

OUR CAMBRIDGE TRANSFORMATION AND RECOVERY PROGRAMME

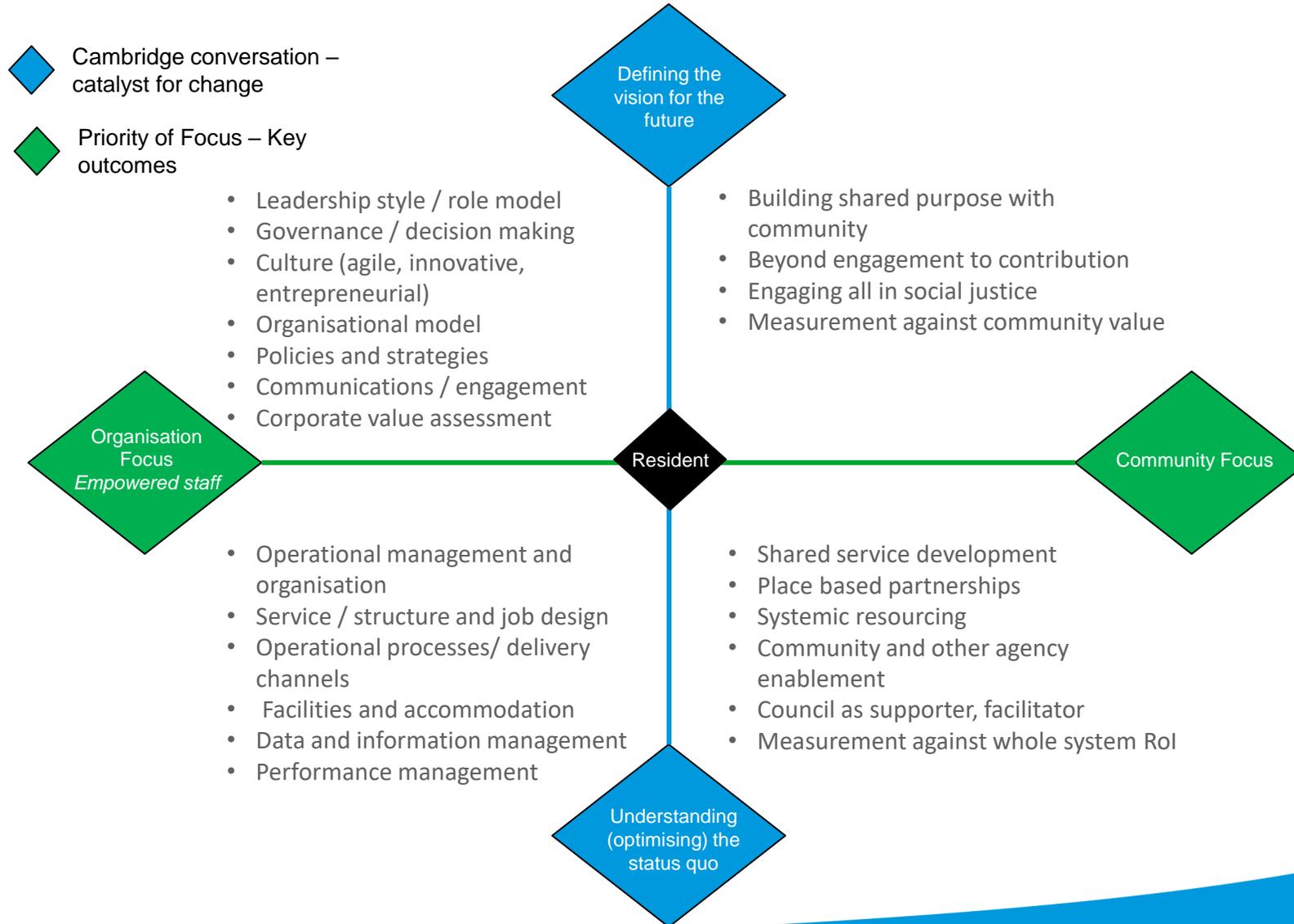
Appendix 2 – Further Information on Our Cambridge



