



Developing our Business Acumen across Environment & Place



Melanie Graham &
Tom Scholes



Our Key Themes for Today



- Setting out our approach (6 steps)
- Starting with the right environment
- Reaping the rewards



Setting the Scene...

Our County

- 1,006 square miles
- 697k population
- 3.80 billion vehicle miles were travelled on roads in Oxfordshire in 2020
- 5,000 km of Highways & 4,250 km PROW





Setting the scene...

Our Directorate

- 540 employees
- Our directorate is leading on 3 of our council's 9 priorities
- New Political environment

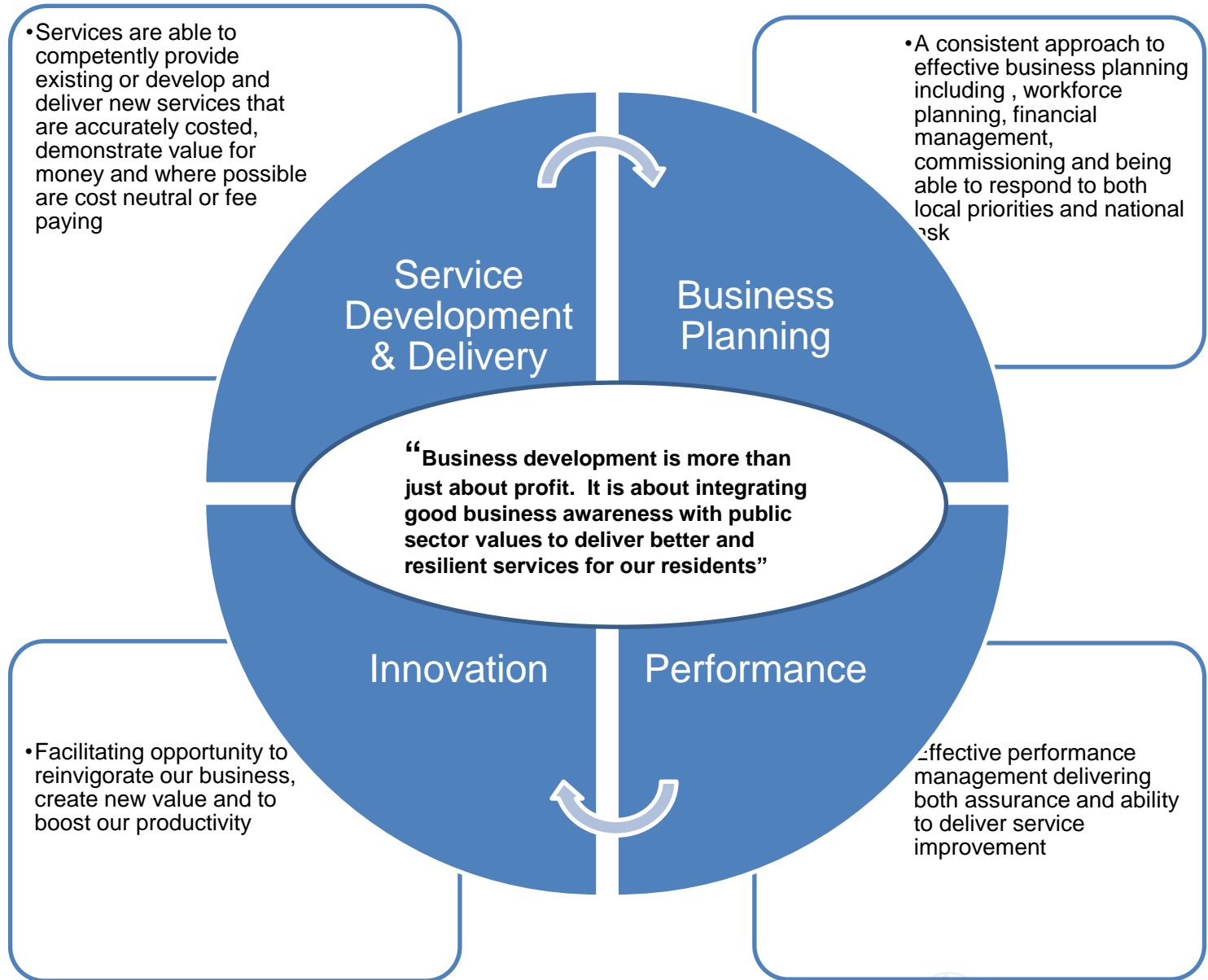
Planning,
Environment &
Climate

Transport and
Infrastructure

Highways &
Operations

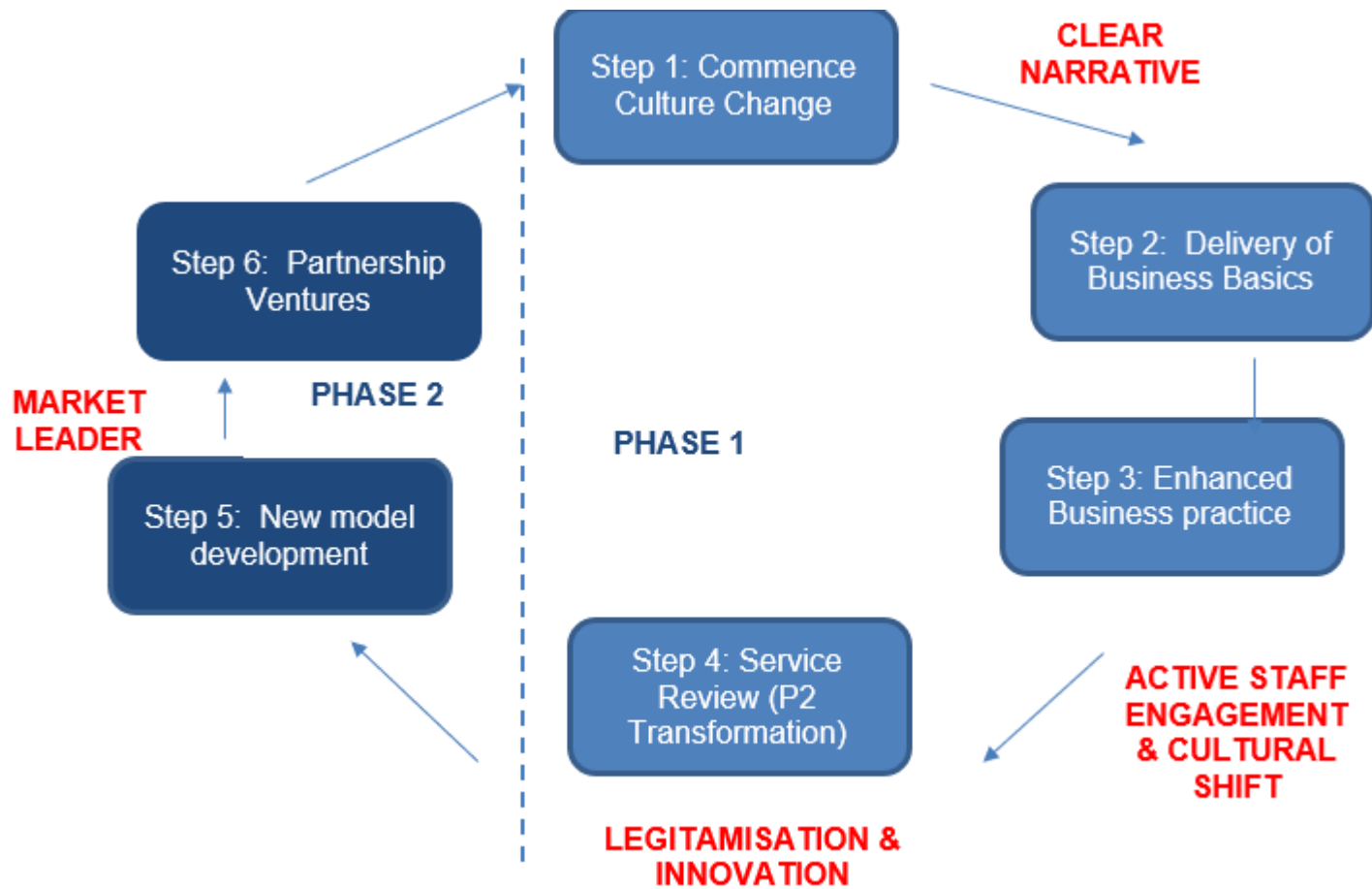
- £63m Revenue (net) £206m Capital (variable)
- About to start the second phase of our extensive transformation programme which will be underpinned by this work

Our model





Our six steps





And in more detail ...

Creating a new culture (1)

Commercialisation Strategy & Plan
Communications Plan

Innovation Forum
Commercial skills TNA/Plan
Assessment & Prioritisation Framework
Automation

Delivering our core business activities (2)

Annual Service & Resource Planning
Business Continuity Planning
Performance & Risk Management
Creation of Directorate Business KPIs
Effective budgetary management
Workforce & Succession Planning

Service Review /Transformation(4)

Service Leadership
Service Planning
Service Delivery
Resource Management
(Creation of service specifications)

Enhanced Business Practice (3)

Financial Deep Dive
Cross Directorate Income Review
Financial Horizon Scanning
Proactive Savings Programme
Commissioning Strategy
Understanding the market place
Explore early income opportunities

Delivery through partnerships

Networking
Market Review
Business Planning

Developing new business

Benchmarking
Horizon Scanning
Market Review & Testing
Business Planning



Creating the right environment



Talk to your Teams

- ✓ **This is more than charging for services**, it is about a much broader model including getting the basics right – *“we need good business and financial management across the Directorate”*
