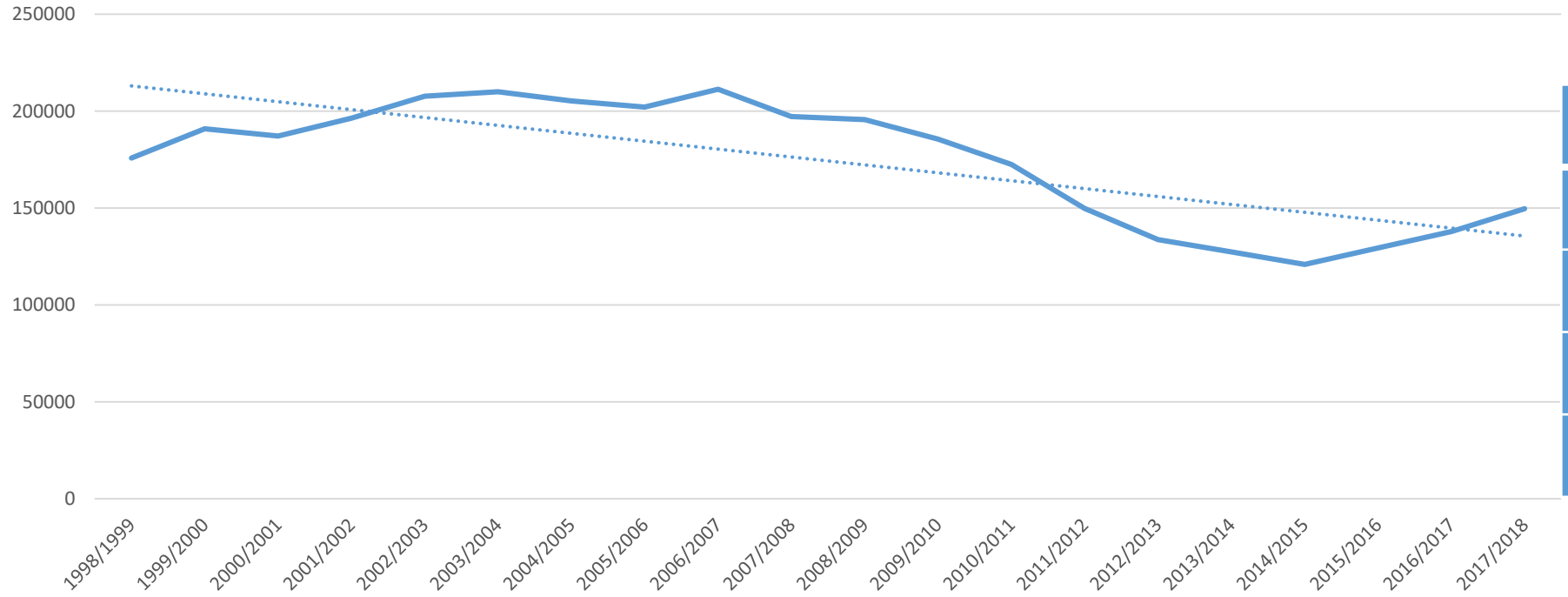
You can also make a referral for support online through our website: **www.victims-first.org.uk**

You can follow us at: **www.facebook.com/victimsfirstTV**

2017-18 Crime Performance Headlines (1/3)

- **Thames Valley saw recorded crime increase by 8.7% (137,914 → 149,875) compared to the national increase of 13%**
- **The overall increase in crime remains low in Thames Valley: 47,448 fewer crimes compared to 10 years ago (197,132) and 57,949 fewer offences compared to 15 years ago (207,633)**
- **The latest published figures from the Office for National Statistics (ONS) show wider increases in some lower-volume "high-harm" offences such as homicide and knife crime, consistent with rises over the past three years. The ONS has also seen continued increases in some theft offences such vehicle-related theft and burglary.**
- **In 2017/18 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted their 'police efficiency, effectiveness and legitimacy' (PEEL) inspections for all police forces. HMICFRS graded TVP as 'Outstanding' in terms of efficiency, 'Good' for effectiveness and 'Good' for legitimacy.**

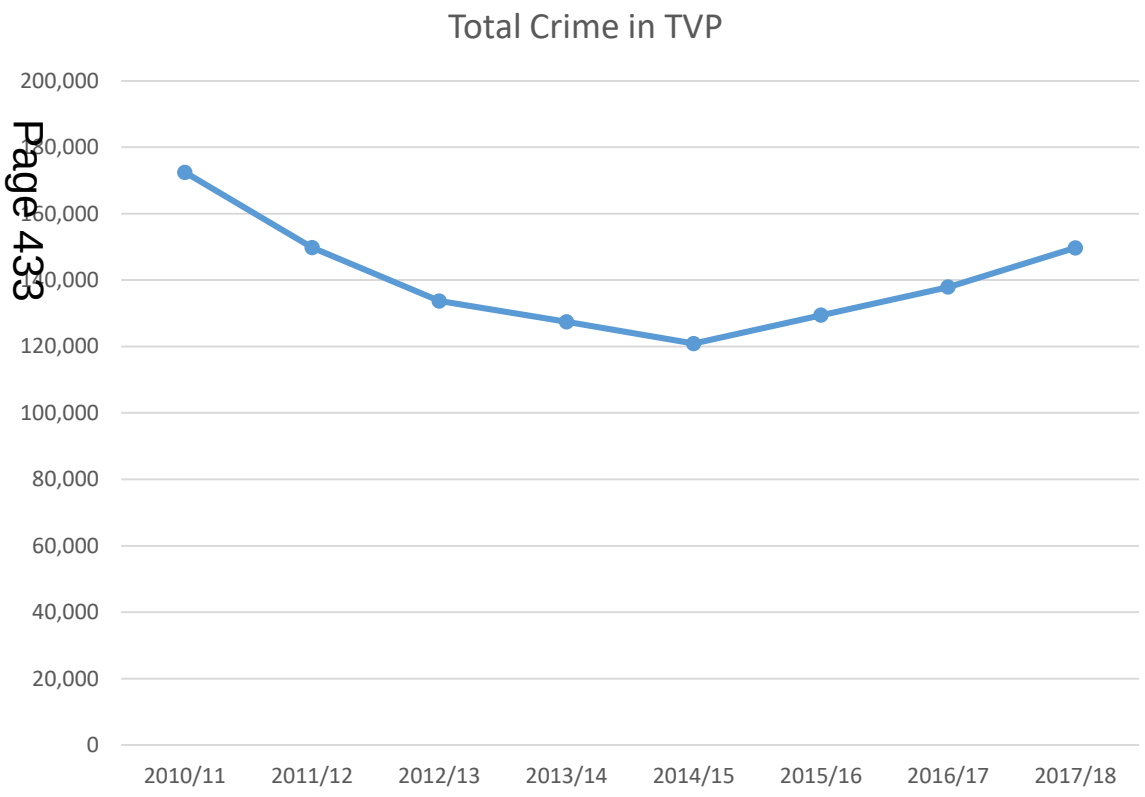
All Crime in Thames Valley: 1998 - 2018



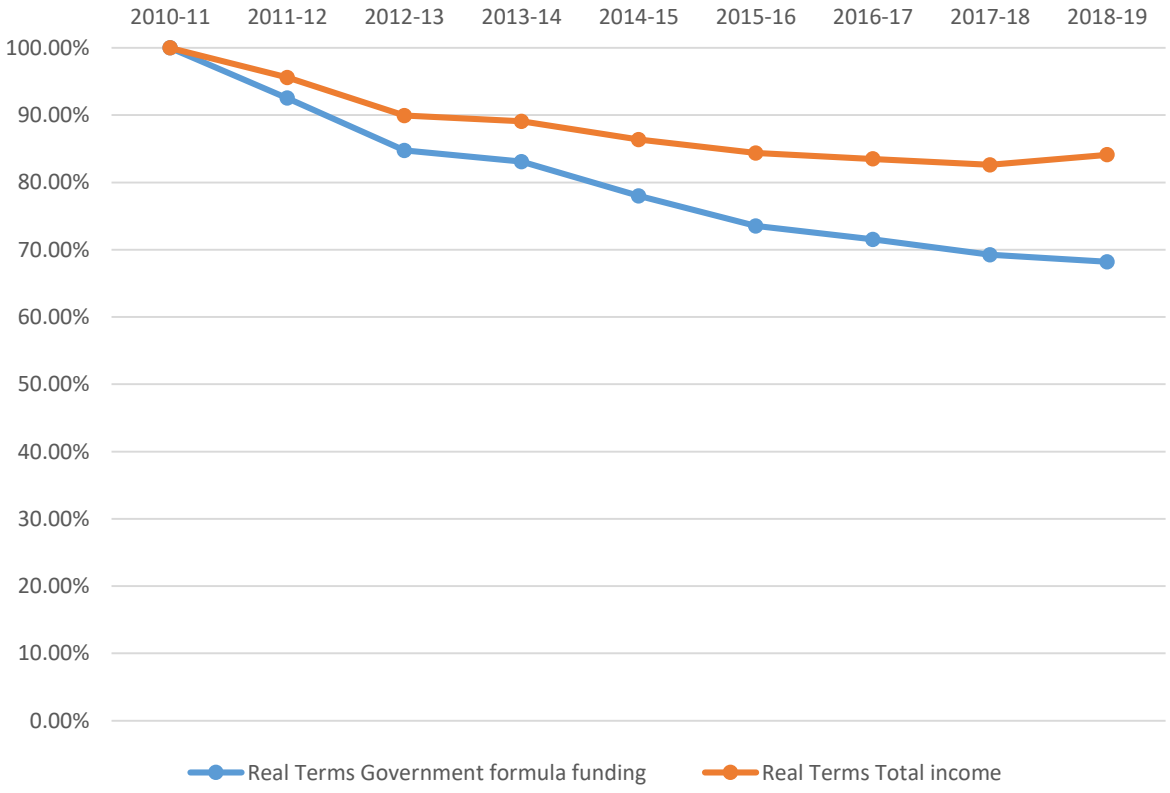
All Crime: TVP 20 Year Trend		
20 years ago	↓	-15%
15 years ago	↓	-28%
10 years ago	↓	- 24%
5 years ago	↑	+12%

Increase in crime v reduction in Thames Valley Police spending (2010/11 – 2017/18)

All crime in TVP - 8 year trend



Spending in TVP – 8 year trend



2017-18 Crime Performance Headlines (2/3)

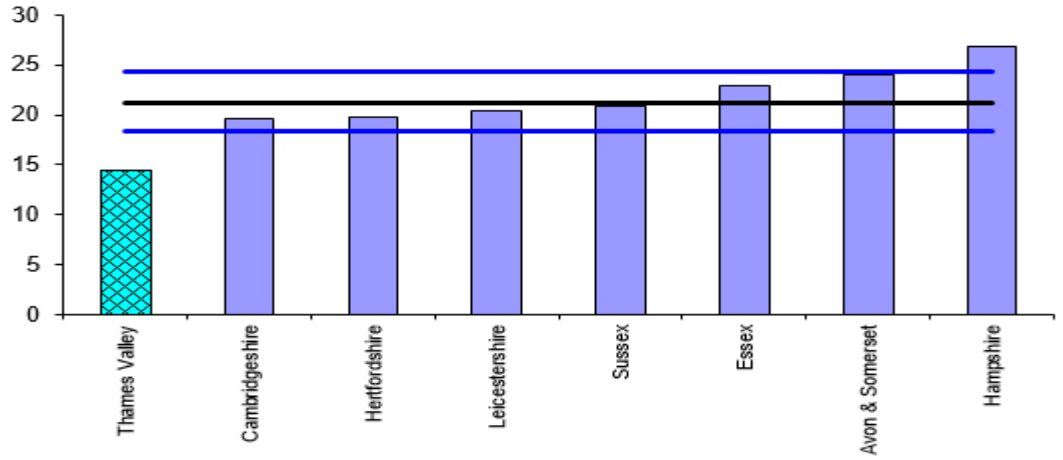
(*comparison against latest published figures)

- **Recorded offences of violence against the person have risen by 12.5 %** (compared to a 19% increase nationally*).
- **Sexual offences increased by 9.7%** over the past year (compared to a 24% increase nationally*).
- **Burglary increased by 8.8%** (6% increase nationally*) and vehicle crime has increased by 15.4%, (12% increase nationally*). (Note that from April 2017, the Home Office changed the definition of residential burglary categories).
- **Criminal Damage and Arson increased by 4.4%** (compared to a 5% increase nationally*).
- **Drug offences increased by 2.7%** (compared to a 0% reduction nationally*).
- **Possession of weapons offences increased by 12.8%** (compared to a 25% increase nationally*).
- **Hate crime has increased across all strands** (e.g. recorded racist incidents increased by 25%; religious incidents by 116%). Non-Crime hate incidents have increased across all strands with the exceptions of transphobic incidents where numbers are relatively low.

2017-18 Crime Performance Headlines (3/3)

Priority Measure: A reduction in violence

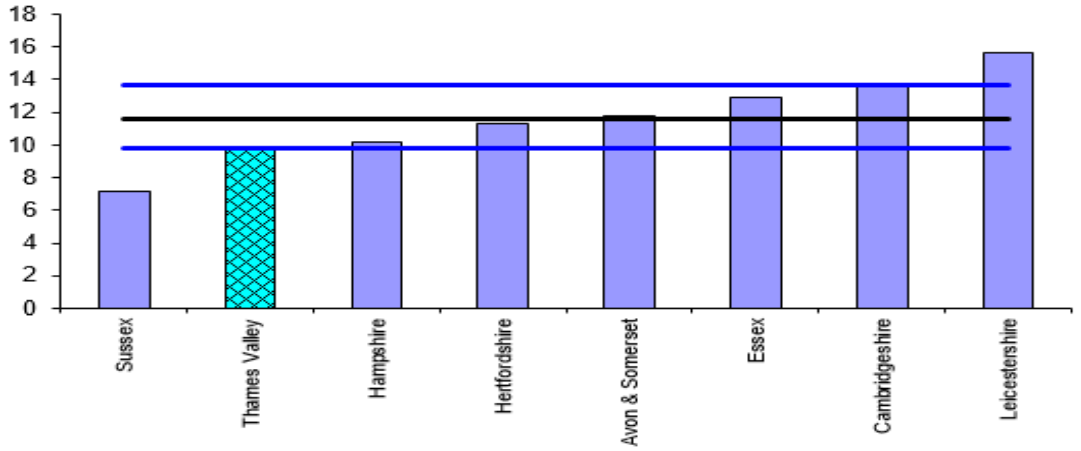
Violence Against the Person in TV (Crimes per 1000 Residents) 01 Apr 2017 - 31 Mar 2018*



Violence Against the Person in TV 2017/18	Crimes per 1,000 in TV 2017/18	Crimes per 1,000: Most Similar Group (comparison based on latest available national figures*)
Recorded: +12.5%	14.49	MSG Average 21.13

Priority Measure: A reduction in domestic burglaries

Residential Burglary in TV (Crimes per 1000 Households) 01 Apr 2017 - 31 Mar 2018*