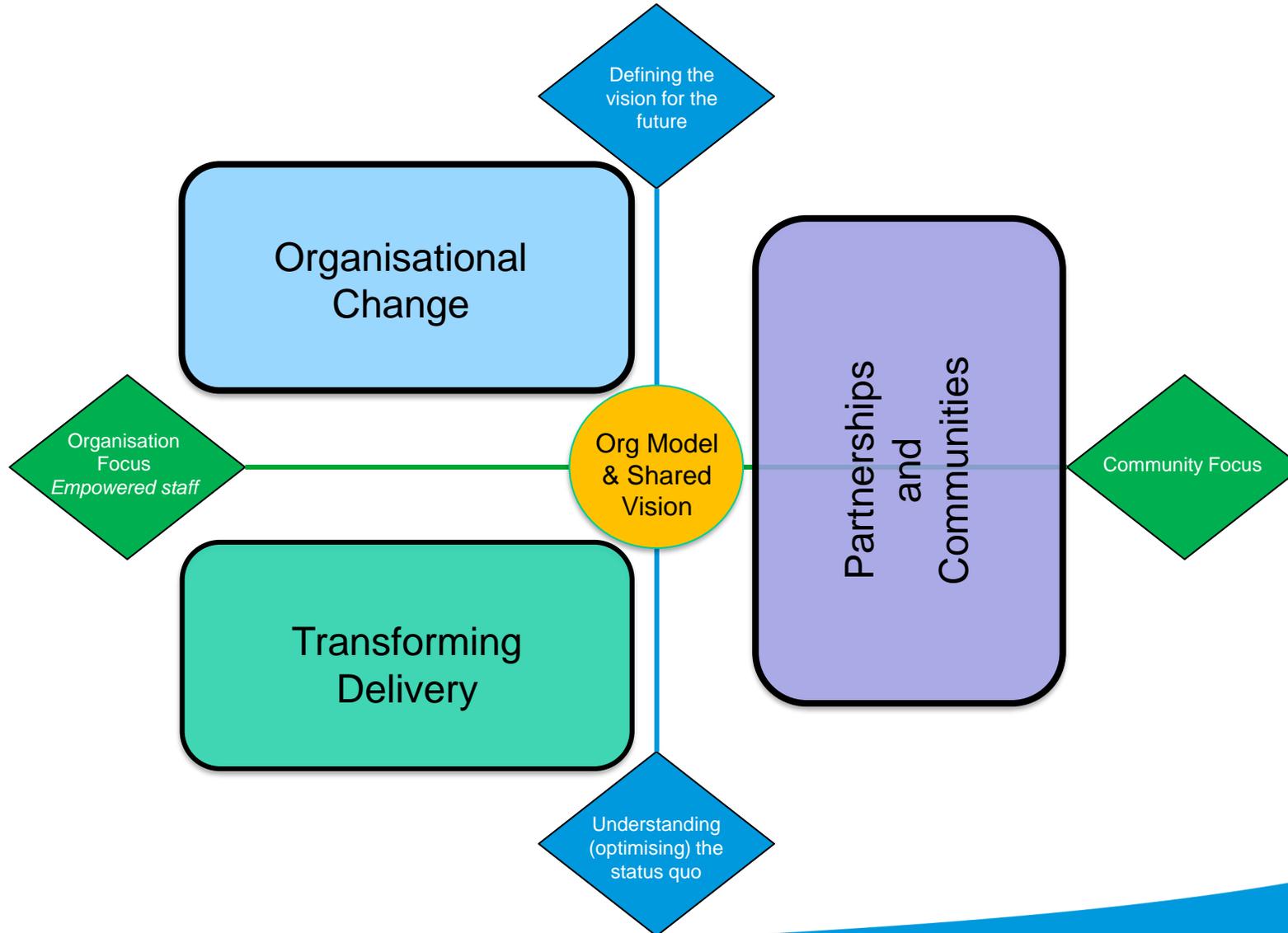
OUR CAMBRIDGE - OVERVIEW



What we need to change



Where today fits into our transformation agenda





Drivers

1. To create a Council that has the capacity and capability to deliver the One City – Fair for All vision and the four strategic priorities of the Corporate Plan.
2. The needs and expectations of communities in a digital, 21st century community have changed and we need to respond.
3. The Council is facing some major funding challenges due to changes from central government and the effects of the pandemic on the income we receive.



Our Cambridge

Our Cambridge is Cambridge City Council's transformation programme uniting staff, members, partners and communities to reshape and redesign our Council. We're building a better, more sustainable organisation that has a deeper and more integrated relationship with our community and partners.



Ongoing service
delivery and local
improvements



Aim: We want to define what the future of our Council looks like - how we will work, what we will deliver, and how it will feel to be part of that culture

Organisational Change

Making it Real
Short term changes

Teams will be invited to take part in conversations that will help them refocus on the Council's purpose, their own individual role and identify small changes to make immediate improvements

Organisation Design
Long-term changes

Establishing the kind of organisation we want to be and the value we want to deliver for customers, followed by how we reshape and redesign ourselves to do this

Our Cambridge is made up of three workstreams, each with their own projects.

The projects listed are not exhaustive, but give an idea of the type of work we're currently focusing on.

Partnerships and Communities

Aim: Redefining, developing and adopting new relationships and ways of working with our partners and communities to better deliver our future Council and shared outcomes.

We're establishing relationships with our partners and community so that working with partners is our default approach, while considering our wider role in developing shared prosperity within Cambridge.

Transforming Delivery

Aim: Reshaping and redesigning how services are delivered to create efficiencies, better deliver services and deliver data-driven continuous improvement.

Office Accommodation
Short, medium and long-term changes and decisions around our office accommodation

Tascomi, Alloy, Orchard
Ongoing delivery of priority ICT projects

Design Authority and Data Strategy
Establishing our long-term plans for technology and the role it plays

One City Fair for All



Purpose of Our Cambridge

We may have different services, as well as services that look different

The way we deliver services is different

This isn't and can't be done "to" people. We are all part of the Council and are therefore part of reshaping and redesigning it

Being customer-centric, more efficient and impacting our residents in a positive way

Seamless service delivery for the end-user based on shared outcomes

Reshape and redesign our Council to build a better, more sustainable organisation that takes a whole-system approach and has a deeper, more integrated relationship with our community and partners

This isn't and can't be done "to" our community and partners. We're all part of Cambridge City and have equal stakes in the game.

