

APPENDIX TWO: LOCAL GOVERNMENT ASSOCIATION: CORPORATE PEER CHALLENGE – JULY 2023

Appendix 2

OXFORD CITY COUNCIL ACTION PLAN

Local Government Association Recommendation	Local Government Association feedback	Ongoing activities that support this	New Actions	Delivery timeline for new actions	Action owner/s
257 <i>Co-design shared outcomes</i>	Convene anchor institutions working together on shared outcomes and drive how these are delivered and procured.	<ul style="list-style-type: none"> West End Strategic Board is a cross sector partnership facilitating the inward investment case for the West End and the work on Cowley Branch Line investment supported by cross sector programme board. 	<ul style="list-style-type: none"> Launch Oxford West End website – communicating our collective vision. Establish developer-led skills and employment working group, initially for the West End. 	March 2024	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> Oxfordshire Inclusive Economy Partnership progressing several work streams that support our Oxford Economic Strategy. 	<ul style="list-style-type: none"> Secure funding through FOP for the partnership manager to continue progressing work streams Continue to participate in the 4 working groups to shape initiatives and interventions Engagement with Oxford University Hospital Trust in the work they are doing to establish an Anchor Vision and anchor network allied to the OIEP 	Feb 2024 Ongoing	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> Economic Growth Steering Board is a cross sector group leading oversight of the delivery of Oxford Economic Strategy. 	<ul style="list-style-type: none"> Use Oxford Strategic Partnership and its subgroups - Economic Growth Steering Board, Zero Carbon Oxfordshire Partnership – to inform development of our Corporate Strategy 2024-28. 	Jan 2024	Head of Corporate Strategy (Mish Tullar)
		<ul style="list-style-type: none"> Cross Sector delivery Board being established to deliver City Centre Action Plan through partnership rather than seen as Public Sector responsibility. 	<ul style="list-style-type: none"> Establish delivery board including agreeing terms of reference and members. 	Dec 2024	Head of Regeneration & Economy (Carolyn Ploszynski)

258		<ul style="list-style-type: none"> FOP work programme review underway seeking to better align to impacting shared objectives and issues across Oxfordshire. 	<ul style="list-style-type: none"> Engage in the future of OxLEP discussions to ensure the positive partnership working is continued in new model. 	Ongoing	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> Partnership working with county on key transport matters 	<ul style="list-style-type: none"> Embed the Delivery and Place Making officer and member partnership meetings to engage on key work streams affecting the Oxford Develop a Place and Movement Framework for City Centre and Northern Quarter Progress Full Business Case (FBC) and Infrastructure Place Study (IPS) to support proposals and investment bids for Cowley Branch Line Complete commission for Oxford Station Masterplan to identify refined options for engagement 	Ongoing March 2025 Summer 2024 (FBC) March 2025 (IPS) March 2024	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> One public estate being reinvigorated locally with more focus on integrated care system and Active Wellbeing programme re Health and Leisure. 	<ul style="list-style-type: none"> Deliver co-location pilot with Oxford University Hospitals NHS Foundation Trust at Leys Pools & Leisure Centre. Deliver smoking cessation pilot with Oxford University Hospitals NHS Foundation Trust at Barton Leisure Centre. Engage with OPE team at County to identify further opportunities 	August 2024 November 2023	Head of Community Services (Ian Brooke)
		<ul style="list-style-type: none"> Oxford Strategic Partnership involves many of the city's senior stakeholders – both universities, County Council, Oxford University Hospital NHS Foundation Trust. 	<ul style="list-style-type: none"> Expand the Zero Carbon Oxford Partnership to include all District Councils and key non-Oxford based institutions to better align work to deliver zero carbon objectives at city and countywide levels. 	Summer 2024	Head of Corporate Strategy (Mish Tullar)
Prioritisation	Match your ambitious plans to resources required to deliver and be deliberate about adding and removing projects when something new is added.	<ul style="list-style-type: none"> Fit for the Future programme to support more efficient ways of working. Annual Business Plan process to sequence projects. 	<ul style="list-style-type: none"> Support stronger prioritisation through review of Corporate Strategy 2024/2028, focusing on things which have biggest impact on delivering against priorities. 	Spring 2024 Feb 2024	Chief Executive (Caroline Green) Head of Corporate Strategy