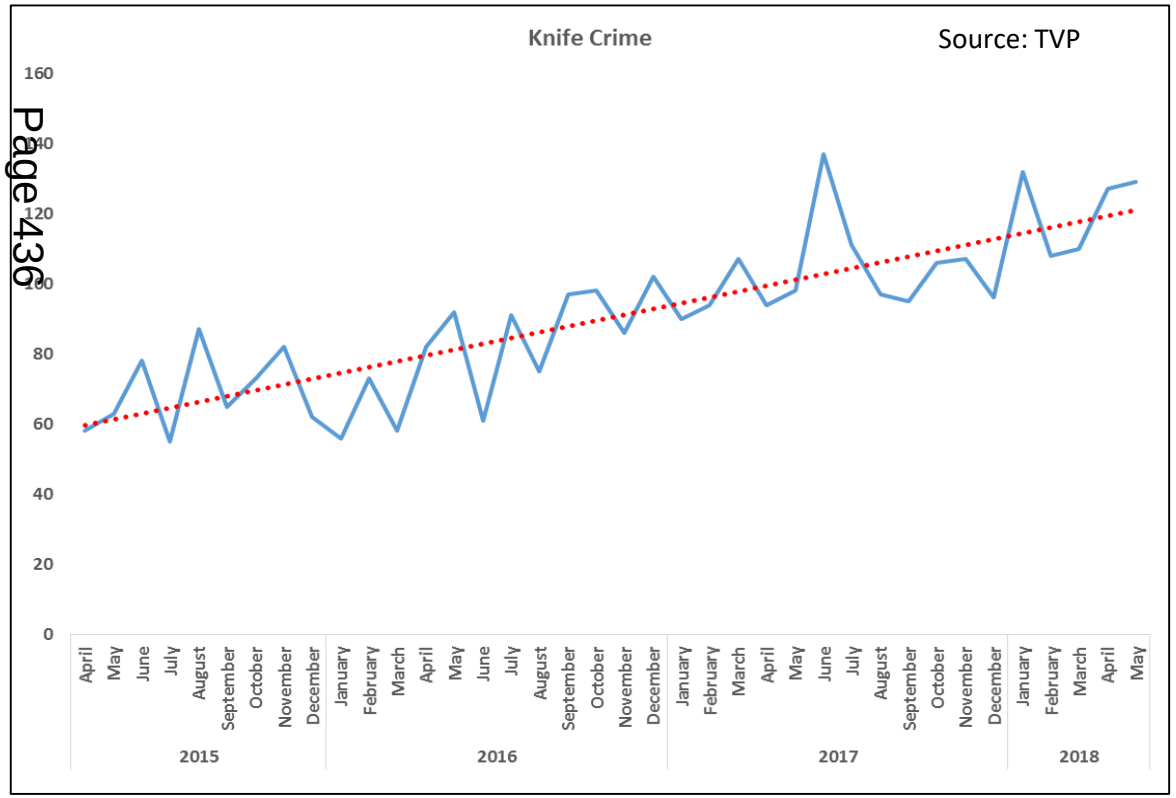


All Burglary in TV 2017/18	Crimes per 1,000 in TV 2017/18 (Residential Burglary)	Crimes per 1,000 Household: Most Similar Group (comparison based on latest available national figures*)
Recorded: +8.8%	9.81	MSG average: 11.56

Stop & Search v Knife Crime trends (Apr 2015 – May 2018)

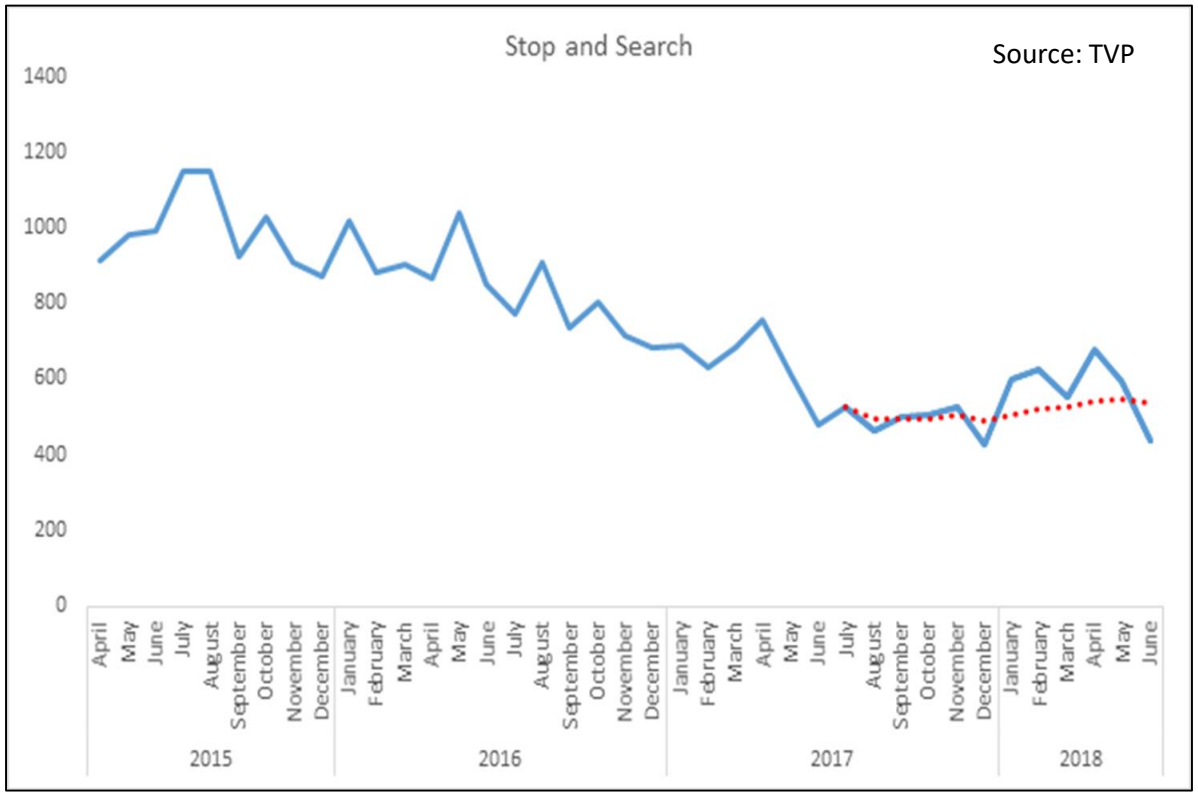
TVP Serious Violence Priority Outcome

Knife Crime



TVP Serious Violence Priority Outcome

Stop & Search



Knife crime: Home Office Crimes includes any Violent, Sexual or Robbery offence where bladed, pointed or sharp item was used in commission of crime.

Police and Crime Plan progress in 2018/19 (Q1 'highlights')

1 VULNERABILITY

- TVP is currently running an internal campaign to ensure Victim Contract Contacts quality is high. The percentage of offences per month for which there is a Victim Contact Contract has risen from 34% (in July 2017) to 78% (in April 2018).
- Phase two of the Hidden harm campaign has been reviewed, and almost 1.4 million people accessed Hidden Harm messages via social media. Phase 3 of the campaign, focussing on honour based abuse and forced marriage launched in Q1.
- Operation Accomplish is the LPA response to managing victims and suspects of domestic abuse (DA). It links into the Tactical Tasking and Coordination Group and is attended by the Domestic Abuse Investigation Unit (DAIU). Since its introduction there has been a significant reduction in repeat offences

2 PREVENTION AND EARLY INTERVENTION

- Local Licensing officers are working with licensed premises and their staff to improve their knowledge in relation to under aged drinking, acid attacks, child sexual exploitation (CSE), crime prevention, counter-terrorism, and reducing violence.
- The Economic Crime Unit, in partnership with Oxford Brookes University and Santander, have delivered a fraud protection programme in relation to avoiding becoming money mules. The social media programme was seen by around 63000 people and there were around 1300 face to face visitors to TVP's stalls
- Each LPA has a standalone Hate Crime action plan featuring engagement plans with hard to reach and vulnerable communities plus communication strategy.

Police and Crime Plan progress in 2018/19 (Q1 'highlights')

3 REDUCING RE-OFFENDING

- Criminal Justice and key justice partnerships are engaged in order to establish complementary approaches to diversion and offender aftercare referral (e.g. probation services, custody partnerships including Liaison and Diversion). The timing of the rollout is linked to the delivery of effective rehabilitative treatments including a Victim Awareness Course and drug and alcohol treatment

- The TVP Integrated Offender Management (IOM) cohort is now at a record 312 offenders, of which almost a quarter are domestic abuse related. IOM now manage all MAPPA category 2 & 3 cases.

4 SERIOUS ORGANISED CRIME AND TERRORISM

- Buckinghamshire MASG are planning a pilot programme linked to Prevent referrals; with Counter Terrorism Police SE (CTPSE) delivering training to help staff and partners identify signs of radicalisation. The programme is aimed to improve the quality of quantity of referrals.

- PVP are developing 'Elpis' a multi-agency database enabling better information sharing, risk assessment and data analysis of missing person episodes, with an aim to reduce harm and frequency of missing person episodes.

5 POLICE ETHICS AND REFORM

- The web site for public reporting is providing increased notifications resulting in a reduction in 101 calls and increased operational efficiency.

- The Reading Community Court, a restorative justice pilot scheme has been introduced, aimed at first time offenders between the ages of 10 – 17. The pilot has engaged volunteers from local colleges and the University of Reading, and its aims include creating closure for victims of crime and also provides support with any safeguarding requirements for both victim and offender.

POLICE & CRIME COMMISSIONER THAMES VALLEY

Thank you

Tel: 01865 541957
Email: pcc@thamesvalley.pnn.police.uk
Twitter: @TV_PCC

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Working together to make our communities safer

transform
innovate
efficient
public **police**
effective

THAMES VALLEY POLICE

Foreword

The Delivery Plan outlined in this document is in line with Thames Valley Police's Force Commitment. It sets out our contribution to the Police and Crime Commissioner's Plan for 2017 – 2021 and our key priorities, over and above our core policing activities.

Despite the budgetary challenges, a current shortfall of officers, and the increasing complexity of crime Thames Valley Police are committed to providing a responsive emergency service that keeps people safe and brings offenders to justice. In 2017/18 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services grading us as 'outstanding' in terms of efficiency, "good" for effectiveness and 'good' for legitimacy.

As our delivery plan shows, we are committed to continuous improvement and development, and will use the feedback we have received to develop our services and the skills of our people. 2018 will see the launch of a number of initiatives designed to further enhance our effectiveness and efficiency, and help ensure that we are making the best use of our white resources, whilst dealing with a rapidly changing policing landscape.

We will continue to develop relationships with our communities; empowering them to work with us to prevent and disrupt crime and protect the vulnerable.

This plan builds on the work we have done in recent years, developing innovative approaches to local issues, working closely with our partners and we remain committed to achieving our Force Commitment of ensuring that we reduce crime, support victims and bring offenders to justice.

Francis Habgood QPM
Chief Constable, Thames Valley Police

Key to Abbreviations

DCC – Deputy Chief Constable

C&CJ – Crime and Criminal Justice

LP – Local Policing

OPS - Operations

CIO – Chief Information Officer

DOP – Director of People

SEOC&CT – South East Organised Crime and Counter Terrorism

1 An emergency service that keeps people safe and brings offenders to justice.

Our key priority remains to deliver a responsive emergency service, working alongside our partners to ensure that our communities receive the right service at their time of need.

Whilst there is a continued focus on traditional crimes and protecting the most vulnerable in our communities, we are also working hard to identify and mitigate the risks from new and emerging types of crime, such as cybercrime, modern slavery, stalking and harassment.

We will work with our partners to deliver preventative policing, by disrupting serious and organised crime at its source. The Counter Terrorism Policing South East and South East Regional Organised Crime Units, which we support, will continue to tackle the most serious harm to our communities.

Our processes are geared to maximise the effectiveness of the criminal justice system, tackling those who pose the greatest risk whilst protecting the most vulnerable, and we will continue to develop these. This includes an ongoing commitment to work to the standards laid out in the Victims Code to ensure we are victim focused, supporting the victims of crime at every step of the criminal justice system.

In the next 12 months we will…

1.1
Use the SAVE programme to embed consistent, evidence based, safeguarding strategies to support and protect the vulnerable. **C&CJ**

1.2
Actively support victims and witnesses to help bring offenders to justice and maximise successful prosecutions. **C&CJ**

1.3
Work collaboratively at a local and national level to take a whole system approach to address radicalisation and meet the increasing demands from counter-terrorism and organised crime groups. **SEOC&CT**

1.4
Be at the forefront of evidence based crime research, analysing data to enable a better understanding of criminal behaviour and take proactive steps to prevent future threats and keep people safe. **DCC**

1.5
Continue to develop our expertise in dealing with all forms of hidden harm including female genital mutilation, honour-based abuse, forced marriage, coercive control and harassment. **C&CJ**

1.6
Deliver a modern offender management strategy for tackling offenders across the crime spectrum who pose the greatest risk of threat or harm. **C&CJ**

1.7
Improve file quality in line with the National Case File Quality Assessment Process to improve evidential standards, avoid unnecessary delays and maximise successful prosecutions. **C&CJ**

1.8
Introduce a simplified framework for out of court disposals, bringing a quick and effective resolution providing rehabilitation for offenders and reparation for victims in line with new national strategy. **C&CJ**

1.9
Review police custody in light of changing demands, reflecting the current and future needs of policing whilst ensuring that the needs of the most vulnerable are met. **C&CJ**

1.10
Improve the timeliness and efficiency of investigations, including filing timescales to avoid unnecessary delays and maximise successful prosecutions. **C&CJ**

2 Working together to build stronger, more resilient communities.

Improving our working relationships with communities, our service partners and local businesses to help us prevent and reduce crime through localised knowledge and problem solving remains a key element of our approach to policing.

We support our communities and particularly the vulnerable amongst them to help them protect themselves from becoming victims of crime; for example we will share our expertise to help people deal with traditional crimes as well as building ways of dealing with technology crime and emerging types of crime. Local knowledge is key to identifying local concerns and preventing and disrupting crime, thus reducing the harm it causes; therefore we will continue to work with communities to manage crime at a local level.

Working with partners, our multi-agency work allows us to share skills, expertise and knowledge to more effectively provide services to support the vulnerable, with considerable work being undertaken in the year ahead on hidden harm; such as coercive control, modern slavery, FGM and honour based abuse.

By working more closely with businesses, we can not only help them to support the vulnerable they may deal with, but also better manage the demands on our services, improving our effectiveness and efficiency.

In the next 12 months we will…

2.1
Use neighbourhood officers to provide the links between specialist teams and local policing, and use local knowledge to identify vulnerable communities and develop strategies under the Prevent and Protect themes to disrupt organised crime at a local level. **LP**

2.2
Continue to develop our use of Local Policing Area-level Serious and Organised Crime multi agency panels to share intelligence and improve the use of preventative policing and early intervention. **LP**

2.3
Through partnership with local industry and third sector bodies, we will support our preventative work with diversionary activities to ensure we leave positive legacies within our communities. **LP**

2.4
Maximise intervention opportunities in the custody environment and make appropriate referrals to partnership services for individuals requiring support with mental health or substance abuse. **C&CJ**

2.5
Communicate with and work alongside community partners to increase awareness of key issues such as the impacts of cybercrime, hidden harm and road safety. **LP**

2.6
Deliver regional counter-terrorism and organised crime operations as part of a collaborative national programme. **SEOC&CT**

2.7
Develop strategies to improve perceptions of the police among young people. **LP**

2.8
Liaise with statutory and voluntary partners as part of our hate crime plans to gain a better understanding of hate crime reporting and use this information as part of Independent Advisory Group (IAG) and Force Performance Group scrutiny. **LP**

communities
partners
resilient
problem solving
stronger
together

3 A modern police force which meets the needs of our communities.

It is important that we make the best use of available and future technology to provide the most efficient and effective service to the public.

We will utilise new technology to ensure we can respond to public demand with the right resource at the right time, whilst ensuring that we are policing in the most efficient way possible, making the best use of our increasingly limited resources.

In a world of increasing threats from cybercrime we will ensure that our officers and staff at all levels have the necessary skills, resources and technology to tackle emerging crime types, supporting communities to protect themselves from new threats.

Technology will also empower us to continue to develop smarter ways of working across the force, maximising our ability to deliver frontline services in a sustainable way.

It is vital that the public experience of all stages of the criminal justice system, supporting victims throughout the process, as well as encouraging feedback and greater scrutiny, are as seamless as possible and we will use technology to create a user friendly experience.

In the next 12 months we will…

3.1
Maximise the use of the Contact Management Platform, making best use of its new capabilities to manage demand, and provide the most effective service for our communities. **OPS**

3.2
Upgrade the force Records Management System and expand the implementation of video links to courts to support and enable digital evidence exchange with partners, regional collaboration plans, and implementation of improved processes in crime and intelligence investigations. **CIO**

3.3
Commence the programme of work to design and implement the National Policing Windows 10, Office 365,Sharepoint and Security solutions to enable enhanced digital working and information/ data sharing across the force, its local regional and national partners/forces. **CIO**

3.4
Implement centralised data storage technologies and data centre consolidation to support frontline policing, digital and cybercrime investigations and public digital exchange. **CIO**

3.5
Through the introduction of new technology services, devices and new supplier approaches further improve and deploy mobile devices solutions across the force. **CIO**

3.6
Support the force ambition to provide digitally enabled services by delivering corporate data governance and a data architecture design that facilitates legitimate data sharing, improves data quality and enables effective data analytics for crime prevention, investigation and demand management. **CIO**

3.7
Deliver an online web platform which improves public access to services and information and enables more efficient and effective ways of working. **DCC**

4 A skilled and trusted workforce.

Professional standards and the Police Code of Ethics drive everything we do, ensuring our officers, staff and volunteers deliver the highest levels of professional service to our communities.