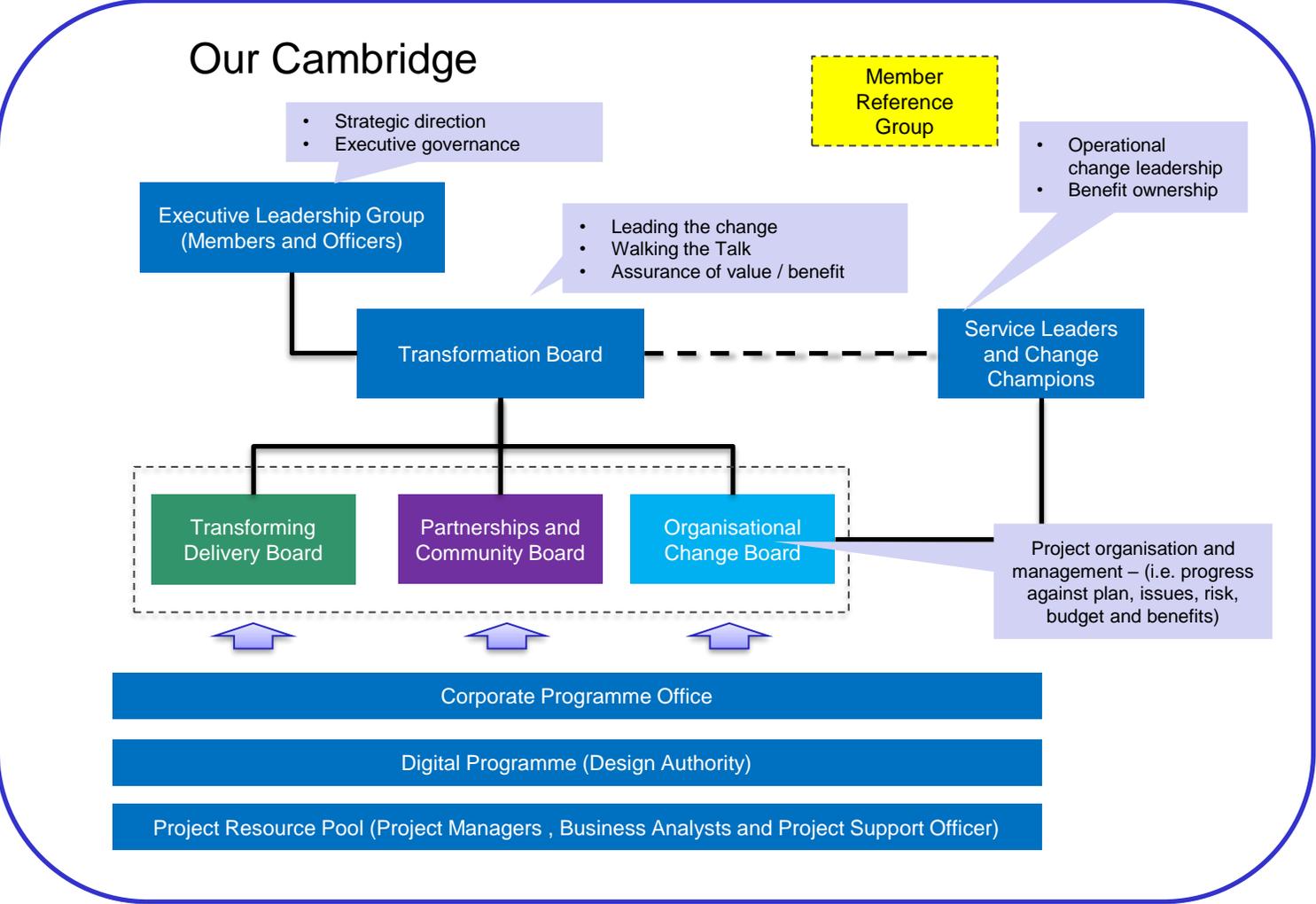
Financially resilient and equipped to adapt as needs and demand change

Puts the resident at the centre and looks across the system at all organisations as part of service delivery

More devolved activities with more organisations, partners and groups



Change Governance – Our Cambridge



Governance

Programme Level

Purpose: Reshape and redesign our Council to build a better, more sustainable organisation that has a deeper and more integrated relationship with our community and partners.

- Programme issues, risks, progress, costs, benefits
- Change readiness assessment
- Managing the transformation team - resourcing and development

Organisational Change Board

Partnerships and Community Board

Transforming Delivery Board

Purpose

Strategically defining our future Council, as well as developing our culture and staff to deliver as part of the future Council.

Redefining, developing and adopting new relationships and ways of working with our partners and communities to better deliver our future Council and shared outcomes.

Reshaping and redesigning how services are delivered to create efficiencies, better deliver services and deliver data-driven continuous improvement.

Outcomes

- Council governance and structures that support effective operations
- A council that operates within a co-operative partnership with other agencies
- Flatter, cross silo and customer centred services
- A council that achieves more for less
- Employees and service providers who are passionate about their contribution to our communities

- Integrated place based solutions that tackle poverty and inequality
- More responsive and targeted support vulnerable people and communities
- Stronger and better supported families and communities
- A more inclusive economy and housing provision, including access to high quality, affordable housing

- Future proofed accommodation and digital infrastructure
- Responsive and efficient services based on what customers value most
- Neighbourhood operational teams and place based services
- Self-service digital channels
- Delivery of commercial services and investment opportunities

Activities

- Creating a culture that promotes co-operative, commercial, innovative and agile behaviours
- Designing a future council with more efficient and lower cost structures and transitioning services
- Creating policies, strategies and tools that reinforce culture and structures
- Developing change leadership and an engaging vision that is meaningful to people

- Building capacity for community leadership and partnership
- Facilitating social and operational partnerships
- Delivering community wealth-building projects
- Creating close and co-operative relationships with all parts of our community

- Improving financial and other performance data that facilitates good decision making
- Developing operational, leadership and management skills needed to optimise new service models and systems
- Designing, developing and implementing changes to operational processes

Our Cambridge – Projects (June)

Purpose of this page is to show the live projects that are currently the responsibility of workstream boards to support in successful delivery.

Programme Level

2 Projects

- Shared Vision for Cambridge
- Financial Baselineing

Planning Transformation

This project is a transformation activity in one of our shared services, led by South Cambs. As such, while it is part of the programme, it is primarily an inward dependency and not subject to our governance. To ensure joint benefits and alignment, Stephen Kelly (Strategic Director of Planning) sits on the Our Cambridge Transformation Board.