259

Prioritisation	Strategically sequence your projects. Look to up-skill and agilely move around staff to resource your priorities.		<ul style="list-style-type: none"> Ensure new commitments in Medium Term Financial Plan 2023/24 include full assessment of capacity and sources required to deliver. 		(Mish Tullar) Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> Officer Boards along with Change Front Door prioritise programmes of work with consideration of resources required and according to agreed criteria. Regeneration & Development has project support through the Capital PMO. 	<ul style="list-style-type: none"> Take a more robust approach to stopping or re-profiling projects where capacity needs to be re-prioritised and communicate clearly with members when this needs to happen. Corporate PMO (see below) to provide flexible resource to support projects Assessment of roles across organisation with transferable skills that could be used more flexibly. 	Ongoing Spring 2024	Corporate management Team & Heads of Service Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> Governance through the Communities, Development and Organisational Change Boards ensures corporate grip on key projects. 	<ul style="list-style-type: none"> A focused Fit for the Future team post March 2024 will ensure priority change programmes continue. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
Corporate Centre/ Project Management	Ensure corporate control of all projects. Consider making permanent the current PMO structure and investing in your project management specialists. Look to upskill and equip staff with the necessary training. Ensuring you have the corporate grip, overseeing the multiple projects –fit for the future change projects, savings	<ul style="list-style-type: none"> Development Board and the Fit for the Future have project management resource supporting delivery. 	<ul style="list-style-type: none"> The well-established Capital PMO, supporting Development Board, will continue, working with the corporate PMO through a matrixed arrangement. 	Ongoing	Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> Development Board and the Fit for the Future have project management resource supporting delivery. There is an existing performance framework that reports to CMT, Scrutiny and Cabinet. This is in the process 	<ul style="list-style-type: none"> Budget for a small corporate PMO is within the current Medium Term Financial Plan process. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
			<ul style="list-style-type: none"> Project management skills development will be launched. 	Summer 2024	Executive Director for Corporate Resources (Tom Hook)

	programme, capital programme and the IT improvements.	of being reviewed and refreshed for May 2024. <ul style="list-style-type: none"> • Business Intelligence Unit established. 	<ul style="list-style-type: none"> • Preferred Corporate KPIs selected for reporting against 2024/2028 Corporate Strategy. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook) Head of Corporate Strategy (Mish Tullar)
Performance Management 260	Framework needs to be properly linked to outcomes. Aligned to the new corporate strategy. Intelligent use of data to improve service quality. A consistent performance and data driven culture needs to be embedded.	<ul style="list-style-type: none"> • There is an existing performance framework that reports to CMT, Scrutiny and Cabinet. This is in the process of being reviewed and refreshed for May 2024. • Business Intelligence Unit established. • Annual campaigns plan includes strand on Inclusive Economy. 	<ul style="list-style-type: none"> • Preferred Operational KPIs selected for reporting against to support service delivery. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook) Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> • Create performance dashboard and automate using Power BI. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook) Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> • BIU to review use of tools such as Local Government Association Inform across council and raise awareness of data available. 	Spring 2024	Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> • Up weight inclusive economy campaign to better communicate regen and development work across the city and how it is benefiting the city and residents. 	Winter 2023/2024	Head of Corporate Strategy (Mish Tullar) Executive Director –

261

					Development (Tom Bridgman)
Leveraging and communicating the regeneration	Continue and go further with your inclusive economy campaigning. Seeking to inform and demonstrate how the exciting regeneration projects can benefit all local residents.	<ul style="list-style-type: none"> Oxford West End Partnership established to underpin collaborative working to deliver step change regeneration of the western city Centre area 	<ul style="list-style-type: none"> Link to work underway to develop a “Place Narrative” for Oxfordshire, communicating the local benefits of regeneration and development 	Winter 2023/2024	Executive Director – Development (Tom Bridgman) Chief Executive (Caroline Green)
			<ul style="list-style-type: none"> Focus on how we engage our communities in our work on regeneration – to help shape what we are trying to achieve, and get partners / anchor institutions on board with the narrative 	Mid-2024	Head of Corporate Strategy (Mish Tullar) Executive Director – Development (Tom Bridgman)
			<ul style="list-style-type: none"> Establish a partnership group of developers and landowners to look to co-ordinate and produce a framework for working on Community Employment Planning 	Mid- 2024	Executive Director – Development (Tom Bridgman)
		<ul style="list-style-type: none"> Organisational Redesign programme delivering leaner managerial structures. £400k saving delivered as the Council moves to become a smaller and more focused organisation. 	<ul style="list-style-type: none"> There is a further £1 million saving within the Medium Term Financial Plan on management costs. Proposals for the next stage will be brought forward in early 2024 and clearly align structure to outcomes in a sustainable manner. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook) Chief Executive (Caroline Green)
			<ul style="list-style-type: none"> Future iterations of our change capacity to continue to utilise internal resource creatively. Internal progression opportunities are a priority within the People Strategy. 	Ongoing	Executive Director for Corporate Resources (Tom Hook) Chief Executive (Caroline Green)