We are committed to developing a force that reflects the diversity of the communities we serve, to improve our ability to engage with them and fully understand their needs, so building their confidence in the Police.

We will use policing powers fairly and proportionately, including those which enable us to stop and search, to continue to be regarded as a professional organisation that is trusted by those we serve.

We continue to develop smarter ways of working to support our staff in coping with the increasing complexities of policing. Our emphasis is on protecting our workforce resilience, growing capability, minimising risks and supporting positive health and wellbeing initiatives.

Inclusion, equality and diversity within our workforce is a key driver and we will continue to develop best practice in this area, ensuring our talent can progress without discrimination, and that we can attract a diverse workforce to develop new views and new approaches to modern policing.

It is vital that we understand the future challenges we might face, and so our work is developed through evidence based best practice, and using academic research and horizon scanning to improve our decision-making to ensure that we provide the best service now and in the future.

In the next 12 months we will…

4.1
Deliver a workforce plan to meet the resourcing requirements of the force, including developing current and future capabilities. **DOP**

4.2
Create a working environment which maintains a positive approach towards ethical standards, staff wellbeing and a safe working environment. **DOP**

4.3
Support the Force Change Programme to deliver innovative ways of thinking and working in a digitally enabled environment. **DOP**

4.4
Develop and embed equality and inclusion initiatives to recruit, develop and maintain a diverse workforce. **DOP**

4.5
Ensure compliance with the National Crime Recording Standard and Home Office Counting Rules. **DCC**

4.6
Use available evidence based research and horizon scanning to help us better understand and meet existing and future challenges and opportunities. **DCC**

4.7
Further improve the trust and confidence of our people and the public through the effective and timely implementation of the areas for improvement identified by the HMICFRS inspection process. **DCC**

Measuring success

We will measure our success through achievement of the following outcomes:

1. A reduction in residential burglary through effective investigation, offender management and prevention activity.

2. A reduction in serious violence through a pro-active and partnership approach and an effective and proportionate investigation of all violent crimes.

3. An improvement in victim satisfaction through application of the victim's code and timely investigations that maximise the chances of achieving a successful prosecution.

4. A continued improvement in our response to domestic abuse victimisation through effective safeguarding and problem-solving activity aimed at reducing repeat victimisation.

5. An increase in the confidence of victims of hidden harm to report incidents and crimes, including hate-crime, stalking, honour-based abuse (HBA), forced marriage, female genital mutilation (FGM), modern slavery and human trafficking through active engagement with the community and an effective response to reported incidents.

6. A continued improvement in the identification and safeguarding of children and adults vulnerable to exploitation.

7. A continued increase in the confidence of rural communities to report crime through an effective response to reported offences.

8. A continued improvement in our response to fraud (including cyber-fraud) through effective investigations, activity to protect vulnerable victims and intelligence-led action against offenders.

9. An increase in the volume of rape and other sexual offences that lead to a charge.

10. A reduction in avoidable demand on our service through the prevention of crime (including a reduction in re-offending), problem-solving and signposting the public to the right service.

11. A continued increase in workforce capabilities and capacity to build a skilled and trusted workforce to deliver effective and efficient policing services.

www.thamesvalley.police.uk

THAMES VALLEY POLICE

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365alive.co.uk

Community Safety Services
Annual Report
2017-18

Securing a safer Oxfordshire

CUE

FIRE

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Welcome and foreword

Councillor Judith Heathcoat

Cabinet Member for Community Safety Services

Chief Fire Officer Simon Furlong

Director of Community Safety Services

Welcome to Oxfordshire County Council's Community Safety Services' Annual Report for the fiscal year 2017-2018. As the Cabinet Member and Director of Community Safety Services, we are extremely proud of our teams' achievements during the past year.

Our Community Safety Services continue to work towards the 365alive vision which started in 2016. As part of this vision, we set out a new purpose to give the service clear direction: "we will work with our communities to reduce the risk of harm, to enable access to opportunities for all to thrive".

We will continue to take a broad view of community safety and will ensure an effective response to emergencies in a wider life-saving role, which includes medical calls to support the ambulance service. We will work hard to mitigate the social, economic and environmental consequences of incidents.

We are committed to delivering high performing Community Safety Services which provide excellent value for money to the tax payers. Our integration within the wider county council and collaboration with partners enables us to ensure that we are joined up in delivering solutions to the key issues affecting our local communities. These include safe and well visits and safeguarding of vulnerable people, whilst helping to deliver a thriving Oxfordshire.

Community Safety Services

Community Safety Services is a directorate within Oxfordshire County Council and is comprised of the following teams, which all work together to achieve the services' vision and Oxfordshire County Council's vision of a thriving Oxfordshire.

- Oxfordshire Fire and Rescue Service
- Trading Standards
- Road Safety
- Emergency Planning
- Gypsy and Traveller services

Some of the highlights….

- Injuries in fires in domestic properties continues to remain the same as the previous year, with only four serious injuries reported this year. This continues to remain below our target figure.

- There has been an increase of 6%, in property fires across the county, compared to the previous year. This amounts to 810 fires this year compared to 759 fires last year. However, we are below the target we set ourselves and will continue to promote fire safety to try and reduce this figure over the coming year.

- We are on track with the percentage of support staff who are from Black, Asian and Minority Ethnic groups – 5.31% against a target of 3.8%.

- Our sickness figures for both support and Wholetime staff are within target and better than last year:

    - Support – 5.39 shifts/days against a target of 5.68; previous year 6.09
    - Wholetime – 3.95 shifts/days against a target of 4.32; previous year 4.25

- We have been proactive in our referral of individuals with regards to Safeguarding, when our staff interact with the public and have concerns around their wellbeing and vulnerability. This has seen 246 referrals over 2017-18 compared to 193 during 2016-17.

- Our projected revenue spend has been within budget throughout the year.

Areas where we would like to improve our performance….

- There has been a decrease in the number of deliberate fires across the county from 555 in 2016-17 to 530 in 2017-18. However, we set ourselves ambitious targets to reduce these types of incidents down to 470 and did not achieve this over the year. We will continue to work with our partner agencies and district councils to reduce this risk.

- The total amount of money saved/recovered for consumers by our Trading Standards team was £188,936k, against a target of £300,000. The target is dependent on the number and nature of complaints being passed to the team. We have also been working on a large case

involving a significant amount of alleged consumer detriment which has required officer time and capacity.

- Work is ongoing to encourage and support women to join the fire service in operational roles. Our teams are supporting Stations with “Have a Go days” and are planning the next women’s taster day for Sept/Oct 2018. We are encouraged that two women have completed the Wholetime Firefighters process and will start training in July 2018. We have set ourselves a service-wide target of 6.66% of our operational workforce to be women (36 women) and we currently have 29 women in the service (5.28%).

- On-Call staff turnover has been an issue this year and we have increased the number of trainees in anticipation of this. We have had 56 On-Call staff leave against a target of 4. However, we have recruited a further 68 to ensure the continued availability of our fire engines.

- The availability of On-Call stations continues to be a challenge. Recruitment and retention of staff is the highest priority for the service, and it is within all our station plans to address this.

- There have been more deliberate non-primary fires than we had targeted for – 344 against a target of 300, however this is an improvement on the previous year when there were 377. We have not identified any underlying trends in a specific area and we will continue to monitor these incidents.

Our performance during 2017-18

The Community Risk Management Plan action plan for 2017-18, (CRMP), set out five projects that the service would achieve over the year.

CRMP projects 2017-18:

Project One: Shift Duty systems

What we said we would do

Carry out a review of whole-time shift duty systems and develop an options appraisal.

What we have done

- A review of the Wholetime-shift systems has been carried out and this project has now moved into the next phase. The next phase has now formed part of our CRMP for 2018-19 and will consist of consultation with staff on the proposed option.

What was the outcome

- We worked with the workforce to look at options for a new duty system and as a result, we have developed some proposals which we are looking to trial following the workforce consultation. We have also ensured that the proposals have clear performance measures in place.

Project Two: Review the current system of key stations and strategic operational cover.

What we said we would do

Review / implement changes to key stations and provide area based strategic cover.

What we have done

- We have completed an analysis of incident data, population size, deprivation areas and commercial risk and as a result created a risk and demand prioritisation of our stations. The service also looked at previous incident history to get a greater understanding of the demand in the different parts of the county. The result was a list of station areas in priority based on risk and demand from a minimum of 4 stations to

the maximum of 24 (four appliances available at one time being the minimum operational planning assumption).

What was the outcome

- The service has developed a risk assured policy based on the redeployment of its assets during periods of low availability. This has been shared with the Thames Valley Fire Control Service and our resource management team to implement a risk based model for operational decision making relating to the redeployment of resources across the County.

Project Three: Removal of the second appliance at Chipping Norton

What we said we would do

Following the consultation in the previous year's medium term financial plan and the interim decision to not crew the second pump, final public consultation was required prior to the full removal of second fire engine from Chipping Norton Fire Station.

What we have done

- The second fire engine was redeployed from Chipping Norton fire station in 2017 due to the reduction of demand and availability. This has subsequently been reallocated to the new fire station in Carterton.

What was the outcome

- The removal of the second appliance has had minimal effect on the response standards and the slight reduction has been due to a number of additional variances e.g. retirements, and temporary skills shortages etc.
  The service has continued to recruit in the area and there have been three new recruits start in recent months. There has also been a slight increase in emergency calls 166 to 171 for the similar period in 16/17 compared to 17/18. Response standards for the reference period in:
    - 2016/17 response standards = 91.97%
    - 2017/18 response standards = 88.73%

Project Four: Collaboration and sharing or resources and assets

What we said we would do

Review opportunities to share resources and assets to improve outcomes for Oxfordshire.

What we have done

- The service has reviewed opportunities to share resources and assets, this has resulted in several new initiatives that are, Tree clearing service for Oxfordshire County Council, Co-responding to support South Central Ambulance Service, Effecting Entry in collaboration with South Central Ambulance Service and Thames Valley Police.

What was the outcome

- The service has identified where the skills, systems and assets are able to add value to the community of Oxfordshire and the wider County Council Services.
- It has taken on the following non-core delivery services:
    - the removal of fallen trees for the county where they have fallen on to the road network and are causing an obstruction.
    - assisting the County Coroner on behalf of Oxfordshire County Council in carrying out the dignified statutory duty of body recovery.
    - integrating alcohol awareness, smoking cessation and general safety into its safe and well assessments.
    - deliver Community Safety education in the specific area of PREVENT and the identification of safeguarding concerns around radicalisation.

Project Five: Operational alignment with Fire and Rescue Services

What we said we would do

Following the successful implementation of the Thames Valley Fire Control Service we would continue the work to align the operational policies across fire and rescue services in the Thames Valley.

What we have done

- The work that has been carried to date has resulted in a common approach to mobilisation to incidents and emergency medical calls.
- We have developed a single team led by OFRS to implement the required National Operational Guidance (NOG). This work is seen as good practice within the Sector.

What was the outcome

- All three fire and rescue services within the Thames Valley continue to work collaboratively to align operational policies across the region.
- We have also jointly procured our appliances and equipment with a financial saving of £700k over four years and an operational benefit to the public with the ability of the fire crews to work seamlessly across border in the Thames Valley.

New Initiatives implemented during 2017-18

Over the last 12 months, we have extended our service to the community by collaborating with other agencies by engaging in the following projects:

- Tree clearing service for Oxfordshire County Council Communities Directorate: Using the skills and equipment we already possess in a new way, we have been able to make savings for the Council by removing fallen trees from the highway network ensuring that the highways keep moving, averaging 23 fallen trees a month.

- Co-responding to support South Central Ambulance Service (SCAS): A fire appliance will respond to certain medical 999 calls, screened by SCAS, and provide immediate emergency care to the critically ill. We attended 656 calls during the year.

- Attending cardiac arrests to support South Central Ambulance Service: All our fire appliances carry defibrillators, and some prominent stations have external defibrillators for community use. All crews are trained in first aid and trauma care and can deliver immediate emergency care.

- Effecting Entry in collaboration with South Central Ambulance Service and Thames Valley Police: Fire crews will gain access to premises to assist with a medical emergency, using our skills, experience and a range of equipment to make entry, limit damage and secure a property as necessary. Over the course of the year we have attended 160 calls of this nature.

- Launch of the Friends against Scams initiatives by Trading Standards: This aims to protect and prevent people from becoming victims of scams by empowering communities to "Take a Stand Against Scams".

- Introduction of Automatic Number Plate Recognition cameras for enforcement of the road weight restriction at Newbridge: This is the first use of cameras of this type for enforcement of road weight restrictions.

Community Safety Services
Performance Report: April 2017 - March 2018

365 Alive vision

Our 365alive vision has been designed to ensure we are contributing towards the strategic ambition of a 'Thriving Oxfordshire' as detailed in the Oxfordshire County Council Corporate Plan and we make sure our activities align with the strategic priorities of the plan.

Our 365alive vision describes the strategic outputs that we aim to achieve by 2022 in four pillars:

- 6,000 more people will be alive because of our prevention, protection and emergency response activities. This supports the OCC strategic Priority: Efficient public services.
- 85,000 children and young adults better educated to lead safer and healthier lives. This supports the OCC strategic Priority: Protection for vulnerable people.
- 37,500 vulnerable children and adults helped to lead more secure and independent lives supported by safe and well visits. This supports the OCC strategic priority: Protection for vulnerable people.
- 20,000 businesses given advice and support to grow. This supports the OCC strategic Priority: A thriving economy.

Underpinning the four pillars we have set a target of 1.6 million interactions across various social media platforms. This supports the OCC strategic priority: Protection for vulnerable people.

The vision is supported by all teams within Community Safety Services. We have continued to achieve a high level of performance against our 365alive vision this year. With areas in pillar two exceeding expectations as a result of our pro-active fire prevention campaigns.

Our Trading Standards team have worked well to exceed our expectations this year for pillar three, by providing service activities aimed at looked after children and vulnerable adults.

Our use of social media has meant that our target for safety messages is well underway to achieve the target before 2022.

Target: 1,059 Achieved: 966	**Target: 14,640 Achieved: 83,584**	**Target: 6,250 Achieved: 6,378**	**Target: 3,409 Achieved: 3,281**
More people alive as a result of our prevention, protection and emergency response activities	Children & young adults (including looked after children) to be better educated to lead safer & healthier lives	Vulnerable children & adults helped to lead more secure & independent lives supported by safe & well visits	Businesses given advice and support to grow

Target: 273,569 **Achieved: 712,939**
Safety Messages

365 alive performance indicators

The following performance measures contribute to the overall 365 alive strategic indicators and the following outcomes and outputs were achieved in 2017/18 against the targets or baseline figures.

Areas where we have met our target

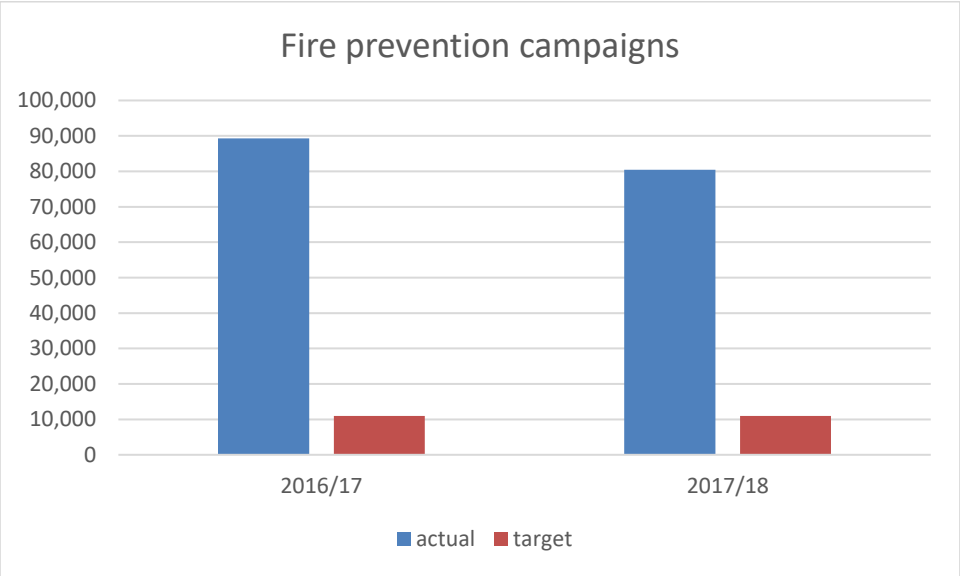
Fire prevention campaigns:

Fire prevention is a core function of the Fire and Rescue Service and is the way in which we are able to reduce demand on our services but primarily is focused on how we can keep the public safe. These campaigns include local as well as regional and nationally targeted outcomes e.g. national water safety week, local visits to primary schools, and Safe Drive Stay Alive programmes for year 11 pupils.