Organisational Change

2 Projects

- Organisational Design
- Making it Real

Partns. + Communities

7 Projects

- Partnership By Default
- Community Wealth Building
- Community Engagement Working Group, with CitizenLab
- Place Based Social Impact
- City Portrait
- Vaccine Champions Programme
- Heating and Health

Transforming Delivery

8 Projects

- Office Accommodation
- Tascomi
- Alloy
- Orchard
- Early Opportunities (Closing)
- Website and Portals Review
- Data Strategy
- Robotic Process Automation



Data and Digital

1. Foundations – getting our house in order
 - Design authority – how we make decision around IT and Digital to better deliver
 - Alloy, Orchard and Tascomi – in-flight projects that form the foundations on which future products and changes can be made
2. Customer / channel shift
 - Website and Portals Review – initial assessment of current structure, user needs and strategy for future design
3. Automation
 - Robotic Process Automation Pilot – identifying an initial pilot for reducing manual tasks and human involvement
4. Data Strategy – overall data maturity strategy to achieve organisational culture, systems and people for data management and data-driven decision making

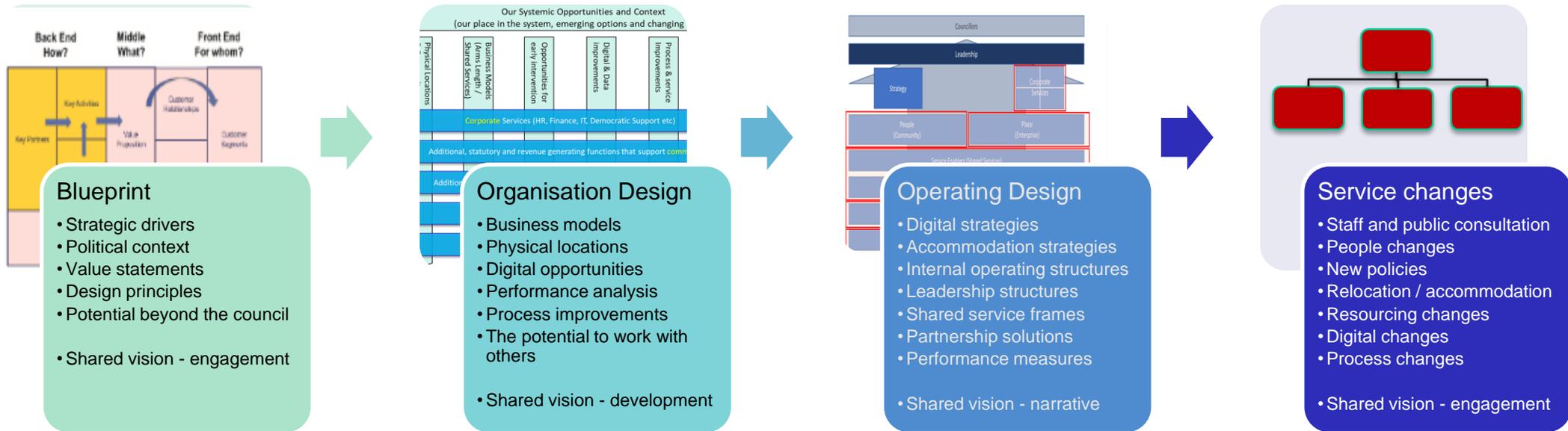
Many more projects in the digital space to come as we continue through the programme...



ORGANISATION DESIGN



Developing the future for Cambridge City Council



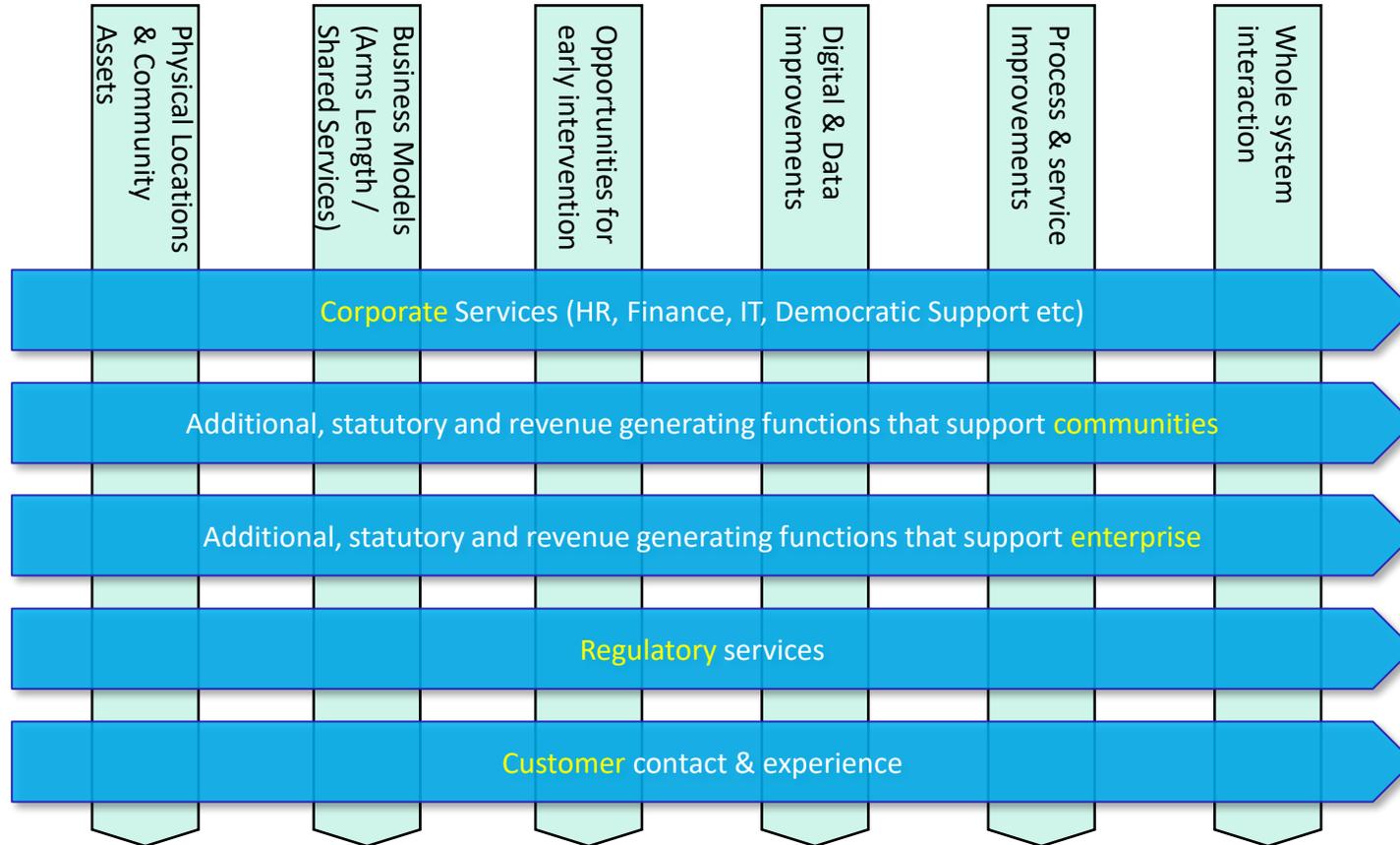
Organisation Design phase – What will be determine our change

