

Annex 2 – Risks and issues

As part of the latest draft of the corporate monitoring report, the overall Organisation Change and Service Design risk has been assessed as below:

Risk cause	Risk effect	Residual risk rating	Existing controls	Further action required
Organisational Change and Service Design	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Medium /High	<ul style="list-style-type: none"> • All projects clearly identify benefits to be delivered and the long-term financial implications (upfront costs and savings), supported by project plans and milestones where appropriate • Clear financial benefits realisation articulated in all project plans, regularly monitored through monthly highlight reports and integrated with the council's business management monitoring report process • Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services • All project resourcing considered monthly, roles allocated and additional 3rd party support commissioned where there is a lack of internal capacity or skills • The Joint Audit & Governance and Performance Scrutiny (Transformation) Sub-Committee receives quarterly reviews of progress made, supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan • Where joint activity is planned the Partnership Working Group review progress and delivery. • Capacity and expertise are managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. 	<ul style="list-style-type: none"> • Ensure that the entirety of the council's change agenda, including all existing programmes are integrated into one overall portfolio of change programmes that lead and inform the emerging Service and Resource Planning Process, and expand in scope where further savings are required • Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects • Ensure all change activity is fully aligned to, and supportive of the corporate priority setting and medium term financial planning process • CEDR to regularly review the council's full portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members

In addition, the current Programme risk register holds the following strategic risks:

Risk	Residual risk rating	Existing controls	Further action required
<p>Quality of services Transformation does not improve or maintain the quality of services for our residents and businesses</p>	Medium	Quality and customer experience are key design principles that have informed the development of the implementation plan.	Service and Community Impact Assessments will be carried out as part of standard project processes.
<p>Scope and governance Transformation is delayed through scope and governance not being in place quickly enough</p>	Low	Governance assessed against established programme methodology and plan for improvement put in place.	Further improvements to governance of the programme are being considered (particularly re links to existing OCC government processes e.g. capital approvals board).
<p>Pace and capacity Lack of pace and OCC capacity limits ability of programme to progress against plan</p>	High	Governance structures in place support fast escalation of resourcing concerns to leadership. Capacity needs for further phases of work are being scoped out in detail.	Additional external support has been procured to support programme pace. Further external support is currently being considered for Human Resources and Communications teams, including support for an Organisational Development Plan.
<p>Value for money Transformation does not deliver sufficient value for money for our residents and businesses</p>	High	Detailed 3 year transformation implementation plan established that builds on the approved business case. A corporate reserve / contingency has been established to support redundancy costs.	
<p>HR as an enabler of change activity Enabling HR capabilities including leadership, culture and learning & development are not sufficiently in place to fully maximise impact of change programme</p>	Medium	The Chief Executive's leadership team (CEDR) has scoped how the council's overall organisational culture, values and behaviours can be enhanced to support change activity.	CEDR, in conjunction with the Deputy Director for Human Resources and Organisational Development, are currently in the final stages of commissioning support for what is likely to be an 18 month programme of engagement, touching all staff and members. This is likely to go live in mid-February. Resourcing the right level of HR and OD support for the programme of change to be kept under constant review, especially the capacity of the HR service

<p>Information Communication Technology (ICT) dependency</p> <p>Risk that ICT enablers aren't in place to support delivery of transformation projects resulting in poor services or stalled change activity</p>	<p>Medium</p>	<p>A new ICT Strategy and Framework for Digital Service Delivery was endorsed by Cabinet in December. The strategies include a strong focus on supporting the Council to deliver its services more effectively through a technological and digital roadmap that meet the current and future needs of the organisation, its partners and residents.</p>	<p>Future phases of the transformation programme will continue to involve close integration with ICT and alignment with the strategy and digital framework now agreed.</p>
--	---------------	--	--

Annex 3 – Corporate social responsibility contribution

Background

1. As part of the Council's contract with PwC to support the implementation of the transformation programme, PwC made a commitment to make a Corporate Social Responsibility (CSR) payment to benefit the Oxfordshire area, upon completion of the first phase of work.

What we are trying to achieve through the CSR payment

2. The payment is an opportunity to demonstrate the Council and PwC's commitment to partnership working. PwC has a strong commitment to CSR and aims to make a positive contribution to the communities served by clients it supports. It has a stated corporate purpose to: "build trust in society and solve important problems". For the Council, the CSR commitment is an opportunity to demonstrate added value from the partnership.

3. The Council and PwC agreed that CSR payment should be used to fund, or part fund, an initiative or service that will be of benefit to the residents of Oxfordshire. Work funded through this payment should be jointly branded, and there was a requirement for the Council to consult with PwC prior to agreeing how to use the funding.