Our target was to deliver 10,946 activities

Did we achieve our target? Yes
Did we improve on previous year? No

Improvement Plan: we are currently reviewing all our education activities so we can focus on those most at risk and ensuring that we have appropriate resources to support delivery. We will work with colleagues across the public and voluntary sector to ensure that we evaluate the impact of our campaigns and are able to demonstrate an effective outcome from these activities.



Special service rescues:

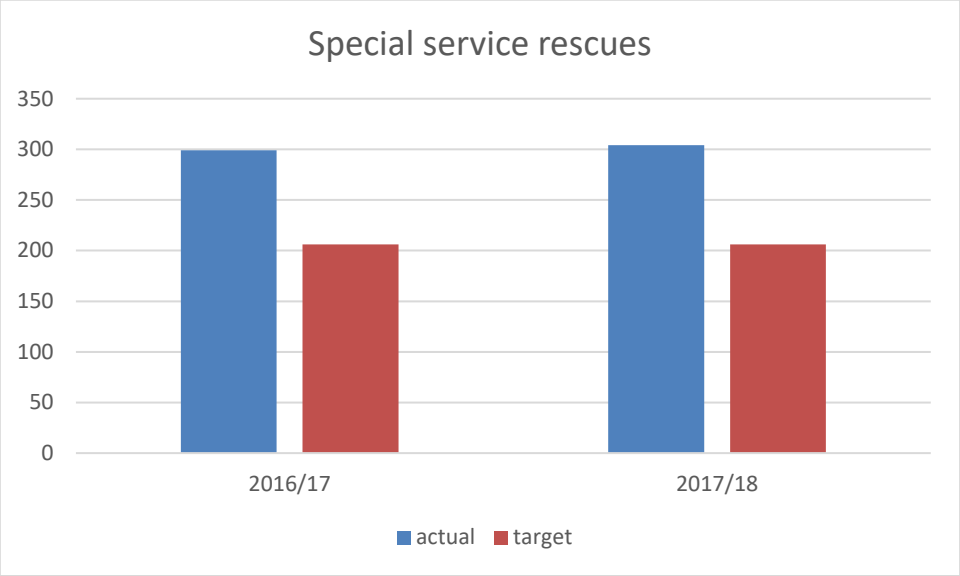
A special service is one where there is not a fire but there is a requirement to attend to deal with an emergency incident, these range from a road traffic collision (RTC), lift rescues, flooding etc. The measure recognises that when attending these types of incidents we have the skills, training and intervention ability to provide the best service possible and are attending the incident in a timely manner.

Our target was 206 rescues from Special Service incidents

Did we achieve our target? Yes
Did we improve on previous year? Yes

We have rescued more people from road traffic collisions and medical calls in Oxfordshire, ensuring that people get the best medical attention quickly and efficiently.

Improvement plan: we will continue to work with our emergency services colleagues to reduce the number of RTCs and to educate drivers and road users how to safely use the roads and work with the Local authorities to engineer solutions that may improve public safety.



Safety messages delivered:

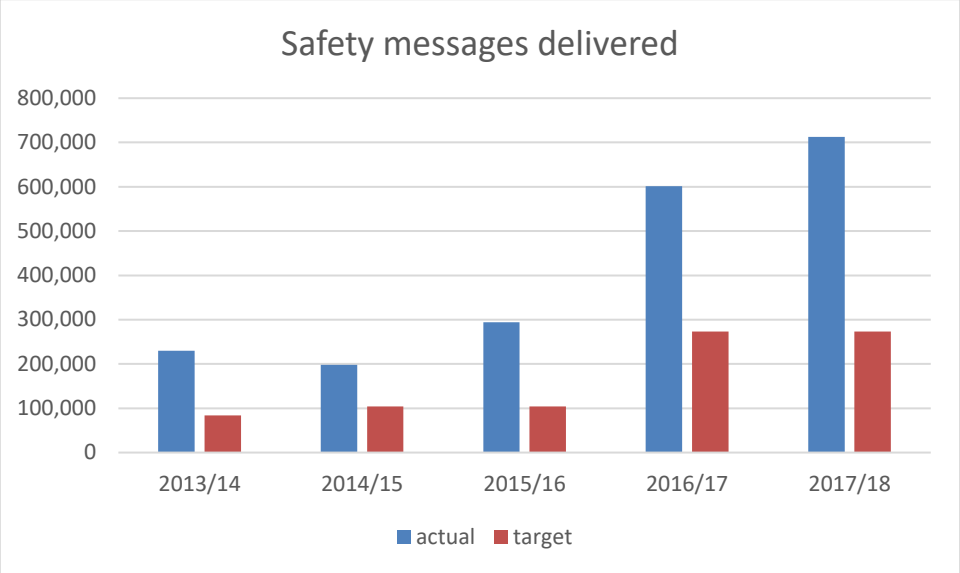
We aim to raise awareness of our prevention programmes and are using social and well as traditional media forums to push our safety messages to our communities. We inform local communities of emergency incidents and use this interest to promote a safer community.

Our target was 273,569

Did we achieve our target? Yes
Did we improve on previous year? Yes

We have worked hard over the year to get our safety messages out to the people of Oxfordshire by using social media and sending out press releases after incidents.

Improvement plan: we continue to work with other agencies and OCC to assess the impact of our social media campaigns and evaluate the effectiveness where appropriate.


Safety messages delivered
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
0
2013/14
2014/15
2015/16
2016/17
2017/18
actual
target

Trading Standards business interventions:

We aim to provide support to businesses but also to protect the consumer across Oxfordshire and as a result this target is designed to ensure we are focusing on business and providing support advice and guidance to enable them to operate in a safe and legal way.

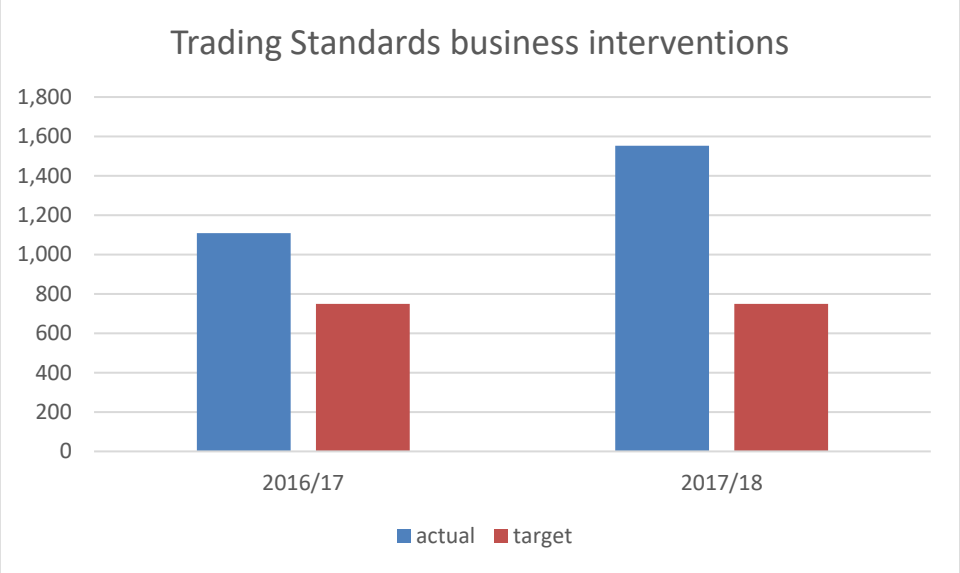
Our target was 750

Did we achieve our target? Yes

Did we improve on previous year? Yes

Our weights and measures verification work remains strong, providing a service to an Oxfordshire based scale manufacturer/importer.

Improvement plan: our officers continue to engage with businesses and closer working with other more locally based teams will ensure a consistent approach to dealing with business and ensuring we minimise disruption to them and support them to continue to be able to trade legally and efficiently.



365alive

Areas where we have not met our target.

We recognise that there are always areas where we can improve and by setting challenging targets this can lead to those not being met. We ensure that these are reviewed and that we are seeking to improve on our work and identifying how we can address these better in the future.

Road Traffic Collisions fatalities (RTC):

The number of fatalities on our roads nationally continues to rise with the increase in road users and general population growth. We saw a rise in the previous year in line with this national trend but 17/18 saw a reduction in this figure. We do not set a target for the number of fatalities as it is our aspiration to bring these to as low as is possible. We do however measure this against a baseline figure which is calculated as the median from a moving average over a five year period.

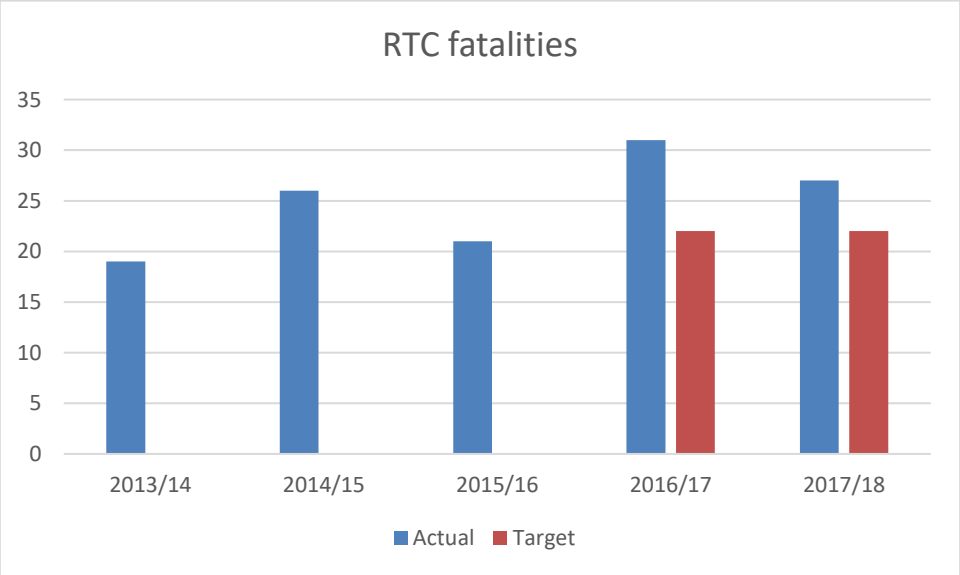
Our target was to continue to reduce the number of fatalities on our roads (with a baseline of 22 to measure against)

Did we achieve our target? No, (when measured against the baseline figure)

Did we improve on previous year? Yes

Our understanding of why we did not meet our target: as a rural county, Oxfordshire's residents are more reliant on private vehicles than other areas of the country and rural roads are more dangerous than urban roads and this is why Oxfordshire remains above the national average for fatalities.

Improvement plan: a sizable proportion of these fatalities involved motorcyclists and they continue to be a priority for road safety education. Our Road Safety team will carry out campaigns and education over the course of the year to tackle this issue.



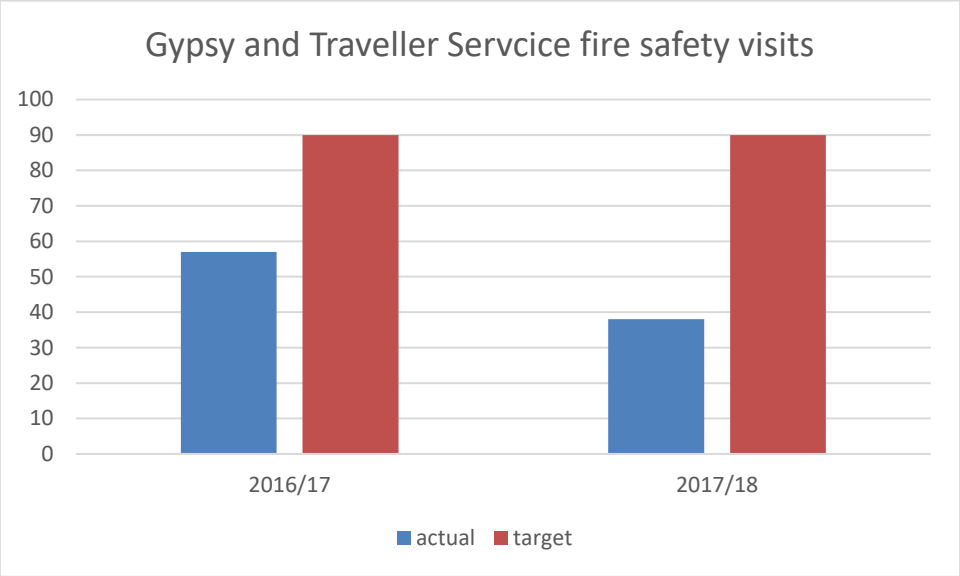
Gypsy and Traveller Service fire safety visits:

Our target was 90

Did we achieve our target? No
Did we improve on previous year? No

Our understanding of why we did not meet our target: some sites within this community are hard to reach and there has been limited take up on safe and well visits on these sites.

Improvement plan: our focus will now be the hard to reach sites. Our area teams will explore how to increase acceptance of the offer of a safe and well visit with the Gypsy and Traveller Service in the future.



Co-responding calls:

Co-responding is where we use our personnel to respond to emergency medical calls on behalf of the Ambulance. There are currently two models of delivery, the first where and individual is alerted and attends an incident in a co-responding vehicle. The second is where an appliance is mobilised to a medical emergency. With both models an ambulance is mobilised to the incident. The crew/s are only mobilised to serious life-threatening incidents where a potentially quicker incident may improve the outcomes for the casualty.

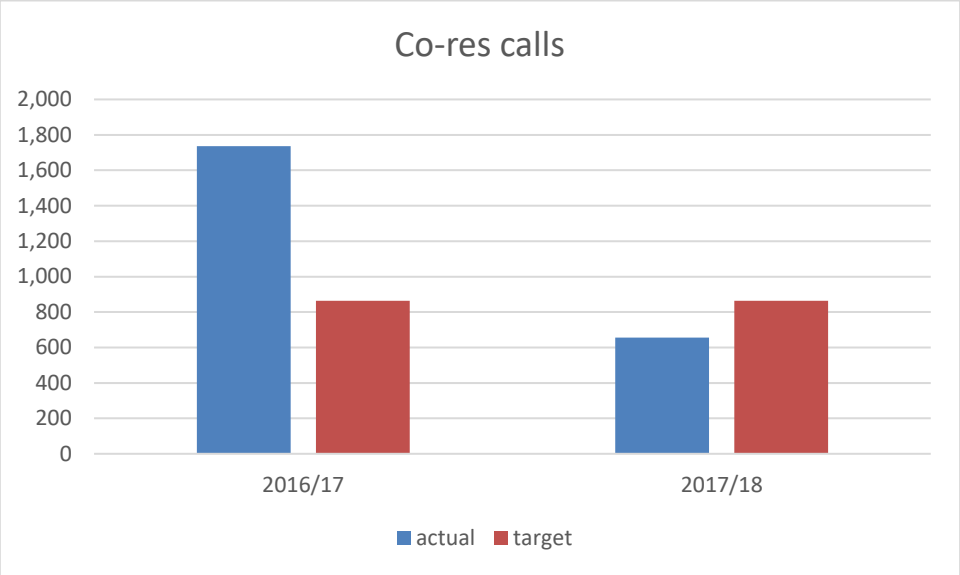
Our target was 863

Did we achieve our target? No

Did we improve on previous year? No

Our understanding of why we did not meet our target: this activity has reduced across the county due to ongoing national discussions on Co-responding and the introduction of the ambulance response programme which has been an ambulance service programme to ensure that its resources are being mobilised in the correct manner with the correct set prioritisation and performance measures.