Blueprint

- Strategic drivers
- Political context
- Value statements
- Design principles
- Systemic potential

Our Functional Design
(what we do that adds value to Cambridge)

Our Systemic Opportunities and Context
(our place in the system, emerging options and changing needs)



Service changes

- Staff and public consultation
- People changes
- New policies and operating protocols
- Relocation / accommodation
- Resourcing changes
- Digital changes
- Process changes

Organisation Design Task and Finish – the ask



Task and Finish the Team



The programme has a clear process, tools and datasets that will enable us to develop our new service design between June and early September.

This will enable us to provide the October S&R Committee with a developed design for the future.

Design Principles for a future council

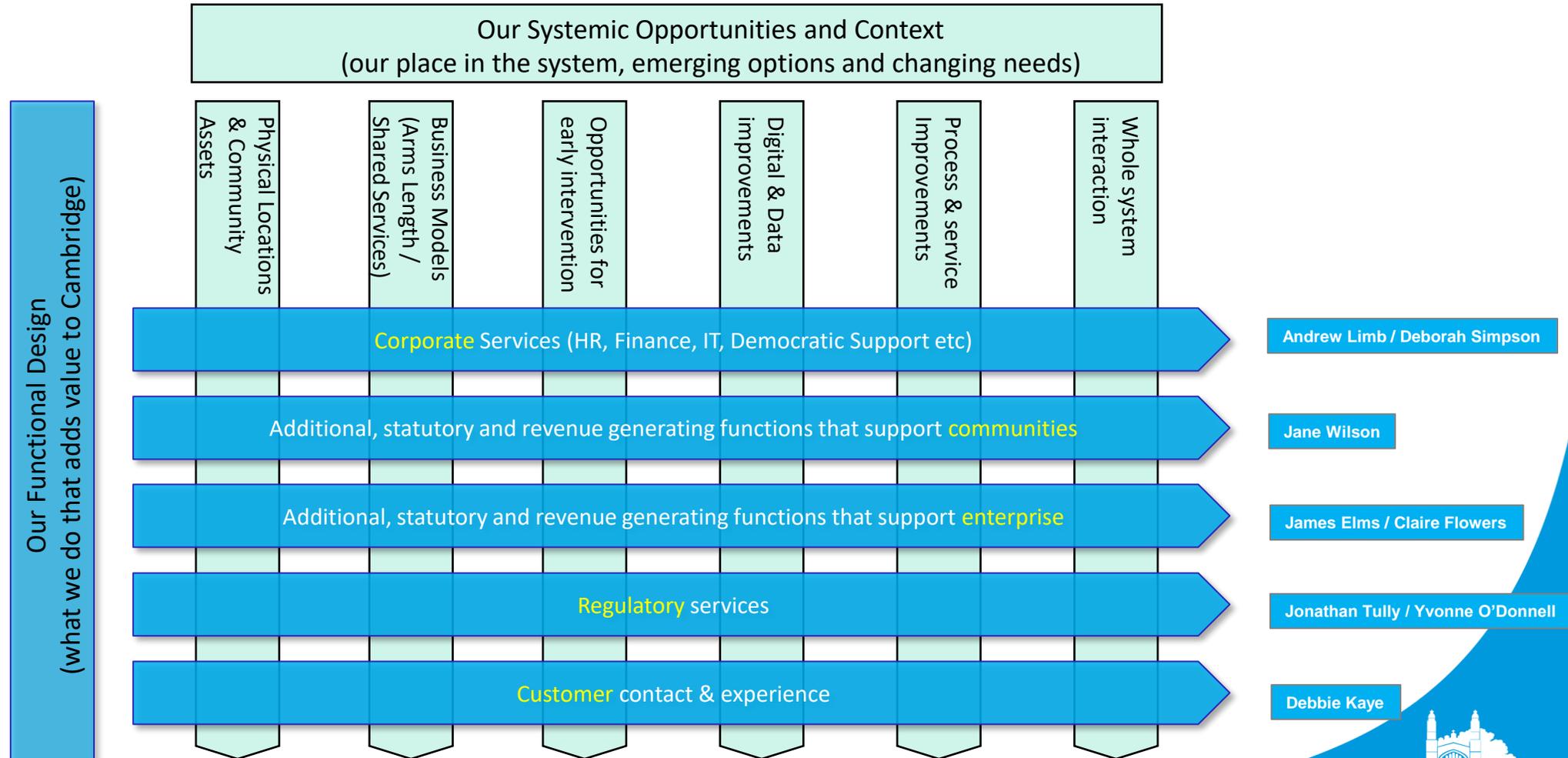
‘Statements of principle for our future organisation design that enable members and executive officers to assess our future design against their expectations and values’

They are a set of tests that allow members and executive officers to confirm the design reflects their requirements. Good principles are unambiguous, short and assessable and this drives their content and the language used - the organisation design has to be tested against them. They are important to the blueprint phase and may evolve as we move from design into implementation.