Principles for guiding how the fund should be used

4. A set of principles were agreed for guiding how the fund should be used:

- Consistency with the intentions of the Public Services (Social Value) Act 2013. This requires bodies commissioning public services to consider how they can also secure wider social, economic and environmental benefits. It is designed to encourage commissioners to work with suppliers to design better services, including by finding innovative solutions to difficult problems.
- The impact of any initiative resulting from PwC's contribution should be countywide, rather than focusing on any locality. This could be indirect, for example, with countywide impact following local piloting.
- The joint decision on the use of the funding should receive council-wide support / endorsement.
- The principle of additionality should apply. The contribution should be used to fund activity that would not have happened without the contribution. This does not mean that it cannot extend the scope of existing initiatives, but it should not be used as a substitute for mainstream funding.

Proposed initiatives to support

5. In line with the principles above, two initiatives have now been identified as proposals to be funded.

1. Oxfordshire Care Leaver Association – supporting children and young people in Oxfordshire who have experience of being in care

2. One Planet Living – supporting local Voluntary and Community Sector organisations to take appropriate action to increase their sustainability and lessen their environmental impact.

Oxfordshire Care Leaver Association

6. Oxfordshire Care Leaver Association (OCLA) is a Social Enterprise Community Interest Company Cooperative formed in 2017.

7. The objects of the cooperative are to carry out activities which benefit the community and, in particular, children and young people in Oxfordshire who have experience of being in the care of a local authority (as well as the families, professionals and volunteers that support them).

8. OCLA is run by Care Leavers, for the benefit of Care Leavers. The organisation seeks to increase positive engagement between care experienced young people and local communities in order to increase social and economic opportunities and contributions for all. OCLA then works to promote and disseminate models of good practice that are developed beyond Oxfordshire.

9. OCLA provides a number of services for care experienced young people including advice and guidance, training and professional development, business and enterprise skills, signposting and networking. Mentoring programmes connect isolated and vulnerable young people with local communities (especially in relation to Unaccompanied Asylum Seeking Children). OCLA also works to support the promotion of positive images of young people who have been in care, and support the creation of better quality relationships and understanding between the business sector and those who have been in care. This serves to create new employment and housing opportunities and supports the reduction of unemployment and isolation. OCLA is currently focused on four strands of work that need additional resource to develop, pilot and roll-out. Funding provided through CSR monies will be used to provide the first dedicated paid post for the organisation which, so far, has been limited to the voluntary time of young people juggling work, family life and studies. A dedicated part-time post will provide the organisation with the professional resourcing capacity it requires for the following key pieces of work to become a reality:

- Business Champions Pilot Programme providing positive work place opportunities for care experienced young people. Stepping stones into work have been carefully designed by young people in collaboration with care leavers. Key business partners that are contributing include John Lewis, Unipart, Blenheim Palace and universities. This pilot programme will be delivered from 2019.
- Peer-to-peer mentoring pilot for young people in care. A care experienced champion will lead this from 2019/20
- Creation of a discount card for Oxfordshire services and retailers for young people in care
- Continued development of OCLA governance, marketing and organisation

One Planet Living

10. One Planet Living is an approach developed by Bioregional, a multi-national organisation with strong presence in Oxfordshire. It involves considering ten simple principles – from health and happiness and sustainable food to zero carbon energy – that provide a common language to talk about sustainability and to drive positive change, and developing an action plan to improve sustainability and lessen environmental impact.
11. This is also in line with our own emerging response to acknowledging the climate emergency, and our wider responsibilities in encouraging behavioural change across local communities.
12. A number of public and voluntary sector organisations have already been part of developing a One Planet Living approach in Oxfordshire as part of Bioregional's [One Planet Cities](#) project, with a workshop in November 2018 bringing together organisations to develop a high level action plan to take forward ([more info here](#)).
13. A wider project involving Bioregional, councils, Low Carbon Hub and Oxford Brookes University is also offering free energy surveys to SMEs and VCS organisations to provide practical advice on decarbonising buildings.
14. Separately, several local voluntary and community sector organisations are working with Bioregional to consider their own sustainability plans, including property, fleet, staff travel, printing, single use plastics etc. However, it is clear that many organisations require more advice and support to develop plans and take appropriate action.
15. OCVA, Aspire and other VCS organisations have indicated a desire and willingness to work with Bioregional to help engage the wider VCS sector in Oxfordshire to help realise a wider sustainability impact for the organisations themselves and positively influence the people they work with in their own behaviours.
16. Funding provided through CSR monies will be used to engage Bioregional in delivering workshops and follow up support to VCS partners on helping them to embed sustainability policy and practice, within the vision they have already created for Oxfordshire.

Monitoring and evaluation

17. Following disbursement of the monies, the Council and PwC will work closely with the two initiatives to monitor progress and assess the outcomes delivered as a result of the investment provided. A written summary of how the monies have been used and the results deriving from the initiatives will also be provided, including content that can be made publicly available for both the Council and PwC's uses.