Organisational structure	When looking at structures – have an outcome focused mind-set, using data to drive policy and performance.	<ul style="list-style-type: none"> • Prioritisation of ICT projects has been undertaken and resources aligned. 	<ul style="list-style-type: none"> • Capital budget bids to support improvements to ways of working and our systems are included within this budget round. Provision for improved Wi-Fi connectivity within the Town Hall is funded. 	Ongoing	Executive Director for Corporate Resources (Tom Hook)
	Flexible use of your resources to allow for agility to serve the delivery of projects. Having recruitment, retention and progression in mind.	<ul style="list-style-type: none"> • Phase 1A and Phase 1B of the Town Hall move are almost complete. 	<ul style="list-style-type: none"> • Phase 2 of the Town Hall – Setting out the long-term vision of the Town Hall currently being developed. 	July 2024	Executive Director – Development (Tom Bridgman)
Hybrid working/ IT infrastructure	Technologies and systems need to be improved.	<ul style="list-style-type: none"> • M365 outlook migration complete for OCC staff. 	<ul style="list-style-type: none"> • OneDrive and SharePoint implementation 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
	More in person events / team meetings –providing reason to be in.	<ul style="list-style-type: none"> • Team principles are regularly reviewed and respond to the needs of the business. 	<ul style="list-style-type: none"> • Quarterly reviews will be encouraged. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
	Team principles are important and should be refreshed and emphasised regularly.	<ul style="list-style-type: none"> • ICT restructure has commenced. 	<ul style="list-style-type: none"> • Improved capacity, resilience and development of our ICT support team. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> • Chief Executive Breakfast Sessions (monthly). • All Staff Briefings • Face to Face HoS/CMT sessions in localities. 	<ul style="list-style-type: none"> • Set expectations for in person team meetings for all teams. • Internal communications campaign to promote in person collaboration and ways to bring people together. • Encourage more visibility in the office of CMT and heads of Service. 	Nov 2023 Spring 2024 Ongoing	Chief Executive & Directors Chief Executive (Caroline Green) Chief Executive & Directors
Corporate Management Team and Cabinet	Forward plan meetings between the CMT and Cabinet to co-design policy and keep all Cabinet members informed of projects across the council.		<ul style="list-style-type: none"> • Reinstate regular and structured Corporate Management Team and Cabinet briefing meetings. 	Complete	Head of Law & Governance (Emma Jackman)



			<ul style="list-style-type: none"> Implement one Leader’s Meeting a month as an invite for full Cabinet 	Complete	Head of Law & Governance (Emma Jackman)
Member development	<p>Prepare for the May 2024 induction process, continue to strengthen the training provision: for new members, new and existing Cabinet.</p> <p>Members –e.g. an annual Cabinet development day.</p> <p>Building capacity and expertise for the future.</p>		<ul style="list-style-type: none"> Undertake an audit/ canvas of what training members want/ need. 	July 2024	Head of Law & Governance (Emma Jackman)
			<ul style="list-style-type: none"> Actively promote training and development opportunities to Members (Local Government Association resources and training) via weekly update. 	Complete & ongoing	Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> Review and update, with a view to expanding, the member development programme. 	July 2024	Head of Law & Governance (Emma Jackman)
			<ul style="list-style-type: none"> Review and redevelopment of the member induction training programme. 	July 2024	Head of Law & Governance (Emma Jackman)
The Oxford Model	<p>As with any model of delivery it is important the council regularly and systematically assures itself it is getting value for money, quality of service and achievement of its intended outcomes.</p> <p>Ensure there is an alignment between the council’s corporate plan and the business plans of the companies.</p> <p>Alignment of cultural values enabling a commercially focused approach with the ethical and social values of the council to deliver the council’s strategic ambition.</p>		<ul style="list-style-type: none"> Recruit to permanent strategic commissioning and clienting role. 	Spring 2024	Executive Director for Communities & People (Peter Matthew)
			<ul style="list-style-type: none"> Develop and publish an agreed definition of the Oxford Model, identifying shared values and purpose 	Winter 2023/24	Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> Undertake review of Commissioning and Clienting arrangements and develop strategic framework for commissioning. 	Jan 2024	Executive Director for Communities & People (Peter Matthew)
			<ul style="list-style-type: none"> Clarify role, responsibilities of OCC clients as part of appraisal objectives. 	Spring 2024	Directors
			<ul style="list-style-type: none"> Review company governance against recently published LATCo guidance to ensure best practice is embedded. 	Spring 2024	Head of Law & Governance (Emma Jackman)

263



	<p>Ensure effective client arrangements which act as a mechanism to prevent the escalation of operational matters to the shareholder.</p> <p>Ensure that as appropriate the organisation, partners and residents have a clear and consistent understanding of the reasons for and the intended benefits of the Oxford Model. (e.g. Comms, training).</p>		<ul style="list-style-type: none"> Work with ODS and OX Place on development of model to respond to changes in council funding streams 	Autumn 2024	<p>Executive Director – Development (Tom Bridgman)</p> <p>Executive Director for Corporate Resources (Tom Hook)</p>
			<ul style="list-style-type: none"> Ensure a single budget setting timetable is understood by all parties. 	2024	Head of Financial Services (Nigel Kennedy)