Importantly, each OD workstream, and their integration into a future council blueprint will need to consider how the design will:

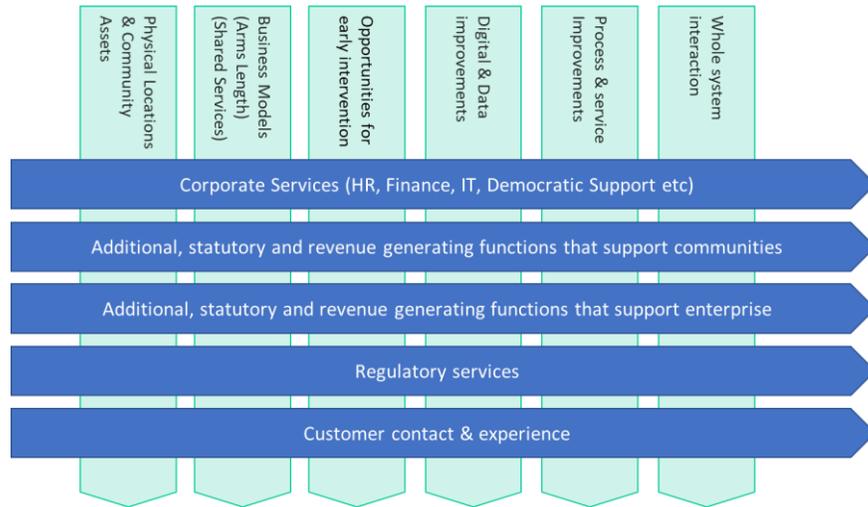
- 1. Achieve good outcomes for residents and the environment**
- 2. Enable partners, communities and the council to achieve outcomes together**
- 3. Use evidence and feedback to adapt and continuously improve**
- 4. Make our customer and resident experience simpler, quicker and better**
- 5. Offer sound value for money through efficient use of resources**
- 6. Make best use of data and digital**
- 7. Invest in our people capabilities and empower them to take the initiative**

Organisation Design phase – Task and Finish design leads



The Functional Design from Phase 2 will directly inform the Operating Design

Phase 2 Organisation Design Work



By the end of the analysis in Phase 2 we will have a series of options for the future Operating Design with a series of trade offs to be considered between different designs

Phase 3 Operating Design



PROGRESS – MARCH TO JUNE



Our Cambridge – Overview (March)

Purpose of this document is to provide a high-level overview of the programme, the current focus and the activity happening in the various workstreams. It does not replace highlight reporting or portfolio health cards.

Our Cambridge

Purpose: Reshape and redesign our Council to build a better, more sustainable organisation that works with the community and partners to meet the needs of Cambridge City and deliver the Council's Vision and Strategic Priorities.

Current activity:

- **Programme governance, budget and comms:** Laying the foundations for clear vision, scope, decision making and way of working within the programme and communicating this to all staff, members and residents.
- **High-level organisational baselining and financial modelling:** Based on a decision at TB, Jody E and Richard W are working with HoS to define operational unit costs over the next month and build a tool to help cost future service designs.
- **Savings and programme delivery plan (i.e. June Business Case):** Based on overall bus. case and working with the workstream projects (Org Design and Office Accommodation), creation of Savings Delivery Plan which identifies 'how are we going to save the money' and 'when'.
- **Stakeholder engagement:** Focus has currently been on Members Reference Group, but is expanding out to all members/the opposition

All workstreams are currently working towards presenting the following to their March Boards:

1. **Which projects are currently in-scope of the workstream.** This includes both projects that have been initiated from within the Transformation Team, but also in-flight projects within service areas.

2. Identifying and/or developing **business cases for all in-scope projects** to make sure we're 'doing the right things' and have the right resourcing.

3. If possible, **six month overview of workstream activity** – primary focus is on project initiated by Transformation team, but will widen to include all projects

Organisational Change

Purpose: Strategically define our future Council, as well as developing our culture and staff to deliver as part of the future Council.

Current activity of Transformation Team:

- **Making It Real:** Change Leader and Maker recruitment underway, consultancy (Basis) to support in MIR session and training development procured and mobilised, impact sprint scheduled wc/ 4 April
- **Organisational Design:** Consultancy (Tusk Consulting) procured and mobilised to deliver new Operating Model for CCC
- Supporting the refocus of **Values and Behaviours**
- Other pieces of work we're still figuring out how they fit in: Change Management and Skills Development Pilot

Partnerships and Communities

Purpose: Redefine, develop and implement new relationships and ways of working with our partners and communities to better deliver our future Council and shared outcomes.

Current activity of Transformation Team :

- **Partnership By Default:** This includes the Partners Leadership Event to start the conversation towards defining principles of partnership working and shared outcomes.
- **Vaccine Programme:** Delivery of partnership working for vaccinations
- **Community Development and Wealth Building:** defining a number of projects in this space, based on the Grant Review activity
- **Community Engagement** and Citizen Lab
- Other pieces of work we're still figuring out how they fit in: City Portrait, Place Based Social Impact

Transforming Delivery (prev. Customer and Entrepreneurial)

Purpose: Reshape and redesign how services are delivered to create efficiencies and better deliver services.