- ✓ **Business development can lead to more resilient services**, *“our motivation should be to make a difference and to improve our customers experience”*
- ✓ **Public Sector values must not be lost** – “we are not a private enterprise and need to recognise this – we should be role models”
- ✓ **This is not a new concept and there is an appetite for more** *“Business Development is not new - a lot of what we mean by this is already happening - we need to recognise, acknowledge, celebrate and think about what more we can do more of, how, when, with whom and risk”*
- ✓ **We need to know our market** it is important to understand who our customers are – why would they come to us? What makes us special”
- ✓ **This is about changing mindset**, we need to ensure that our staff and our business partners (contractors) are clear of the role that we all play – do it right, first time!



Creating the right environment



- Engage the Senior Management & Extended Leadership Team (drivers of the programme)
- Creation of Innovation Forum
- Creation of workshops to explore business opportunities (income & saving opportunities)
- Empower staff to make changes
- Raise awareness/improve training to deliver core business basics
- Recognise the value in good performance management – celebrating the good and proactively/constructively support the areas of service requiring improvement



Reaping the rewards

- Improved core services
- Confidence that cost recovery actually covers cost
- Therefore not afraid to scale, open channels.
- Improved service culture/confidence
- Avoid reducing complaints by making it harder to complain
- Also easier to understand non-recoverable costs
- Professional, customer-oriented services
- Make innovation the norm





Key messages



- This is not clever, just sound business practice
- Engage with your staff, bring them with you
- Use as an opportunity to develop and embed core business skills across the Directorate
- This is a real opportunity to improve services for your residents
- Can you really afford not to do it!