Improvement plan: we will work closely with South Central Ambulance Service over this year to find ways to improve this service. We are also looking to work with the community to assist with local co-responding activities where we can add value.



Building regulations consultations responded to:

As part of our aspiration to support the thriving economy we aim to support those businesses that are looking to grow and develop with support, guidance and advice in ensuring they are meeting the regulatory requirements of the Regulatory Reform (Fire Safety) Order. This output measure how many consultations we have responded to and therefore tracks the growth in commercial property development in the County.

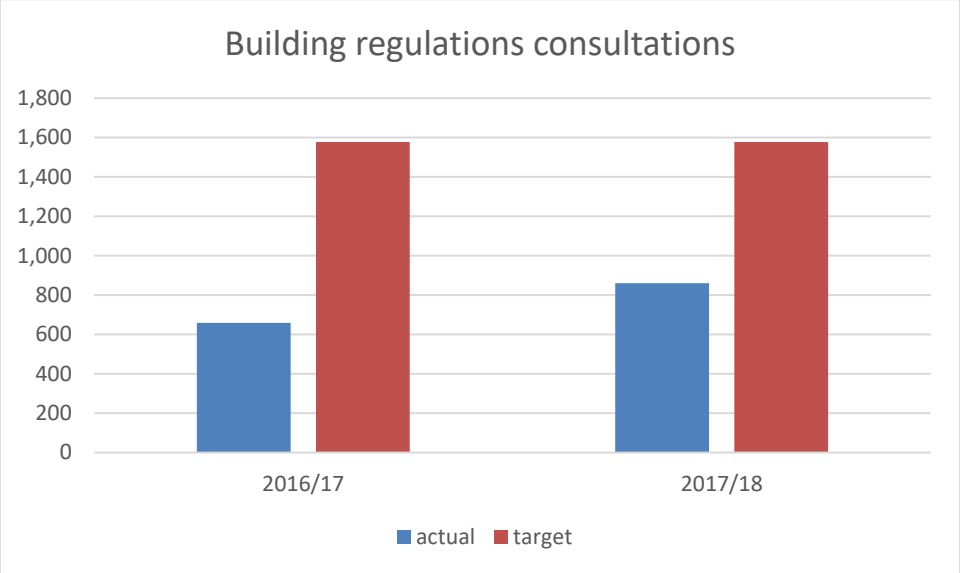
Our target was 1,578

Did we achieve our target? No

Did we improve on previous year? Yes

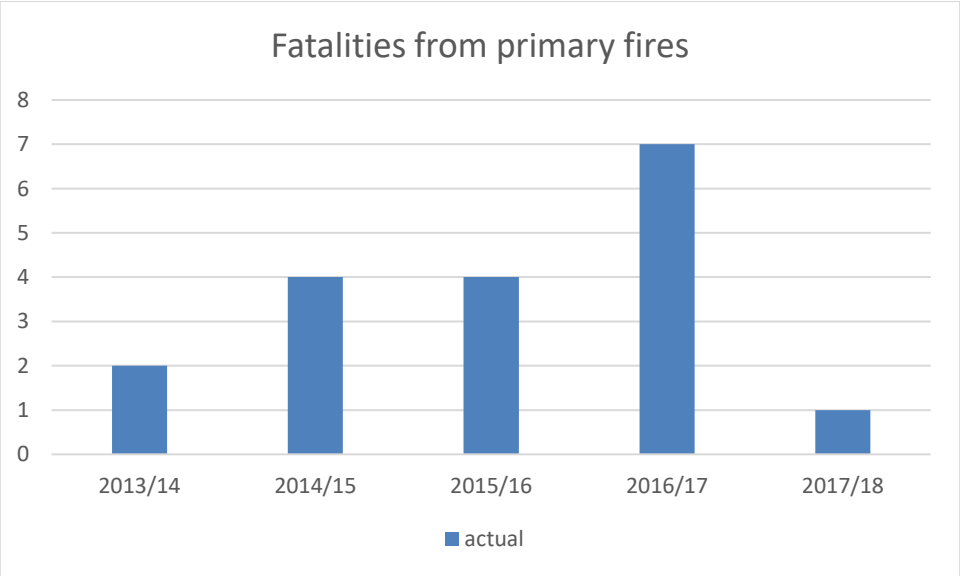
Our understanding of why we did not meet our target: this measure is governed by the number of applications received for new commercial building projects within Oxfordshire. We have noticed that this has seen a slight increase but is still below the previous levels seen within the County.

Improvement plan: Building Regulations consultation is low; this is a measure of business demand on our services which is currently low. This reflects current demand for new buildings in the county that require this form of consultation. We are working more closely with the local authority building control team in the north of the County, this work will enable us to better understand the relationship and our ability to influence and support businesses seeking to develop or move into the County.



Fatalities from Primary Fires:

Over the course of this year there has been only one fatality in a fire; this was not in a domestic property. Although this is an improvement on previous years, the service will continue to carry out education activities and investigate every incident of this nature, to reduce this figure. We investigate the cause of the fire and the prevention activities that we have undertaken to learn from each tragedy. We also apply this approach to incidents that have the potential for serious injury or fatalities so that we can be proactive in our prevention and protection function.



Thames Valley Fire Control Service (TVFCS)

Thames Valley Fire Control Service is one of only two controls room in the country that service more than two Fire and Rescue Service's. The control room services Oxfordshire, Royal Berkshire and Buckinghamshire and Milton Keynes Fire and Rescue Services. It was set up in 2015 and will make a saving across the three services of £1 million per year for the next 15 years. The creation of TVFCS has been the spring board and catalyst for wider collaboration across the Thames Valley which has seen the three services collaborate on the purchase of new fire appliance over the course of 2016-17. This collaboration will create a saving of £700,000 over four years for the three services.

Response Standards

Our core function is to be able to respond effectively when an emergency incident occurs that requires the assistance of the Fire and Rescue Service. This response service is provided from 24 fire stations across the County. Of these six fire stations are crewed by Wholetime personnel, three of which provide 24hr cover with three providing cover during the day and an On-Call service at night. All 24 fire stations have an On-Call crew with 18 fire stations crewed only by On-Call personnel. Through these stations we provide an emergency response to our communities and have set the following response target attendance times:

> Under normal circumstances, when an emergency occurs we will send the nearest available fire engine. We aim for 80% of these attendances to be made within 11 minutes and 95% to be made within 14 minutes.

We are currently achieving these standards as follows:

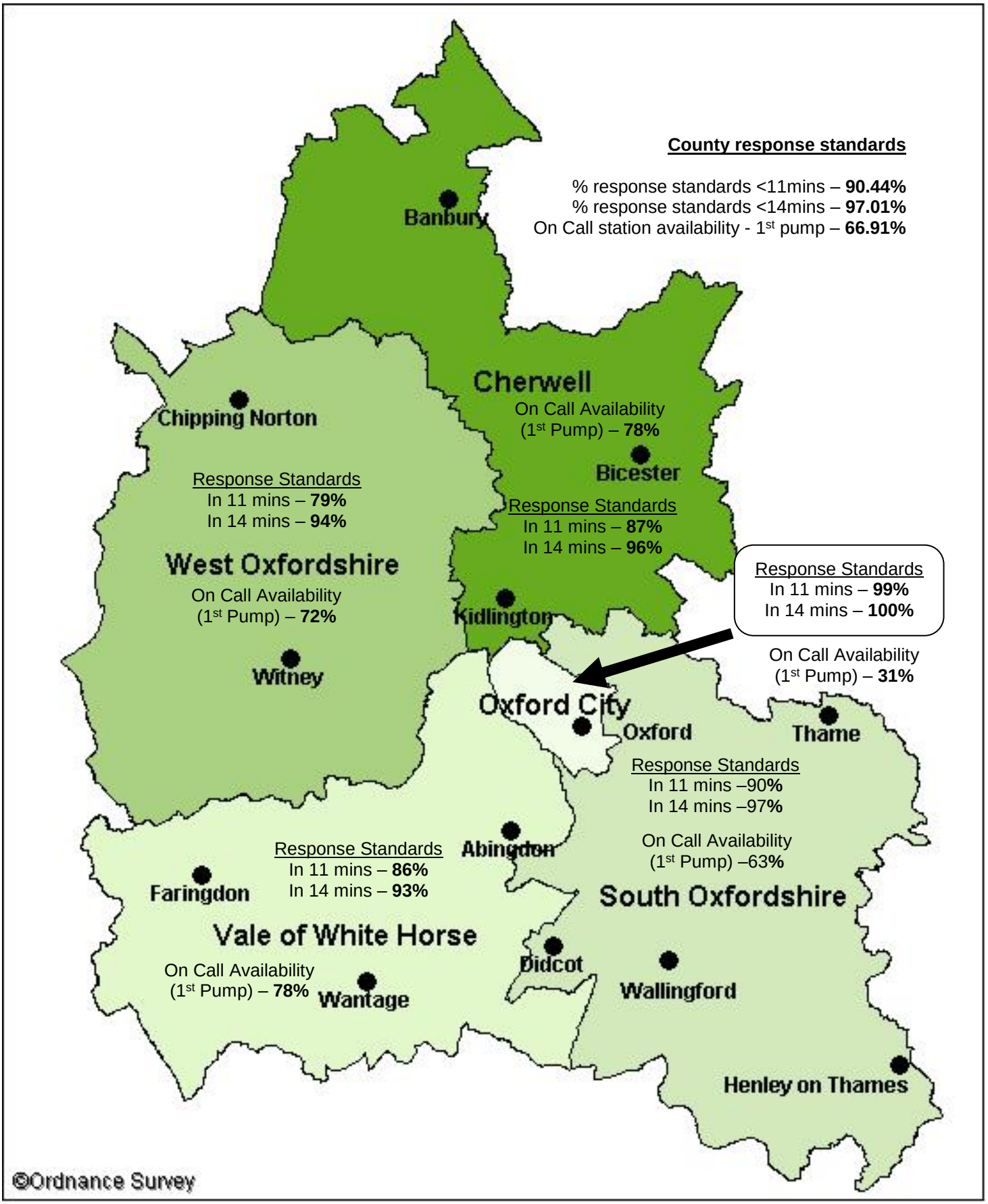
> % response standards <11mins – 90.44%
> % response standards <14mins – 97.01%

Availability for On-Call stations

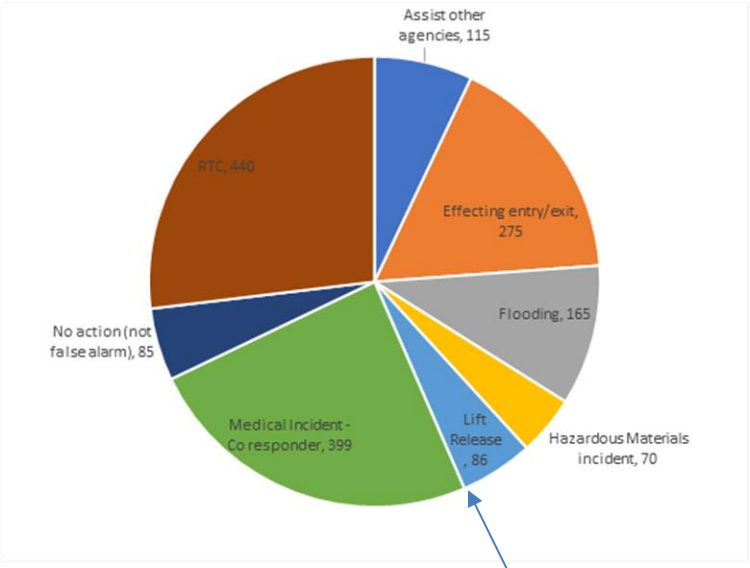
Our aspiration is to provide 100% availability at all of our On-Call fire stations. This is an extremely challenging target due to the nature of the role and impact of primary employment, the cost of housing in Oxfordshire and the ageing population. As well as the everyday issues that affect our on-call staff which may result with them booking unavailable.

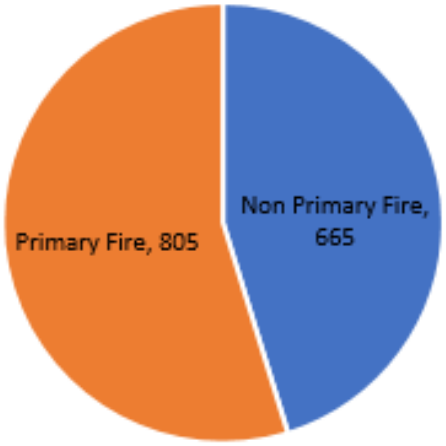
On-Call availability across the whole of Oxfordshire for 2017-18 was 66.91% this is a reduction compared with availability the previous year, 2016-17, which was 70.33%.

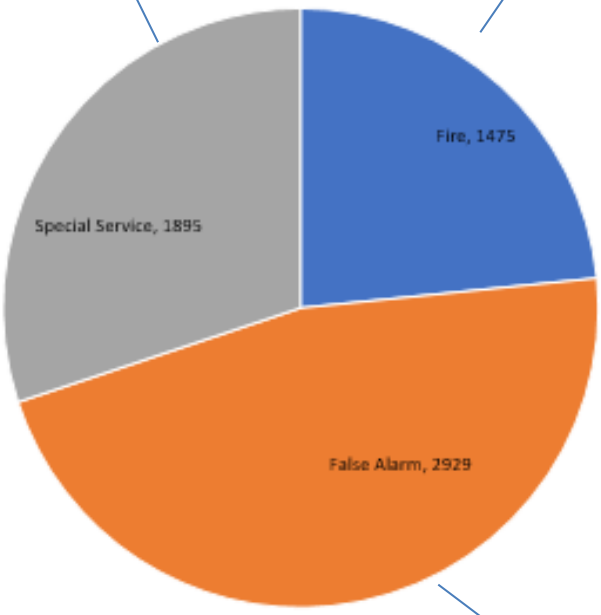
The service has prioritised recruitment and retention within the On Call duty system. We will conduct a service wide review on how retention of On Call staff can be improved as part of our annual Community Risk Management action plan for 2019-20. It is recognised nationally that the recruitment of On Call firefighters continues to be a challenge and whilst we are having success in areas of the County it will remain a high priority for the Service and is an ongoing objective in all 24 station plans.