Current activity of Transformation Team :

- **Alloy, Orchard and Tascomi:** Continuing delivery of in-flight ICT projects, establishing grip and ensuring they are still the right things to do.
- **Office Accommodation:** Development of accommodation options appraisal, strategy – feeds into Savings and Programme delivery plan
- **Website and Portals Review:** procurement has just closed and we are finishing recruitment for Web Officer back-fill
- **Design authority:** how do we make tech decisions as CCC?
- **Data Strategy:** Long-term project at becoming a data-driven organisation, with some potential quick wins
- **Robotic Process Automation Pilot**

Our Cambridge – Overview (April)

Purpose of this document is to provide a high-level overview of the programme, the current focus and the activity happening in the various workstreams. It does not replace highlight reporting or portfolio health cards.

Our Cambridge

Purpose: Reshape and redesign our Council to build a better, more sustainable organisation that has a deeper and more integrated relationship with our community and partners.

Current activity:

- **Programme summary:** finalising clear programme level information (vision, scope, decision making and design principles) with a view of sign-off at the beginning of May
- **Golden thread:** strategic placement of Our Cambridge within our corporate priorities and our day-to-day jobs
- **High-level organisational baselining and financial modelling:** Initial tool is due to be completed prior to Easter, with agreement of next steps wc/ 19 April.
- **Rich picture** project initiation with the view that this ties together member, officer and community involvement, while creating a shared vision for the future (to be agreed at Trans. Board on 20 April)
- **Savings and programme delivery plan:** Ongoing work to outline when savings will be delivered, and steps to get there.

Our Cambridge has moved from ‘Planning and Mobilisation’ to ‘Design and Build’ until end of 2022

Since mid-March, the programme has been transitioning from its mobilisation into a period where we are designing and building our readiness to move to our future organisation. As we move forward through to the end of the year the transformation’s primary objectives are:

1. To develop the change capabilities of operational employees and, in particular, the senior management group whose support is critical in our transformation success
2. To develop the future organisational design into a future delivery model that will enable us to do more for less
3. To develop the tools and reports needed for the council to propose a budget and transformation plan to members
4. To create transformation plans associated budgets and projected savings for 23/24 for council approval at key milestones
5. To make interim changes and deliver in flight projects that will quickly improve the efficiency and value added from the council

Organisational Change

Purpose: Strategically define our future Council, as well as developing our culture and staff to deliver as part of the future Council.

Current activity of Transformation Team:

- **Making It Real:** Change Maker Briefing and Making It Real Impact Sprint delivered in first week of April to develop and design MIR session prototypes and Change Maker/Leader Training.
- Current focus on the MIR prototype and pilot, initial training sessions for Change Makers and Leaders – ready for MIRs to commence in May.
- **Organisational Design:** Consultancy mobilised with initial round of engagement completed. Draft ‘As-Is’ shared as part of SMT Away Day for comment and further development.

Partnerships and Communities

Purpose: Redefine, develop and adopt new relationships and ways of working with our partners and communities to better deliver our future Council and shared outcomes.

Current activity of Transformation Team :

- **Partnership By Default:** Leadership event on 29 April and establishing project team to move into project delivery.
- **Vaccine Programme** prototype partnership by default delivery
- **Community Wealth Building:** bringing work across various groups into one business case focused on shared outcome of developing whole system participation in the future well-being and prosperity of the city
- **Research projects:** City Portrait (doughnut economics), Place Based Social Impact (viability of local social investment org)
- **CitizenLab** and how this contributes as part of the wider workstream

Transforming Delivery

Purpose: Reshape and redesign how services are delivered to create efficiencies, better deliver services and deliver data-driven continuous improvement.

Current activity of Transformation Team :

- **Alloy, Orchard and Tascomi:** Sign-off of business cases following feedback from previous Board
- **Office Accommodation:** Development of accommodation strategy – feeds into Savings and Programme delivery plan
- **Website and Portals Review:** Contract awarded – mobilisation in progress.
- **Design authority:** Business case to be developed in April – using Tascomi as use-case.
- **Data Strategy:** Business case to be developed in April
- **Robotic Process Automation Pilot:** Workshops being scheduled to find test areas. Wider to business case to be developed.

Our Cambridge – Overview (May)

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Our Cambridge

Purpose: Reshape and redesign our Council to build a better, more sustainable organisation that has a deeper and more integrated relationship with our community and partners.

Current activity:

- **Resourcing of Transformation Team:** we are currently recruiting for a Programme Support Officer, as the current PSO will be leaving the team in June, as well as additional BA capacity to support CPO and Org Design
- **Programme budget:** With the official close of the financial year, regularly reporting on status of programme budget and burn down in June
- **Programme comms, inc. lunch and learns and induction:** We're starting to vamp up the content on Our Cambridge and putting in new webinars, lunch and learns to support new starts and organisation upskilling

Our Cambridge has a mixture of projects being delivered at a programme level, and within workstreams.

Note about pipeline of projects: There's a lot of work that can, should or needs to be part of the Our Cambridge programme. The projects listed here is the current work being looked at as part of Our Cambridge but doesn't represent all the work that we're going to end up doing. As such, as projects finish and subsequent projects are identified, these will be started up when appropriate. We are developing this programme iteratively using an agile approach, without predetermining everything from the outset.

Current projects at Programme level:

- **Shared Vision for Cambridge:** Project has been agreed and kicked off, with initial planning and workshops being set-up. First session will be as part of 7 June Leadership Away Day, along with organisational design, to understand the long term vision and place in the world we have for Cambridge and how different people and groups see this differently and where we see the same.
- **Financial baselining:** Nearing completion, we have completed a beta-version of the tool which is feeding into the summer's organisational design work.

