PERFORMANCE SCRUTINY COMMITTEE
15 June 2017

How the council is changing
Proposals for our new business operating framework

Report by Assistant Chief Executive

Introduction

1. These are challenging yet exciting times for the council. There is immense change underway as we transform the ways that we work in order to deliver the best outcomes for Oxfordshire's communities and residents.

2. This document attached as Annex 1 aims to demonstrate the 'golden thread' that flows from the council's vision for achieving a thriving Oxfordshire through to our values, the principles informing the Fit for the Future transformation programme and a new operating framework that we will use to underpin our approach in the future. It also sets out the Council Leadership Team's current priorities and areas of particular focus for the coming months.

3. This document is a draft and is being provided for discussion and input by councillors and staff. A final version will then be developed and shared across the council in order to inform our future work.

4. Staff have been asked to provide comments by 9th June and feedback will be provided at the meeting.

Recommendation

5. **The Performance Scrutiny Committee is RECOMMENDED to consider this draft document and provide comments to help inform development of the final version, which will then be used as a blueprint for shaping future direction including driving the council's transformation programme and developing a new corporate plan**.

Contact Officer: Maggie Scott, Assistant Chief Executive, On behalf of the Council's Leadership Team, May 2017

ANNEX 1

**How the council is changing
Proposals for our new business operating framework**

Our vision [what the council wants to achieve]

Our vision is to enable a thriving Oxfordshire for everyone which includes:

Thriving communities

- Every community thrives, and everyone can play an active part

Thriving people

- Everyone leads safe, healthy lives while people with the greatest need are cared for so:
    - older and disabled people can live independently
    - every child has the best start in life
    - everyone is protected from abuse or neglect

Thriving economy

- A strong and thriving economy creates jobs and homes for the future
- The environment and quality of life for Oxfordshire communities are protected

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Achieving our vision [how we will work]

We will achieve our vision by:

- Putting residents at the heart of everything we do.
- Understanding the strengths and needs of each community, so we can help them to help themselves.
- Empowering and supporting our members and staff to make a real difference to people's lives.
- Continually looking for new ways to improve services and reduce costs.
- Working with people, communities and other organisations as one, joined up council.
- Fighting for Oxfordshire to secure investment in public services and infrastructure.
- Making dealing with the council simpler, with better use of digital technology.

Our Values [our behaviours]

Staff have recently voted to agree a new set of values that describes how we will behave to deliver our vision:

Proposals for a new business operating framework

The proposed new business operating framework describes a complete overhaul in the way that we work. As a whole it articulates how we want to work in the future, it applies to all our services and everything we do:
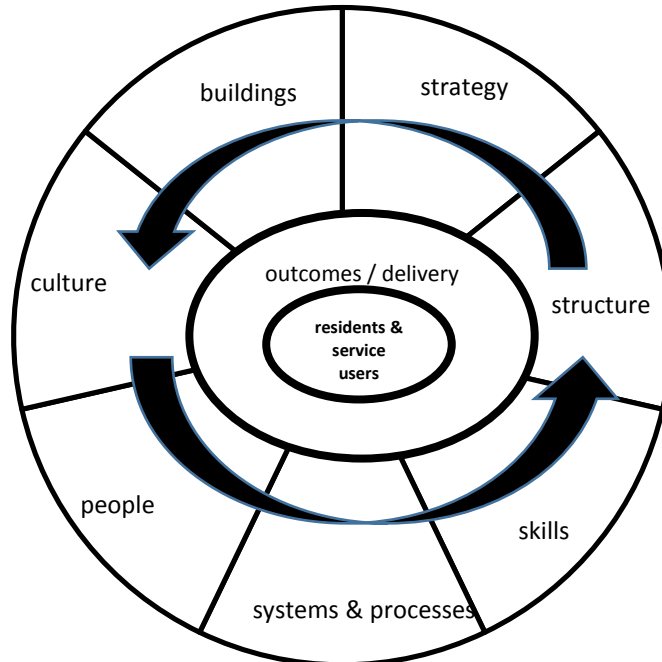
The model must be seen as an overarching whole, describing the approach that will be taken right across the council - no one segment can be changed without materially impacting on the other segments of the model. The segments of the model are set out in detail below.