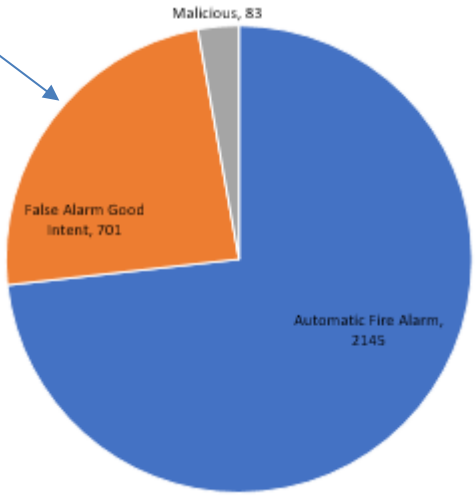

County response standards
% response standards <11mins – 90.44%
% response standards <14mins – 97.01%
On Call station availability - 1st pump – 66.91%
Banbury
Cherwell
On Call Availability
(1st Pump) – 78%
Bicester
Response Standards
In 11 mins – 87%
In 14 mins – 96%
Chipping Norton
Response Standards
In 11 mins – 79%
In 14 mins – 94%
West Oxfordshire
On Call Availability
(1st Pump) – 72%
Witney
Kidlington
Response Standards
In 11 mins – 99%
In 14 mins – 100%
On Call Availability
(1st Pump) – 31%
Oxford City
Oxford
Thame
Response Standards
In 11 mins –90%
In 14 mins –97%
On Call Availability
(1st Pump) –63%
South Oxfordshire
Abingdon
Response Standards
In 11 mins – 86%
In 14 mins – 93%
Faringdon
Vale of White Horse
On Call Availability
(1st Pump) – 78%
Wantage
Didcot
Wallingford
Henley on Thames
©Ordnance Survey

Breakdown of incidents within Oxfordshire during April 2017 – March 2018

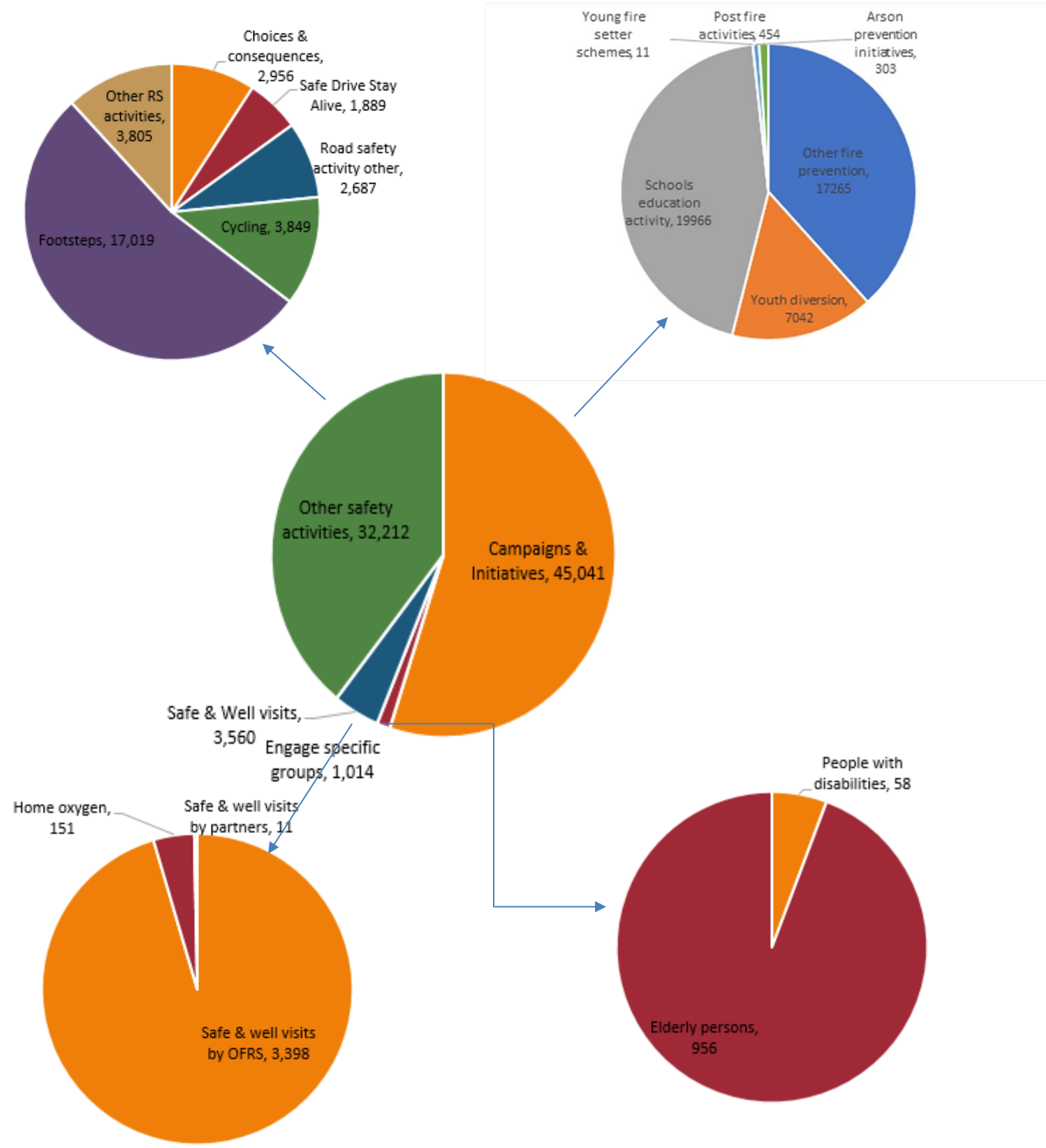




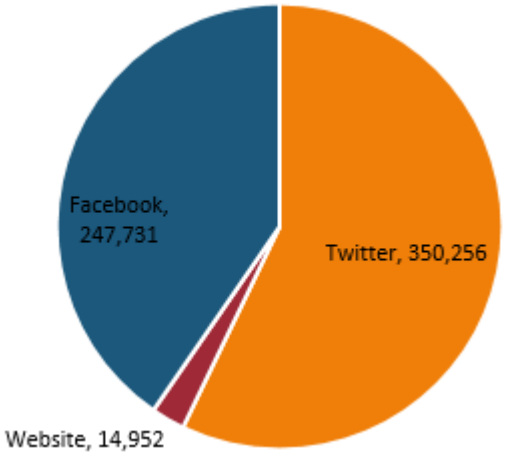




Breakdown of Prevention activities during April 2017 – March 2018



Breakdown of 365alive safety messages: April 2017 – March 2018



Twitter:
The number of impressions for safety posts – This is the number of times it has appeared on people's timelines

Facebook:
Message reach for safety posts – This is the number of times it has appeared on people's timelines

Website:
This is the number of people who have visited the website (not the number of pages viewed)

Breakdown of Fire Protection activities April 2017 - March 2018

Trading Standards

The Trading Standards Service enforces a wide range of consumer protection legislation controlling the advertising, marketing, labelling, production, safety and supply of food and non-food goods and services throughout the delivery chain.

Some of the work we do includes:

- Supporting vulnerable people when they have been a victim of doorstep crime (a trader who sells goods or services at the doorstep) postal or telephone scam.
- The 'Buy with Confidence' approval scheme to help people make informed choices about who to do business with.
- Investigating complaints where it appears that there has been a breach of consumer law.
- Testing of products and equipment, including weights and measures to ensure they are accurate, safe and legal.
- Inspections of high risk business activities.
- High visibility policing of heavy goods vehicle weight restrictions on the county's roads and investigating customer reports of heavy vehicles going through their town or village.
- Advice to businesses so that they can ensure their products and services are legal before they start trading or before a new product is launched.
- Raising awareness and preventing the sale of illegal, counterfeit or not correctly labelled tobacco.
- Attending livestock markets and slaughterhouses to protect on-farm welfare and ensuring the integrity of the food chain from 'Farm to fork'.
- Taking formal legal action where necessary to stop harmful business practices.
- Responding to emergency incidents such as food safety alerts or suspect livestock disease outbreaks.
- Empowering communities to become 'Friends Against Scams' in Oxfordshire.
- Ensuring the safety of Sports Grounds, petrol forecourts and sale of Fireworks.

Key achievements for the team in 2017/18 include:

- 830 electric blankets tested.
- 1,715 people spoken to during community engagement events regarding scam prevention.
- 510 visits to traders, farmers and businesses.
- 724 businesses spoken to during business interactions.
- 809 pieces of weighing or measuring equipment tested and verified.
- 527 requests from businesses for Trading Standards advice.
- £181,059 saved or recovered for victims of doorstep crime.
- 3 new 'No Cold Calling Zones' implemented.
- 193 scam victims supported by the team.
- 1870 Investigations as a result of referrals made to Trading Standards from the Citizens Advice Consumer Service.
- 55 Total number of prosecutions completed in year.

Enforcement Action under Road Traffic Act:

Prosecutions: 25
Warning/advisory letters: 484
Public reports: 173
Vehicles seen by officers: 69
ANPR camera reports (Newbridge) 423

Trading Standards monitors the County's weight restricted roads and takes action when contraventions of these restrictions are identified. This work protects communities where inappropriate roads could be used by heavy goods vehicles as a short-cut and helps maintain the County's road infrastructure where restrictions have been introduced to protect weak structures.

Restriction:	**Incidents:**	**Restriction:**	**Incidents:**
Appleford	5	Littlemore	1
Bampton	10	Marsh Baldon	16
Banbury	1	Newbridge (pre-camera)	12
Charlbury	34	Radcot/A4095	2
Clifton Hampden	9	Sutton Courtenay	12
Enstone	18	Warborough	11
Garsington	1	Watlington	29
Goring	2	West Hagbourne	9
Horspath	3	Weston on the Green	2
Islip	3	Wheatley	3
Kennington	9	Whitchurch on Thames	8
Launton	37	Wootton	1
Little Milton	4		

Gypsy and Traveller Service

Oxfordshire Gypsy and Traveller Service attend unauthorised encampments in the county and manage the six OCC owned permanent Gypsy and Traveller sites.

Key achievements for the team in 2017/18 include:

- Responding to and resolving 50 unauthorised encampments arising during the year involving a total of 389 caravans which is an increase from the previous year. This was due to a large group of Irish Traveller families moving around the Oxford Park and Ride sites in a group of up to 40 caravans at any one time.
- Although the team did not reach the target for this year in delivering Safe and Well visits, they continue to explore opportunities to improve this over the coming years.

Emergency Planning Unit

The Emergency Planning team helps Oxfordshire County Council to meet our statutory duties to have robust emergency plans and business continuity arrangements in place, and to promote resilience amongst our communities. Throughout 2017-18 the team attended 20 large scale incidents, as well as a number of small scale incidents, to support residents of Oxfordshire.

Key achievements for the team in 2017/18 include:

- 4000 community resilience bags of information given to Oxfordshire households at Countryfile Live
- 50,000 Be Ready campaign leaflets given to Oxfordshire residents
- 6000 In Case of Emergency (ICE) bottles issued to vulnerable households in Oxfordshire
- Four Project Griffin courses run with over 400 Oxfordshire County Council staff trained
- 30 Oxfordshire County Council staff and 10 South Central Ambulance Service staff made safer through the new water safety training run by EPU/OFRS
- Participated in a number of continuity exercises across Oxfordshire including London Oxford Airport, RAF Brize Norton, RAF Benson.

Finance: Our budget for 2017/18

The total net budget for Community Safety Services for 2017/18 was £26.053m, with a controllable service budget of £ 22.963m. To support financial pressures across OCC we managed our budgets with strict control resulting in a £ 0.505m underspend.

For more detail see the statement of accounts and audit that can be found on the OCC public website: Annual Accounts and Audit

Benchmarking finance data is also available in the Fire and Rescue Service Statement of Assurance.

Freedom of Information Requests

During 2017/18 we processed 105 Freedom of Information requests; 102 of these were processed within the time limit; the remaining 3 were late due to the complexity of the request.

What people say about us

Operational Assessment (OpA) Peer Challenge

One of the main external assurance mechanisms for the fire and rescue is the Local Government Associations (LGA's) Fire Peer Review. OFRS completed an OpA in November 2017 which resulted in positive feedback from the peers within their report. An action plan is in the process of being created. The 2017 OpA report can be found on the link below:

2017 Peer Review

Customer Service Excellence

Oxfordshire Fire and Rescue Service has maintained its Customer Service Excellence (CSE) Award for a further 3 years. CSE is a government backed standard that demonstrates how much our organisation continues to focus its activities effectively on meeting the needs of the people of Oxfordshire.

The assessment was undertaken in two stages:

1. *The first stage was a review of your self-assessment submission. This review enabled the assessor to gain an understanding of how the organisation has met the requirements of the Customer Service Excellence standard.*
2. *The second stage was to review the actual service delivered on-site. This was conducted through reviewing practices as well as speaking to staff, partners and customers. This included following customer journeys through our processes and how these aligned with customer insight. The three areas looked at were.*

    - *Fire Protection and businesses*
    - *The female recruit 'experience'*
    - *Home and Community Safety Team and their involvement with vulnerable people.*

The Fire Fighters Charity

In 2017/18 we raised £98,057.07 in aid of the charity through fundraising events and through on-station clothing banks, lottery and regular giving programmes. The money we raised assisted the charity in helping more than 2000 beneficiaries.

Our continuing work with the Fire Fighters Charity helps in reducing the impact of illness and injury to every one of our staff.

Contact us

Should you require any further information please contact us:

Community Safety Services
Sterling Road
Kidlington
OX5 2DU

Telephone: 01865 842999
8.30am - 5pm, Monday – Thursday
8.30am - 4pm, Fridays

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PERFORMANCE SCRUTINY COMMITTEE – 6 SEPTEMBER 2018

YOUNG CARERS DEEP DIVE REPORT

Report by Councillor Nick Carter, Deep dive lead member

Introduction

1. In 2016 the Health Inequalities Commission was sponsored by Oxfordshire's Health and Wellbeing Board to review the current state of health inequalities in the county and make recommendations for their reduction. In its report the Commission emphasised the significant impact that older carers have on the lives of those they care for and the positive contribution they make to the economy, but also how, all too often, they do not get the practical and emotional support they need. It acknowledged the importance of providing older carers with the very best support to help them in their caring role, but did not make the same reference to young carers or highlight the inequalities they face.

2. Whilst reviewing the Council's progress on implementing the Commission's recommendations the Performance Scrutiny Committee raised concern about this. In response, a deep dive group was established to uncover the many hidden issues faced by young carers, and understand how they are identified and supported across Oxfordshire.

3. The initial lines of inquiry were:
   - The profile and number of young carers in Oxfordshire;
   - Understanding the key challenges faced by young carers;
   - The range of ways that young carers can access support;
   - Services currently offered to support young carers; and
   - How the Young Carers Service works in partnership (across service areas and with other organisations) to identify and support young carers.

4. I have has led this deep dive with the support of Councillors Emily Smith and Glynis Phillips. Officer support has been provided by the Young Carers Team Manager and Senior Practitioner, and a Senior Policy Officer. I thank them for their input, ideas and guidance through this process.

5. This report presents our findings and recommendations for review by the Performance Scrutiny Committee.

Who is a young carer?

6. The term 'young carer' refers to children and young people under 18 who provide regular or on-going care and emotional support to a family member who is physically or mentally ill, disabled or misuses substances. A young carer becomes vulnerable when the level of care-giving and responsibility to the person in need of care becomes excessive or inappropriate for that child.

7. Some of the ways young people make care for another person are:

- staying in the house a lot to be there for the person,
- non-attendance at school to be available to care,
- helping the person to get up, wash or dress, use a toilet and other levels of intimate care,
- taking an inappropriate level of responsibility for the medication of the cared-for person,
- doing lots of the household chores like shopping, cleaning and cooking,
- taking responsibility for the care of younger brothers and sisters,
- providing emotional support.

Issues faced by young carers

8. It is clear that having a caring role is likely to have an impact a young person's emotional or physical well-being, educational achievement and life chances. It can also lead to a loss of self-esteem and confidence.

9. An analysis of young carers undertaken by the Children's Society in 2013[1] found that:
    - Young carers are one and a half times more likely to have a special educational need or long-standing illness or disability,
    - One in 12 young carers is caring for more than 15 hours per week,
    - Approximately one in 20 miss school because of their caring responsibilities,
    - Young carers tend to have significantly lower educational attainment at GCSE-level,
    - Young carers are more than one-and-a-half times as likely to be from Black, Asian or minority ethnic communities, and are twice as likely not to speak English as a first language,
    - Young carers are more likely than the national average to be 'not in education, employment or training' (NEET) between the ages of 16 and 19.

10. As a result of their caring role, around a third of young carers in Oxfordshire have school attendance below 85%. 13% are less likely to achieve Level 4 or higher at Key Stage 2 and 22 % less likely to gain five or more A* to C at GCSEs. 38% of young carers are identified as having special educational needs.[2]

11. The latest statistics from the Oxfordshire Education, Employment and Training Service show that 6% of 16-18 year olds who are known to be not in education, employment or training (NEET) are young carers. However, officers report that this is unlikely to be a fair representation the number of young carers who are NEET, and the type of data and methodology for collecting data on young carers in under review.

12. Unfortunately, we did not have the opportunity to meet with young carers directly during the deep dive, therefore the voice of young carers in Oxfordshire is not reflected in this report. However, our focus on young carers will not stop after this report is published. The Young Carers Service supports a Young Carers Forum,

[1] 'Hidden from View: The experiences of young carers in England', Children's Society, 2013
[2] Statistics from 'Oxfordshire Uncovered' – Oxfordshire Community Foundation, 2016

whose membership is currently being refreshed, and we are committed to attending their next meeting to hear young carers' views directly. We would welcome the opportunity to report back to the Committee after this, to inform any further work.

The profile of young carers in Oxfordshire

13. In a 2016 report by the Oxfordshire Community Foundation – 'Oxfordshire Uncovered' – the number of young carers thought to be in the county was as many as 12,000 more than those already identified (based on census data).

