Delivering the future together...

... to become an employer, partner and place shaper of choice Update on the Transformation Programme – 19th April 2024.

Performance and Corporate Services Overview & Scrutiny Committee



What is 'Transformation'

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

Becoming an Employer, Partner and Place Shaper of choice



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



Employer of Choice

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



Partner of Choice

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



Place Shaper of Choice

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

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

Employer of Choice

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

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

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

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Place Shaper of Choice

Oxfordshire has sustainable, resilient communities

Oxfordshire has communities where healthy behaviours are the norm

Oxfordshire has an inclusive economy

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

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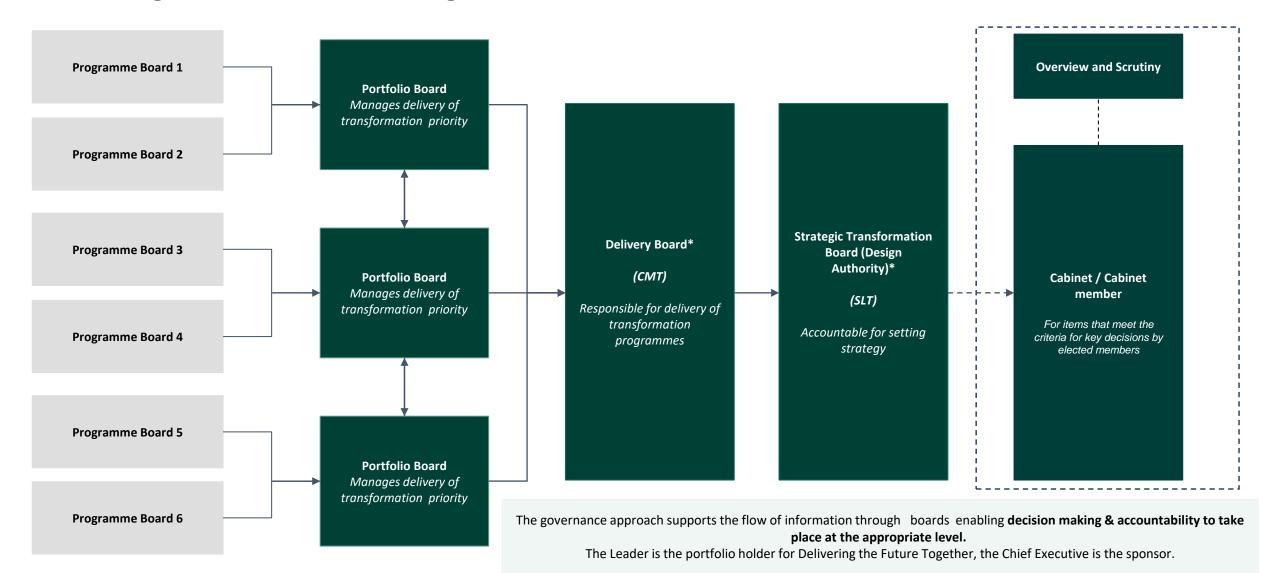
To deliver this we will need to become a sustainable and successful organisation



We will...

- ... be leaner and more focused on delivering key priorities to the best of our ability.
- ... operate from fewer buildings and make sure those we keep are used to their full capacity.
- ... embrace technology where it improves productivity and connectivity to the people we serve, helping us become more efficient.
- ... collaborate more closely with partners in the voluntary and community sector so we're no longer the main provider for every service.
 - ... leverage commercial opportunities where they deliver value for our residents.

We have agreed Transformation governance



Regular briefings for elected member as appropriate.

Informal cabinet and political group leaders - quarterly updates.

PMO Management Communications Governance Governance Tools Project, Programme Management Appendix

Governance Overview

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



Why

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



Consequences

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



Tools

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

To deliver this we have agreed the following



- Terms of Reference for Programme Boards

- Terms of reference for the 3 x Portfolio Boards – Becoming an Employer, Partner and Place Shaper of choice

- Terms of Reference for the Delivery Board

- Terms of Reference for the Strategic Transformation Board

Governance Flow – Fictional example

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

IDENTIFY

The Policy Manager approaches the Transformation Team asking where they should begin with exploring this idea. The Transformation PMO will provide a SOC template. A request for data and insight should also be initiated. The author of the SOC engages with directorates (finance, HR, IT etc) to assess the feasibility of the programme and to discuss the business partner requirement..