Strategy: Leading and enabling

We will:

- **Provide and support strong and accountable leadership** for communities in Oxfordshire to ensure that collectively we deliver what residents need efficiently and economically
- **Support communities to help themselves** by understanding the strengths and needs of each community
- **Manage demand and future costs** by focusing on prevention to avoid people needing services where possible
- **Assess whole life costs** and as much as possible invest up front to avoid short term and ultimately more costly solutions
- **Encourage the voluntary and community sector to thrive** and enable it to deliver outcomes

Structure: Flexible and responsive

We will:

- **Break down internal silos and collaborate across teams** by sharing expertise and resources to learn from each other
- **Develop a strong commissioning approach** by looking for opportunities to deliver our services in new and more efficient ways
- **Work with partners to deliver** excellent outcomes for residents in the most efficient way

Systems and processes: Customer orientated

We will:

- **Be digital by default** by improving our accessibility of services through digital functionality
- **Exploit technology** as much as possible to support delivery of our services
- **Commission for outcomes** rather than outputs thereby putting the end state goal at the centre of what we do

Skills: To facilitate change

We will:

- **Make decisions based on analysis of evidence** and use business intelligence to drive delivery of our services
- **Work with service users and communities** to design services that will meet their needs
- **Drive better value service delivery** by fostering a strong commercial awareness, continually seeking for efficiencies and adopting new delivery models

People: Flexible and empowered

We will:
- **Create a shared culture** which drives high performance by working as one team with excellent communication
- **Make the most of our talent** by offering opportunities for development and promoting a broad skills base
- **Work flexibly** by making our working practices more agile and empowering people to make decisions
- **Be prepared for the future** and resilient to the changing environment by being improving our strategic workforce planning and being consistent

Culture: Open, collaborative and innovative

We will:
- **Be open and transparent** by making information and intelligence available for staff and residents and communicating with them in a meaningful and accessible way.
- **Work with communities** by enabling them to identify their own priorities and develop their own solutions and support local councillors in their role as local representatives
- **Encourage innovation and creativity** by supporting people to explore new approaches and take risks in a managed way
- **Seek to continuously improve** our services to be the best they can be and deliver what residents need
- **Strengthen our reputation** with residents, partners and nationally in order to enable a strong 'licence to operate' in the interests of Oxfordshire's residents
- **Live our organisational values** across all of our practices to reflect a common and consistent working culture

Buildings and Infrastructure

We will:
- **Have a visible local presence**, developing community hubs that enable people to access the services they need within local areas
- **Make best use of our buildings**, exploiting opportunities to share space across services and with our partners to improve access and deliver savings
- **Ensure our staff can work seamlessly across a variety of locations** (both ours and our partners) to deliver services in the most effective way
- **Make the best use of our assets** by exploiting opportunities for investment and income generation and working with partners to seek opportunities from collaboration
- **Deliver new and improved infrastructure to support growth** through strategic infrastructure planning across all of Oxfordshire and in collaboration with major providers

Fit for the Future programme

The council's transformation programme is called Fit for the Future. Its aim is to more effectively join up our services, working with partners and communities to deliver better outcomes for people and places. The programme has three cross organisation work streams that will enable and drive change right across the council as we redesign all our services based on the approach set out in the operating framework.

- **Digital First** – This work stream aims to implement digital services and build the capability to configure digital services to enable automation leading to improved business processes for customers.

- **Business Efficiencies** – This work stream aims to improve back-office functions; making us more efficient and adaptable by simplifying, streamlining, automating and consolidating processes. The Digital First work stream will be a key enabler of this work.

- **Place** – This work stream is designed to enable our services to meet the needs of communities and to ensure we get the best value from our assets. Working with all services and our partners, we are taking a 'whole-place approach' to understanding the needs of local areas. The public sector presence, both in terms of service delivery and property will then be redesigned to best meet these needs.

Current areas of focus by the Council Leadership Team [CLT]

The issues below have been identified as priorities for focus in the next few months by the Council's Leadership Team. Staff should be able to draw a 'golden thread' between their day to day work and these priorities.

1. After the recent elections, **supporting councillors** to get up to speed as quickly as possible and help **the new council** to shape our future direction

2. **Transforming the council** in the best interests of our residents, including by seeking local government reorganisation, the Fit for the Future programme, service redesign, encouraging innovation, customer focus

3. Supporting a skilled and effective **workforce**

4. Taking a **'Leadership of place'** role - seeking the best outcomes for Oxfordshire on the regional /national stage; and within local communities ('strategic' and 'local' focus)

5. Enabling sustainable **economic growth** in order to fund our future services

6. Seeking to invest in growth and service outcomes through our **investment strategy**

7. Working effectively **with the NHS** to improve the **health and wellbeing** of Oxfordshire's residents and achieve health and social care integration

8. Embedding approaches to **demand management** as we redesign our services

9. Improving the council's **reputation** locally and nationally

In addition we will continue:

10. Delivering **excellent services** for our residents, meeting our statutory duties and working effectively with communities and partners

11. **Managing the business** effectively, including through robust governance and decision making processes

12. **To be responsive** to the unexpected and actively **horizon scan** to identify and act on opportunities and risks to the council's future direction