Organisational Change

Purpose: Strategically define our future Council, as well as developing our culture and staff to deliver as part of the future Council.

Current activity of Transformation Team:

- **Making It Real:** Make it Real sessions are starting! Change Makers and Leaders have all received training and drop-in sessions for tools and are now starting to have those conversations with their teams.
- As feedback and information comes in, we're continuing to iterate and improve the process.
- **Organisational Design:** As-is and to-be value chains and functional design have been socialised, with Leadership Team, key members, Members Reference Group.
- Organisation Design Task and Finish Group being developed to focus on next steps for designing our future organisation.

Partnerships and Communities

Purpose: Redefine, develop and adopt new relationships and ways of working with our partners and communities to better deliver our future Council and shared outcomes.

Current activity of Transformation Team:

- **Partnership By Default:** With the successful delivery of the partners event at the end of April, we're working to map partnerships, co-produce principles and pull learnings from other prototypes.
- **Vaccine Programme** prototype delivery
- **Community Wealth Building:** workshop to define CWB and it's scope delivered, with develop of business case in progress
- **Community Engagement Working Group:** starting to look at community engagement and supporting ongoing work across workstream. This includes CitizenLab and how this contributes as part of the wider workstream
- **Research projects:** City Portrait (doughnut economics), **Place Based Social Impact** (viability of local social investment org)

Transforming Delivery

Purpose: Reshape and redesign how services are delivered to create efficiencies, better deliver services and deliver data-driven continuous improvement.

Current activity of Transformation Team:

- **Early opportunities:** All quick wins have been delivered with any outstanding issues being absorbed by Alloy and Orchard projects. Close down report being produced.
- **Alloy, Orchard and Tascomi:** Currently in delivery
- **Office Accommodation:** Scope and purpose of project being developed
- **Website and Portals Review:** Contract mobilised with discovery workshops in progress
- **Data Strategy:** Business case still being developed. Early opportunity project identified.
- **Robotic Process Automation Pilot:** Workshop held, currently working with IT and supplier to put forward candidates for proof of concept

Our Cambridge – Overview (June)

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Our Cambridge

Reshape and redesign our Council to build a better, more sustainable organisation that has a deeper and more integrated relationship with our community and partners.

Current activity:

- **Resourcing of Transformation Team:** We are still recruiting for a Programme Support Officer, Senior Business Analysts.
- **Programme non-financial benefits:** Focus is now turning to defining the impact benefits and internal measures for success of the programme.
- **Programme comms, inc. lunch and learns and induction:** Delivering the increased level of content on Our Cambridge and putting in new webinars, lunch and learns to support new starts and organisation upskilling.

Planning Transformation activity has been confirmed as part of the Our Cambridge programme, as an inward dependency ensuring that the changes are aligned across both Councils.

Our Cambridge has a mixture of projects being delivered at a programme level, and within workstreams.

Note about pipeline of projects: There's a lot of work that can, should or needs to be part of the Our Cambridge programme. The projects listed here is the current work being looked at as part of Our Cambridge but doesn't represent all the work that we're going to end up doing. As such, as projects finish and subsequent projects are identified, these will be started up when appropriate. We are developing this programme iteratively using an agile approach, without predetermining everything from the outset.

Current projects at Programme level:

- **Shared Vision for Cambridge:** 7 June Leadership Away Day workshop complete, with further understanding of project stakeholder map and empathy maps of our users. Next steps include finalising project plan and, subject to changes, developing initial view of shared vision for member engagement in July.
- **Financial baselining:** Nearing completion – still have outstanding information from Shared ICT. This will be shared amongst service managers and the org design team throughout summer as a tool for their use.

Organisational Change

Strategically define our future Council, as well as developing our culture and staff to deliver as part of the future Council.

Current activity of Transformation Team:

- **Making It Real:** 20 MIR event shave taken place with an additional 13 in the diary. 12-13 Change Makers have not scheduled in their sessions and we are following up with these. If you're a Change Leader reading this – check in to make sure they are in the diary and, if they've happened, what actions your Chang Makers are taking forward!
- **Organisational Design:** Design Leads have been appointed covering the four value chains of our future organisation. Planning event for Org Design taking place on 16 June.
- Wider consideration is also being taken for change leadership development over the summer to support our future organisation changes/

Partnerships and Communities

Redefine, develop and adopt new relationships and ways of working with our partners and communities to better deliver our future Council and shared outcomes.

Current activity of Transformation Team:

- **Partnership By Default:** forward planning summer activities, with view of alignment with Shared Vision
- **Vaccine Programme** prototype delivery – confirmed extension to March of next year
- **Community Wealth Building:** Business case in development
- **Community Engagement Working Group:** Initial CitizenLab session on 16 June, with first meeting of working group being organised for mid-July
- **Research projects:** City Portrait (delays with approval have funding and potential procurement route means risk to original timeline), **Place Based Social Impact** (viability of local social investment org – waiting for funding agreement from partner)

Transforming Delivery

Reshape and redesign how services are delivered to create efficiencies, better deliver services and deliver data-driven continuous improvement.

Current activity of Transformation Team:

- **Early opportunities:** All quick wins have been delivered with any outstanding issues being absorbed by Alloy and Orchard projects. Close down report being produced – slight delay due to sickness. Now expected late June.
- **Alloy, Orchard and Tascomi:** Currently in delivery
- **Office Accommodation:** Draft business case and scope for medium term changes developed, seeking agreement this month
- **Website and Portals Review:** Discovery workshops in progress, resident recruitment completed and data being analysed
- **Data Strategy:** Early opportunity project identified which will serve as a foundation to this.
- **Robotic Process Automation Pilot:** Workshop held, currently working with IT and supplier to put forward candidates for proof of concept