Communications



Strategic Transformation Board (STB) reviews the SOC and agrees that it becomes part of the Partner of Choice Portfolio. They also agree that it is categorised as an A programme, since it has significant income potential and is also politically and reputationally sensitive. STB provides guidance on potential guardrails and requests that benefits are further defined in line with the Transformation team's recommendations.

DEFINE TO DESIGN

Initial programme brief and summary slide goes to STB. STB defines the guardrails and agrees the investment and expected RoI based on the Transformation team's recommendations.



DEFINE

The PMO identifies a Programme Manager to lead the programme during the first three months to develop the Initial Programme Brief.

The Director of Finance is identified as the SRO for the work. The Portfolio Lead sets the expectations around the programme management approach, governance & reporting. The programme manager also seek support of business partners such as HR and finance.

A Programme Board is established to oversee this programme

DESIGN

The Programme Manager develops the final programme **brief** based on the preferred option and guardrails agreed by STB.

Project, Programme Management

The Programme Manager also works with the Portfolio leads and PMO to identify dependencies.

DESIGN

The final programme brief sets out a fully costed and resourced plan for how and when changes will be delivered, and the intended benefits to be realised. It identifies the risks and shows how these are being mitigated

DESIGN TO DELIVER

Final programme brief goes to STB for review. STB agrees to progress the programme to DELIVERY.

DELIVER

Once delivery is complete, the programme is handed back to the 'customer' (now the newly established commercial team). The Programme Manager captures lessons learned and shares these with the PMO



The PMO assists the Programme Manager in tracking the realisation of benefits (which is likely to extend beyond the programme's lifecycle) according to the plans agreed with the Programme Manager and SRO.



Closure report shared with Delivery Board, as this is an 'A' programme the report also goes to STB.

DELIVER

The Programme Manager oversees delivery of the programme, escalating actions or decisions via the Transformation Dashboard. Delivery is likely to involve the delivery of a range of outputs via projects, for example this could be a new digital system for marketing services, new commercial offerings and recruiting a new team to run this

Strategic Transformation Board (Design Authority) 10

Where are we?



	Identify	Define	Design	Deliver	Close
Purpose	The process of identifying a programme that aligns with organisational and Transformation goals	To validate and build from the Strategic Outline Case (SOC) and create the information that represents evolving thinking about several of the programme's areas	Provides the formal basis for assessing whether the proposed programme is viable and achievable and whether it should move into delivery	Executing the programme plan and implementing the required projects and activities. Monitoring progress against planned targets. generate tangible outputs, outcomes and benefits.	The closure report records the final project sign off, assesses success and assesses lessons learnt.
Document	Strategic Outline Case (SOC)	(Initial) Programme Brief: Section A	(Full) Programme Brief: Section B	Programme workbook	Programme workbook – Closure report
	Corporate Landlord	Business Intelligence	Business Intelligence	Our People and Culture Strategy	
Programmes	One Fleet		SEND (Light Touch)	Improving Customer Experience	
			Oxfordshire Way	Commercial	
			HtST (Light Touch)	Agile Accommodation	
				Organisational Design	
			Business Service Transformation	Business Service Transformation	
			Strategic AI	Strategic AI	

Programme Snapshots



Business Intelligence

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

Oxfordshire Way

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

AI / RPA- Co pllot

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

Business Service Transformation

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

SEND

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

Improving Customer Experience

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

Our People and Culture Strategy

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

Organisational Design

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

Agile Accommodation

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

Commercial

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



What is the Delivery Hub?

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

Change Academy



Across the month of March, twelve members of the OCC team arrived at the PwC offices to complete the first cohort of the much-anticipated Change Academy.

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

Data and Insights > Business Intelligence



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

Communities of Practice



What is it?

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

Why will it make a difference?

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

Forward Look



Identify – Strategic Outline Cases to STB:

- Corporate Landlord
- One Fleet

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

N/A

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

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

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

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