

Consultation completed in preparing this document

This document builds on the work already undertaken in the development of the City 25 year sustainable Strategy 'One Leicester'. As part of the preparatory work for the development of that strategy a number of focused discussions took place across core themes of service delivery. In each themed discussion there were focus groups comprising:

1. A representative group of partner agencies
2. A staff focus group
3. A community group

Amongst issues considered was the approach of the council that was needed to lead implementation of the strategy as required. The focus from these discussions has led into more detailed consultative work to shape up the councils response to the challenge of both leadership and transformation. This has taken the form of:

1. A series of two day workshop with heads of service and service directors to establish their views about what needs to change and to explore the culture and behaviours we need to foster in the organisation.
2. Focused discussion with all service directors who were asked their views on a possible new structure for the senior team.
3. The engagement of Corporate directors and Cabinet who participated in a two day workshop and a further one day meeting to explore what needs to change in the organisation and consider leadership and management structures for the senior team.
4. Focused workshops with Council Members of whom 14 attended a number of half day meetings to establish their views about what needs to change at LCC from a member perspective.
5. A focused workshop with Union representatives of whom 14 attended a discussion about what needs to change at LCC from a union perspective.
6. A variety of informal meetings with various staff groups.
7. A discussion item at the Children and Young Peoples Partnership regarding both leadership and transformation.
8. A discussion item at the Local Strategic Partnership.
9. Individual meetings with key partner agencies including, NHS Leicester, the police and the Voluntary sector who were briefed on the proposed plans and asked for their comments.

Information has also been drawn from other sources to better understand what is needed to improve organisational efficiency and effectiveness. These sources include:

1. Staff feedback
2. Feedback from customer complaints
3. Feedback from partners working with the council on major projects
4. The outcomes of recent external reviews, including the IDeA peer review, corporate performance assessment and joint area review of children's services.

5. An analysis of the effectiveness of our partnership arrangements.
6. National perspectives from GOEM and other Government offices involved with the council on areas of major challenge.

This document was prepared by a recently established set-up programme board for Delivering Excellence consisting of:

Sheila Lock, Chief Executive.

Andy Keeling, Deputy Chief Executive.

Stephen Giacchino, Deloitte's lead consultant responsible for the review of the structure of the senior team.

Neil Sartorio, Deloitte's consultant and acting Delivering Excellence programme director during the development of the programme.

Dave Corbet, Greengage lead consultant responsible for the consultation programme during the development of One Leicester and the development of this programme.