



Leicester
City Council

WARDS AFFECTED

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet
Full Council

13th July 2009
3rd September 2009

Leicester City Council's Corporate Plan and Organisational Development & Improvement Plan 2009/10

Report of the Chief Executive

1. PURPOSE OF REPORT

To present the Council's Corporate Plan and Organisational Development and Improvement Plan that will support us in delivering One Leicester and in driving service improvement over the next 3 to 5 years.

2. SUMMARY

- 2.1. The council is aligning with One Leicester to deliver the 25-year vision for the city. The annual State of the City report will report the city's progress toward the vision and review our challenges.
- 2.2. The service planning and performance management framework is shown in the diagram on page 4 of the Corporate Plan.
- 2.3. The strategic direction for Council services is set out in the corporate plan, It is underpinned by the authority's financial strategy and the organisational development and improvement plan.
- 2.4. Strategic programmes, which are still in development by the priority boards, will commission the activities and projects required to deliver the corporate plan outcomes and, where necessary, remodel service delivery.
- 2.5. Service improvement and efficiency plans document the contribution of operational divisions to each strategic programme and outcomes for service users. They will inform the corporate dialogue about use of resources and the activities required to reshape services and deliver the corporate plan outcomes.

- 2.6. Teams and individuals will be appraised and developed in line with the priorities in the relevant service improvement and efficiency plan, making sure that all Council employees understand the contribution they are making to our success and achievement of the One Leicester vision.

3. RECOMMENDATIONS

Cabinet is asked to:

- 3.1. Agree:
 - a. The Corporate Plan; and
 - b. The Organisational Development Improvement Plan 2009/10.

4. REPORT

4.1. The Corporate Plan

- 4.2. The Corporate Plan is a 3-5 year plan that the plan records the collective ambition of the Council and its contribution to One Leicester.

- 4.3. The plan consists of:

- a. Introduction.
- b. Where we are now – our achievements and challenges.
- c. Where we want to be – the 5 year targets.
- d. How we will get there:
 - i. Our corporate approach
 - ii. Our priorities
- e. The plan informs other strategic activity and plans below.

- 4.4. The Corporate Plan is presented by this report to Cabinet for approval.

4.5. The Financial Plan

The financial strategy is a 3 year plan setting out the Council's spending and taxation policies, and how these complement "One Leicester." It was approved by the Council in February.

4.6. The Organisational Development & Improvement Plan 2009/10

- 4.7. To deliver our corporate plan and to achieve the priorities of *One Leicester* we recognise that there are aspects of our organisation and the way we work that we need to develop and improve. The Organisational Development and Improvement Plan sets out our priorities for organisational development and

how we will achieve efficiencies. In particular it will help us achieve our corporate plan priority 'One Excellent Council'.

4.8. The organisational development and improvement plan sets out where we are now, where we want to be as an organisation and how we will get there in terms of 'One Excellent Council'. In particular it is focused around four key areas which we see as critical to achieving excellence:

- Leadership – ensuring we have strong and effective community, political and managerial leadership, work effectively in partnership and have a clear focus in terms of vision and priorities;
- Our People – ensuring we have the right people, with the right skills and behaviours and that we effectively support and develop our employees;
- Our ways of working – ensuring we have efficient and effective ways of working in terms of our systems and processes; and
- Performance management – ensuring we proactively manage our performance, are creative in the way we drive service improvement and act as a learning organisation.

4.9. The Organisational Development and Improvement Plan 2009/10 is presented by this report to Cabinet for approval.

4.10. Service Improvement and Efficiency Plans

4.11. These plans document the contribution made by each division to delivery of the Council's Corporate Plan. These plans are internal management documents and are currently being finalised and will be signed off by the Chief Operating Officer.

4.12. In turn these plans will inform team and individual level appraisal and planning. Currently Divisional Directors are being set individual objectives by the Chief Operating Officer in line with the plan they are accountable for.

4.13. Monitoring and evaluating progress

4.14. Progress against all our key plans within the Councils planning framework, including accomplishments and action to manage risks to delivery, will be reported on a quarterly basis.

4.15. Communication

Work is underway to determine how best to launch these plans – both internally to our own staff and externally to our key partners and stakeholders – in early September.

They link to the new structures and ways of working and need to be presented as a key element of the wider transformation agenda. Details of communication plans will be presented for discussion over the coming weeks.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

Our financial commitment to delivering the corporate plan is contained within the financial strategy. The organisational development and improvement plan starts to identify how the Council will achieve the efficiencies required by the financial strategy.

Mark Noble, Chief Finance Officer (Ext. 29 7401)

5.2 Legal Implications

No specific implications

6. CONSULTATIONS

Corporate Directors Board March 2009

7. REPORT CONTRIBUTORS

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)