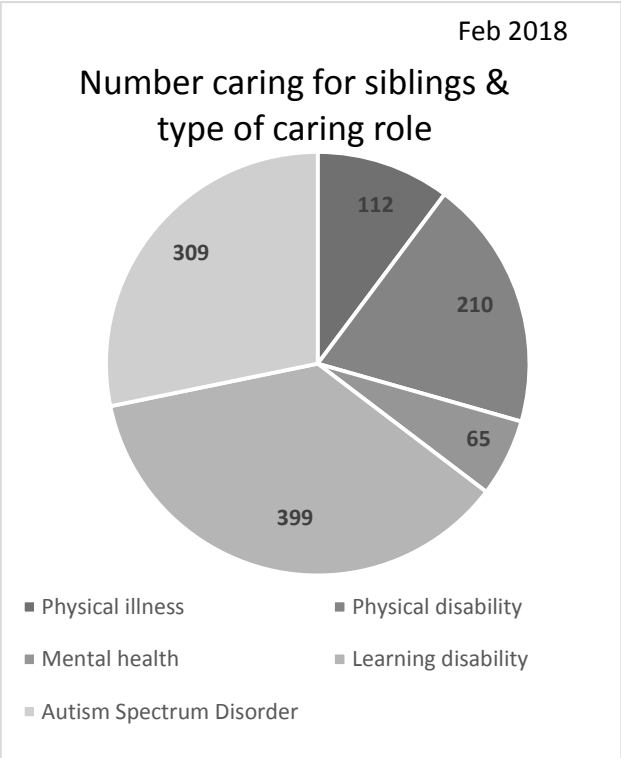
14. Officers informed us that the number of young carers known to the Young Carers Service continues to grow each year and there are currently more than 2,900 identified in Oxfordshire. Between November 2017 and February 2018 alone an additional 374 young carers were identified – an increase of 12.8%.

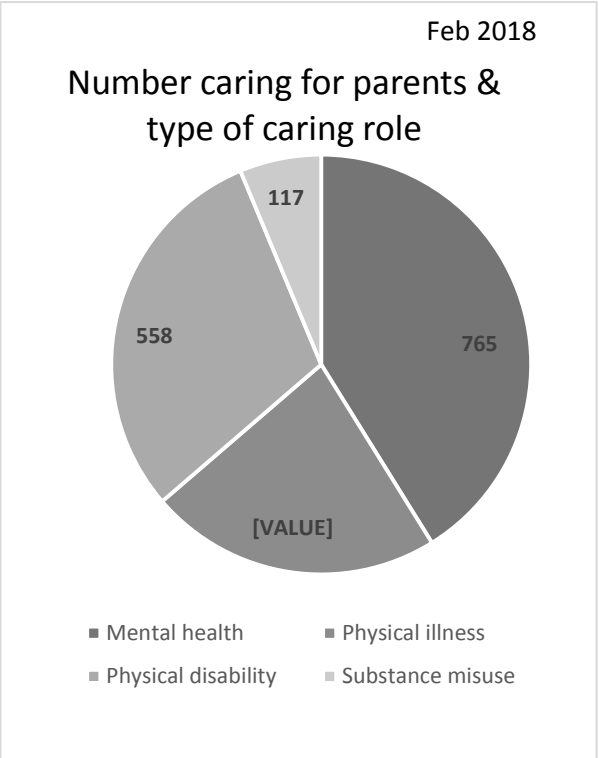
Total young carers identified – Feb 2018 (by Hub)		**2,914 (100%)**
Banbury	15.4%	North area total 24.9%
Bicester	9.5%	
East Oxford	11.3%	City area total 22.3%
Littlemore	11.0%	
Southeast Oxfordshire	17.3%	South area total 34.2%
Southwest Oxfordshire	16.9%	
West Oxfordshire	14.9%	West area total 14.9%
Unknown	3.8%	

15. Alongside the Young Carers Service, the charity Be Free Young Carers supports more than 550 young people with caring roles in South Oxfordshire and the Vale of White Horse. Some of these individuals are also known to the Service.

16. When we met with the charity's Director and Chair of Trustees they reported that there can be as many as 7 new referrals for support to them each week. These come from families, young carers themselves, schools, GPs, social and health care teams and other statutory professionals. Whilst Be Free Young Carers predominantly work with young people aged 8 to 18, the largest cohort of young carers they currently work with are in their early teens.

17. Of the young carers identified, the Council's Young Carers Service has seen a significant increase in the number of young people caring for more than one person (19%). Their caring responsibilities range from caring for a parent with drug and alcohol problems, to caring for a severely disabled sibling. The most common caring responsibility is supporting parents with mental ill-health. The youngest carer referred to the Service was just 3 years old.





The Council's statutory responsibilities

18. Under the Children and Families Act 2014 and the Care Act 2014 the Council has legal duty to take reasonable steps to identify young carers up to the age of 25 and carry out a statutory assessment that considers the impact of the caring role on the child and whole family. The assessment must determine the extent to which the young carer provides or intends to provide 'inappropriate' or excessive' care, defined by the Care Act as anything which is likely to have an impact on the child's health and wellbeing or education, or which is unsuitable for the child.

19. Where a young carer is moving into adulthood a transition assessment is required under the Care Act to examine their needs after 18. In these assessments a 'young carer' is someone under the age of 18 who cares for an adult. Whilst this excludes young carers who look after a younger sibling, a different assessment can be offered under the Carers (Recognition and Services) Act, but only for children who have had a disability assessment.

20. One of the biggest challenge for the Council is identifying young carers; they are often isolated and hidden from view and may not see their role as anything 'out of the norm'. Where an adult with disabilities is known to the Local Authority, systems are in place to ensure identification, but if a young person's responsibilities are excessive or inappropriate because of another's misuse of alcohol and substances, or domestic violence, these young carers are more difficult to find. In these cases schools, the Police, GPs and other agencies play a vital role in identifying and referring potential young carers.

Oxfordshire's Young Carers Service

21. Since 2010 the Council has had a Young Carers Service and there has been a Young Carers Strategy since 2008. Prior to 2017 the Young Carers Service was a specialist service with an in-house team based delivering direct support, and a third sector provider undertaking statutory assessments for young carers.

22. Following a review of the service in 2016 the assessment and support functions were brought together under a single County Council service of 13 staff, including social work qualified staff. Statutory young carers assessments are undertaken by specialist workers in the service and the threshold of needs[3] is used to identify the needs of children and families in Oxfordshire and provide appropriate support.

23. In June 2018 the service moved from Corporate Parenting into the Family Solutions Service[4] which works with a much wider range of vulnerable families in need. This change is expected to increase awareness of young carers and the support available across social care, and promote earlier identification of young carers through collaborative working with early help and social care practitioners. Members of the service will be based in Children & Family Centres, developing local community links and advising early help practitioners and social workers on a consultative basis in relation to the assessment of and support to young carers.

Referrals

24. Despite the obstacles faced in identifying young carers, the number of referrals to the Young Carers Service has been increasing. In February 2018 officers reported that there were 200 active cases and 91 children awaiting assessment. In 2017 a total of 377 referrals were made to the service – a 9% increase on the previous year – with a significant majority being new referrals. A large proportion of these referrals came from the north and south of the county.

Total young carer referrals 2017	**379 (100%)**
City area	16.1%
North area	30.6%
West area	19.5%
South area	33.8%

25. The service uses a simple allocation checklist to internally triage and prioritise cases. This includes an appraisal of whether the cared for person is a single parent of the child, if the cared for person is terminally ill, whether the young person cares for a number of people and if the family is known or open to other early help or children's services. In 2017 a total of 97 Young Carers assessments were completed following referral to the service, although more than 130 were still open for assessment. 79 of these young people received support after their assessment.

[3] The Threshold of Needs Matrix can be found at: http://www.oscb.org.uk/wp-content/uploads/Oxfordshire-Threshold-of-Needs_Final.pdf

[4] A locality based service delivering early help and support, and statutory safeguarding interventions from eight Children and Family Centres across the county.

The Council's support offer

26. The Young Carers Service works with children aged 4 to 18 and young adult carers aged 19 to 25. The type of support currently provided by the service includes:
    a. Liaison with schools and other professionals involved with a child and their family;
    b. Referrals for and/or liaison with services providing support to the 'cared for' person;
    c. Signposting to other support activities and organisations; and
    d. Short term specialist provision focused on building emotional resilience and getting child's voice heard (typically 1:1 sessions).

27. 1:1 interventions are usually delivered by the young carers specialist support workers (7.5 members of staff). The sessions last for as long as they are required, either to reduce a young person's level of need or until another professional takes over their support. In some cases a young person may only need one or two sessions, but others will have been directly supported in this way for more than a year. Depending on the young carer's needs assessment this direct support may be provided by another professional, e.g. an Early Help worker already working with them, who they have an existing relationship with. The support would be provided by whoever is best placed to deliver it.

28. The service is also researching the benefits and practicalities of providing outcome-focused therapeutic interventions to build young carers' resilience and help them understand risks. Such targeted group work is no longer part of the core offer of the Early Intervention Service, but these sessions could help young carers identify with their peers, relate to others with shared experiences, and provide them with a better understanding of their own situation.

29. General group activities for young carers, as with any specific cohort of vulnerable children, are not offered by the Council and open access youth groups that were run by Early Intervention Hubs, stopped in 2017. Families and professionals are now signposted to the Family Information Service to find activities in their local area and in some areas community groups are trying to replicate previous universal services. Instead of general activities, the Service's preference is to build lasting links for young carers by connecting them with their own communities.

30. The wider role of the service is to equip professionals across a range of settings to support young carers more informally. Not all young carers are eligible for support from the County Council, but there are a number of community groups and charities offering broader support to young people with a range of needs. For young carers specifically, we learned about the charity Be Free Young Carers and their offer of respite trips, activities, training and emotional support in the south of the county.

31. To measure the impact of the service's work a performance dashboard is being developed that will include a focus on:
    - referrals for assessment,
    - young carers who are also children in need or on child protection plans,
    - the outcomes of these plans, and
    - children supported in the community.

Cross-service / agency working

32. The Young Carers Service works in partnership with health partners, schools, the Oxfordshire Safeguarding Children Board and voluntary sector providers. There is a well-developed Young Carers School Standards Awards Project which was recently highlighted by the Local Government Association as an effective way of meeting the health and wellbeing needs of young carers[5]. However, the Standard is not checked on an ongoing basis and the scheme duplicates the national Young Carers in School Award run by Children's Society, therefore the Oxfordshire scheme is likely to be phased out.

33. There are particularly well-established links with the School Health Nursing Service. They are well place to identify young carers and the wider impacts of a child's caring role. It was therefore, surprising to learn that there is poor take-up of the Young Carers Service training offer for School Health Nurses and that only some have received training from the Department of Health on young carers. More work needed to explore whether schools who have counsellors could do more to support young carers.

34. The service has established is a good model with Adult Social Care, whereby dependent children are identified through an adult carers' assessment. The Adult Social and Healthcare Team works closely with Carers Oxfordshire to get carers assessments for any person over the age of 18. However, it was concerning to learn that when a young carer is identified as part of an adult social care assessment the case is not automatically prioritised. There was a clear desire among officers to review the system of 'flagging' cases.

35. Since the Young Carers Service has been using the threshold of needs matrix to assess young carers' needs there has been better join up with other teams across children's services. This approach is reinforcing the message that young carers should be considered like any other child with needs and not as a special case – an ethos that is supported by the revisions to 'Working Together to Safeguard Children 2018' (Department for Education) which now refers to young carers under the early help arrangements. The service's main aim is to embed young carers in all frontline services and they are now planning a joint event with all managers from Early Help and social work teams to promote this approach.

Support for young carers in the community

36. Outside of the statutory assessment and support offered by the Young Carers Service we were surprised to learn that there is a lack of specific support for young carers in the community. As far as we know, the only organisation working with this cohort is the charity Be Free Young Carers, operating in the South Oxfordshire and Vale of White Horse areas.

[5] Local Government Association & Bright Futures, 'Meeting the Health and Wellbeing Needs of Young Carers', Jan 2018. Available at: https://www.local.gov.uk/meeting-health-and-wellbeing-needs-young-carers

37. Currently Be Free Young Carers offers social activities, training, workshops and opportunities for relaxation to young carers, which they report are popular with young people and reduce their feelings of stress, anxiety and isolation. Every young carer referred to the charity receives a home visit to have an assessment of their caring activities and the positive and negative outcomes of this. Whilst the charity currently has simple mechanisms for gauging the impact of their work, they are striving to develop methods that clearly demonstrate the impact of their support on young carers over time through reviewing these initial assessments. More information about the organisation is included in Appendix A.

38. As a charity they are heavily reliant on donations, grants and fund raising, and despite existing for more than 23 years, the organisation has been at risk of closure at least twice – once in June this year – because of issues with the sustainability of funding. In recognition of the work the charity does they are well supported financially by the local town, parish and district councils. However, there is still a significant shortfall in their annual income, currently over £100k. They receive no financial support from organisations who frequently refer young carers to them e.g. the County Council, Oxfordshire Clinical Commissioning Group and Academy schools.

39. Despite their working relationship with the Council, the charity leaders shared with us that they feel their relationship with the Local Authority is uneven; the Council refers and signposts to the charity if a young person does or does not meet the threshold for a statutory support, but referring young carers to the Council does not guarantee the offer of statutory support and in some cases the young person may be signposted back to the charity.

40. When we met with the charity's leaders they also reported that awareness of young carers varies significantly from school to school and they expressed concern that pastoral care in schools is being marginalised due to a lack of resources, which could increase young carers' disadvantage. They claimed that schools often prefer to refer to the charity rather than the Council because of the length and complexity of referral forms and the assessment process; they perceive access to support through Be Free Young Carers to be much quicker. More worryingly was their claim that many families they meet do not want to approach the Council because of the fear of family break up through contact with social services.

41. The charity also expressed concern that the local health-system's emphasis on moving to a more community-based system of care has the potential to put significantly more pressure on young people to take on caring responsibilities.

Summary

42. The information and data gathered through this deep dive suggests that only a small proportion of young carers in the county have been identified and many young people with caring responsibilities remain hidden. Taking a whole family approach, raising awareness and intelligently sharing information across statutory agencies and community organisations is therefore vital. Basing the Young Carers Service in a

front-facing service area is expected to help, but the impact of this change is too early to assess.

43. Nevertheless, the Council's Young Carers Service has identified a significant number of young carers in the county and as a result of their work an increasing number are being found every year. However, the Council's focus on delivering statutory assessments and 1:1 support to those most in need has left a vacuum of broader support for young carers. More work is needed on effective practice in provision of support for this specific group of vulnerable young people.

Recommendations

44. **The Committee is RECOMMENDED 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 Regional Schools Commissioner 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.**

Councillor Nick Carter
Lead member – Performance Scrutiny Committee Young Carers Deep Dive

Contact Officer: Katie Read, Senior Policy Officer
August 2018

Appendix A –Be Free Young Carers

The charity's background

- The organisation has existed for 23 years. It was originally established by the County Council as one of three centres supporting adult carers, operating across South Oxfordshire and the Vale of White Horse area.
- In 2011 the Centre became independent charity after the carers service was recommissioned and a contract was awarded to a separate single organisation. The other two centres closed. The charity is now based at the Harwell Campus and still covers South and Vale.
- The Care Act 2014 introduced statutory obligations for the Council to support adult carers; there was less of an opportunity for the Centre to be impactful. The charity undertook a review of carers support across the County from which it identified a clear gap in support for young carers; as a result, the adult service was closed and the focus of the charity was readjusted to support young carers.
- With funding from the Oxfordshire Community Foundation the organisation rebranded and relaunched as 'Be Free Young Carers' (BFYC) in 2017, to make its focus clear and not tie the charity to one geographic area, with the clear ambition to become a Countywide organisation when funding permitted.
- The charity is funded entirely through its own efforts in fundraising; it has been at risk of closure due to a lack of funding on two occasions - once in 2014 and again in 2018.
- In June 2018, the charity decided it did not have sufficiently sustainable funding to support the increasing number of young carers and decided it had no option but to close. As a result of publicity around the planned closure, the charity has received a number of donations which has enabled it to avoid closure and remain open for 6 – 12 months. There is now a need to find sustainable funding during this time.

Overview of the charity

- BFYC not a statutory provider. The charity offers social activities (organised activities and trips), training (in first aid, cookery and nutrition), workshops, opportunities for relaxation for young carers and, in partnership with BETTER Leisure, a young carers discount leisure card. All activities are intended to give young people time away from caring, time for themselves to make friends, socialise and be a child. These activities are popular and reduce the stress, anxiety and isolation that so many young carers say they feel.
- The charity describes a young carer as someone under 18 who is caring for a member of their family or a friend who is ill, disabled or misusing drugs or alcohol – BFYC follows the NHS definition of young carer.
- As part of the registration process, BFYC assess each newly referred young carer in their home using MACA (Multidimensional Assessment of Caring Activities) PANOC (Positive and negative outcomes of caring) assessments (also used by the Council's Young Carers Service). They flag and report any other concerns, e.g. safeguarding, and signpost to statutory support for the young carer and cared-for person where necessary.

- The charity currently supports 556 young carers. There can be as many as 7 new referrals for support each week; referrals come from families, young carers self-referring, schools, GPs, social and health care teams and other statutory professionals. BFYC predominantly works with young carers aged 8 to 18 and provides some support for young adult carers up to the age of 25 through its Leisure Card. The largest cohort of young carers they currently work with are in their early teens.
- The charity has good working relationships with statutory agencies and regularly liaises with schools and colleges to share good practise and advise on supporting young carers.
- The charity employs 5 part-time staff with specific skills (a director, a volunteer co-ordinator, a schools liaison officer, and two support workers). It has 6/7 volunteers and a Board of Trustees. The charity is partnered with another charity that provides pro-bono fundraising and back office support.
- The charity's current annual turnover is c. £150k-170k. It receives no income from the County Council. It is well supported by the parish and town councils and South Oxfordshire District Council, who provide in the region of £46k each year. The charity's remaining income is as a result of regular donations and fundraising activities.

Opportunities for development

- BFYC is aspiring to extend its services to become a county-wide organisation knowing the lack of support for young carers in other parts of the County, and recognising the number of young carers in Oxfordshire.
- To measure the impact of their work BFYC asks young carers to complete feedback forms about how they feel at the end of organised social activities and training. It accepts that it can be difficult to demonstrate impact from this alone and is planning to introduce a light touch annual review of the MACA / PANOC assessment with each young carer to show the impact of their support on the young carer over time.
- BFYC is currently undertaking research, collaboratively with Healthwatch Oxfordshire, to understand the needs of young carers for support in Oxford City. This is hoped to inform a case for the expansion of BFYC support into the City.
- To assist with the financial sustainability of the charity, BFYC is considering how it can use the skills it possesses to generate income.
- BFYC recognises that more could be done to support the transition of young carers into adulthood, working more closely with Carers Oxfordshire.
- BFYC is currently recruiting volunteers to train as befrienders for its new volunteer befriending service which will provide regular emotional 1:1 support for young carers.

PERFORMANCE SCRUTINY COMMITTEE

PROPOSED WORK PROGRAMME

ITEM	NOTES
8 November 2018	
Safeguarding Adults	Scrutiny of the Oxfordshire Safeguarding Adults Board Annual Report.
Commissioning of Mental Health Social Work services	An update on the new partnership arrangements with the provider of mental health assessments.
Safeguarding Children	Scrutiny of Safeguarding Children Annual reports, including an overview of safeguarding work, serious case reviews and quality assurance
Safeguarding Missing Children	An update on the number of children reported as missing from home, care and school in Oxfordshire and the work undertaken by the Missing Children's Panel and partners.
Community Safety and Risk Management	Scrutiny of the county's strategic approach to improving community safety outcomes, and a review of the proposed community risk management plan for 2019/2020.
13 December 2018	
Corporate Plan and Priority Delivery Plans	To provide context for a discussion about resources and budget pressures, Directors will share their priorities within the overarching delivery pans and service plans.
Service and Resource Planning 2019/20 – 2022/23	Scrutiny of proposed revenue budget 2019/20 and medium term financial plan for 2019/20 – 2022/23.
10 January 2019	
Service and Resource Planning 2019/20 – 2028/29	Scrutiny to consider draft capital proposals and draft Treasury Management Strategy and provide comment to the Cabinet before proposals are reviewed on 22 January. This discussion will include proposals for an Investment Strategy and Capital Strategy.
Q2 Corporate Performance	An overview of the council's performance in Q2 and identification of areas that the committee may wish scrutinise in further detail.
Adult Social Care Contributions Policy	Scrutiny of how changes to the way the council charges for adult social care services are being implemented and the impact this is having on residents and their carers
Recommendations of the Highways Deep Dive	A discussion about the findings and recommendations from the Committee's deep dive into the condition of highways in Oxfordshire and customer satisfaction rates.
14 March 2019	

Q3 Corporate Performance	An overview of the council's performance in Q3 and identification of areas that the committee may wish scrutinise in further detail.
Co-production	Scrutiny of progress embedding co-production within Adult Social Care, but also as a key principle in how the Council operates across the board.

TO BE SCHEDULED	
ITEM	**NOTES**
Drug use in Oxfordshire	Links with health, domestic violence, housing – examine relationship with districts and Thames Valley Police.
Contract performance	Scrutiny of how high contracts with key providers, such as SKANSKA or Adult Social Care providers are managed.
Use of s.106 monies	Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments.
Plans to tackle roadside NO2 concentrations	Council's approach to dealing with the impact of national policy to tackle roadside NO2 concentrations on Oxfordshire's transport network/ road infrastructure (i.e. ending the sale of diesel/petrol cars by 2040)
Strategic drivers	How the council is meeting its identified strategic risks, including council transformation and culture change, its relationship with external partners, building communities, etc.
Income generation	Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation.
Impact of Carillion liquidation	Review the cost of delivering services pre- and post-liquidation of Carillion.
Operational Assessment – Community Safety	Scrutiny's comments on the proposed next steps following the report on the operational assessment.
Daytime Support Services	Review of the impact of changes to Daytime Support Services and whether there are clients who did not get places in the new service – to include an Age UK representative.
Ofsted inspection response	Scrutiny of the actions the Council is planning to take in response to the findings of the inspection into local authority services for children in need of help and protection, children in care and care leavers.

Council workforce	How the Council is meeting its Investors in People standard, ensuring its workforce is diverse and representative of local communities, and building workforce resilience, including its relationship with Unison.
Oxfordshire Local Transport Plan	Scrutiny of the Council's overall transport vision, goals and objectives to support population and economic growth.

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PERFORMANCE SCRUTINY COMMITTEE
6 SEPTEMBER 2018

CABINET RESPONSE TO HOUSEHOLD RECYCLING DEEP DIVE RECOMMENDATIONS

1. On 17 July the findings and recommendations from the Performance Scrutiny Committee deep dive into Household Recycling rates were considered by Cabinet. It was agreed that the Director for Planning and Place, in consultation with the Cabinet Member for Environment, would prepare a response for the next meeting of the Performance Scrutiny Committee.

2. The table below sets out the response from the Director and Cabinet Member to the Committee.

Recommendation	Cabinet Response	Comments/Reasons
a) The Council should consider re-establishing the Oxfordshire Waste Partnership, with a commitment to increasing recycling rates from 60% to 75% by 2025.	Rejected	The Oxfordshire Environment Partnership (OEP) took on all the decision-making responsibilities of the Oxfordshire Waste Partnership (OWP) when it was established in 2014. As such, there is already a partnership in place and so the benefits of re-establishing an OWP in addition are limited. The OEP shares the aspiration to increase recycling rates across the county, however, a target of 75% would require significant organisational and operational change, and require considerable investment and contractual changes in order to align all services and policies. Whilst the merits of this recommendation are acknowledged, in July all partner organisations in the OEP discussed a sufficiently stretching target of 65% by 2025 as part of Oxfordshire's revised Joint Municipal Waste Management Strategy.

OXFORDSHIRE COUNTY COUNCIL

b) The Council should focus on communicating the cost advantages of recycling to residents.	Agreed	As part of the Joint Municipal Waste Management Strategy a joint communications strategy and action plan is currently being agreed. Whilst it is more difficult to communicate a compelling message about the cost saving per household, the communications strategy will focus on overall cost benefits to every household of recycling more, as well as the environmental benefits.
c) The Council should improve support for "re-use, recycle" to avoid materials getting into the waste chain in the first place.	Agreed	The standard UK waste hierarchy is to "reduce, re-use, recycle". Oxfordshire County Council already puts significant resources into waste prevention though its work on 'Love Food Hate Waste', Home composting, supporting reuse and sharing activities and reducing plastic usage. This recommendation reflects an existing ambition of the OEP and is one that supports the Partnership's aspiration to move towards a circular economy in Oxfordshire. This would help to keep resources in use for much longer, extract the maximum value whilst they are in use, and ensure they can be recovered and recycled easily at the end of their life.
d) The Council should work with local collection authorities to create greater synergy in waste collection services.	Agreed	Each waste collection authority has separately established contracts and collection arrangements that were developed at different times, and subject to different political and market forces. Greater operational synergy will require support and commitment from all councils and take time to establish, but as a member of the OEP we are keen to work towards consistency across waste collection services and will continue to pursue this through implementation of the Joint Strategy.
e) The Council should create a strategy for effectively communicating with residents and manufacturers about what they can recycle and how, particularly food waste.	Agreed	The focus of the joint communications resource agreed by the OEP is currently being scoped with waste and communications officers across the county. Food waste, plastics, additional recycling and waste reduction are all being considered in these discussions.

f) The Council should work towards recycling items that are currently going to incineration, including laminated pouches, plastic film, etc.	Agreed	This aspiration is already a part of the OEP's 65% recycling target. However, it should be recognised that the County Council and the collection authorities are limited by local and international markets for these materials. Without sufficient demand, segregation and reprocessing is prohibitively expensive. OEP will work through industry and national bodies, such as the WRAP plastics pact to try and increase the number of items that are able to be recycled.
g) The Cabinet should instruct officers to make a comparative study of other councils' waste services, including in relation to new technologies.	Agreed	As part of the review of Oxfordshire's Joint Municipal Waste Management Strategy several other high performing authorities were studied to see what could be learnt from them, and officers are tracking the progress and outcomes of others who are making changes. The findings from these studies indicated that Oxfordshire is performing very well against similar authorities and is still among the best at recycling and composting in the country, with one of the lowest waste arisings per head. The OEP recognises that it has set ambitious targets and may need to embrace change and new technologies to see these realised.
h) The Council should work with manufacturers and retailers to ensure the adoption of consistent packing policies which mean all household materials are recyclable.	Rejected	The County Council has limited scope to directly influence manufacturers and retailers. However, through membership of groups such as NAWDO (National Association of Disposal Authorities), WRAP (Waste and Resource Action Programme) and CIWM (Chartered Institution of Wastes Management), and involvement with LARAC (Local Authority Recycling Advisory Committee) and LGA (Local Government Association) we can support national efforts and campaigns to enact change, e.g. by joining the WRAP Plastics Pact when rolled out to Local Authorities.

3. The Cabinet thank the Performance Scrutiny Committee for highlighting the importance re-using, recycling and composting waste materials and for drawing attention to the good work that the Oxfordshire Environment Partnership is doing.

Cllr Yvonne Constance
Cabinet Member for Environment
August 2018

Susan Halliwell
Director of Planning and Place

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Scrutiny 'deep dive' / working group
Scoping document

Key Information

Scrutiny Committee	Performance Scrutiny Committee
Working Group Title	Highways Deep Dive
Date established	5 July 2018
Lead Scrutiny Member	Cllr Jenny Hannaby
Membership	Cllr Liam Walker, Cllr John Sanders
Supporting Officer	Katie Read, Senior Policy Officer
Operational Lead(s)	Paul Fermer, Assistant Director Community Operations Steve Smith, Service Manager Network Asset Management Rikke Hansen, Service Manager Highways, Transport and Waste

Working group rationale

The condition of Oxfordshire's 2,785 miles of road has a significant impact on the quality of people's lives and affects the local economy. Roads provide access to jobs, services, schools, the delivery of goods and enable people to make the most of their free time and leisure activities. A core priority of the County Council is to support thriving communities and a thriving local economy by improving transport links and the Council has a responsibility to maintain a safe and sustainable road network to ensure that Oxfordshire delivers the services residents need.

However, with a growing population and economy coupled with increasing pressure on housing and infrastructure, roads are likely to deteriorate more quickly, repair works will cause more disruption and there will be greater levels of congestion. The challenge therefore, is for the County Council to maintain the county's extensive and high-demand road network within reduced public funds.

Recent customer satisfaction surveys and correspondence from residents have shown a high level of dissatisfaction with the condition of the county's roads. This is in part also affecting how the public perceive the authority as a whole.

At the July meeting of the Performance Scrutiny Committee members agreed to establish a working group to investigate in detail how the County Council is maintaining and repairing Oxfordshire's roads and what plans there are for future investment in the county's highway infrastructure to address poor customer satisfaction rates.

Deep Dive objectives

To achieve this aim, the objectives of the working group will be to:

1. Develop a greater understanding of smarter traffic management approaches and the prevention of road deterioration.
2. Understand the impact of heavy goods vehicles and other large vehicles on the condition of roads.
3. Explore how the Council works with third parties, e.g. utility companies, to ensure roads are properly reinstated after works.
4. Clarify the ways in which councillors and residents can stay informed about work on the county's highways.
5. Explore the Council's relationship with Highways England, particularly the impact of diversions from main arterial routes on secondary roads that are the responsibility of the Council.

Councillors in the deep dive group will collect and review evidence between September and November, and aim to report their findings and recommendations to the Performance Scrutiny Committee in January 2019. If the recommendations are endorsed, the Committee will determine how best to monitor and measure the impact of these going forward.

Deep Dive scope

The focus of the working group will be on four key areas:

1. **The condition of Oxfordshire's roads**, including
   - The prevention, identification and repair of pot holes and other road defects,
   - How the 'Dragon patcher' is used and whether it delivers good value for money,
   - How the Council communicates with residents and councillors about its road infrastructure,
   - How the Council works with district councils and the city to maintain its road network,
   - Benchmarking local customer satisfaction rates nationally.
2. **Congestion**, including:
   - The county's strategic road networks,
   - How road diversions are managed on main arterial routes,
   - The Council's relationship with Highways England.
3. **Street works**, including:
   - How works on highways are prioritised and programmed,
   - The impact of third party work and significant events on the road network, and the Council's legal rights and duties.

4. **Highway maintenance contracts / agreements**, including:
    - The extent of maintenance work delegated to town and parish councils,
    - How successfully highways contracts are monitored and the specific responsibilities of contractors.

As far as possible, the deep dive will also take into account the impact of the Council's Fit for the Future Transformation Programme and examine how the new team structure within the Communities directorate is helping to deliver a better service for Oxfordshire's residents in terms of highways.

The deep dive will not focus on the impact of housing development on new or existing road infrastructure, as it is thought that this area of focus could warrant an entirely separate deep dive.

Evidence requirements

To meet the objectives of the deep dive and gather relevant intelligence and evidence to inform its recommendations the following activities are proposed. This list is not exhaustive and where further visits or discussions are needed to explore topics / issues in more detail, these will be facilitated.

1. **Review key policies and plans** to understand the overarching approach to highway maintenance and the strategic drivers guiding the Council's investment plans for the road network.

2. **Review key statistics** in relation Oxfordshire's highways to understand their current condition and the level of future investment required.

3. **Visit the Urban Traffic Management Team** to examine how the county's strategic road network and the impact of congestion is managed.

4. **Visit Drayton Depot** to gain an 'on-the-ground' view of how maintenance and repair work is planned and undertaken.

Indicative Project Plan

Task	August 2018	September 2018	October 2018	November 2018	December 2018	January 2019	February 2019
Scoping review	X						
Desk Research	X	X					
Evidence gathering activities		X	X	X			
Analysis				X	X		
Final report					X	X	
Cabinet response							X

Key:

	Pre-deep dive scoping and background research
	Internal briefings/desk research
	Evidence gathering activities e.g. site visits, meetings with officers etc.
	Analysis of evidence and interim draft report
	Recommendations workshop, final report to scrutiny and informing stakeholders
	Recommendations to Cabinet

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