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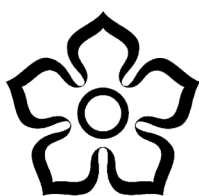
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One Excellent Council

Leicester City Council's Organisational Development & Improvement Plan

2009/10



Leicester
City Council

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oneleicester one passion

Summary

Chief Executive Statement

I am pleased to present Leicester City Council's first Organisational Development and Improvement Plan. This plan plays a critical role in developing our organisation which will help us to deliver our corporate plan and the priorities of One Leicester. Ultimately it will therefore enable us to support the delivery of services that are efficient and effective and that improve outcomes for the citizens of Leicester.

Our overall aim is to become One Excellent Council recognised by reaching level 4 within the Comprehensive Area Assessment by 2012. To achieve that this plan is focused on four key areas 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.

This plan summarises our key priorities for organisational development and improvement and sets out how we will deliver those priorities and monitor and evaluate their progress and impact. Many of our Managers and Staff are involved in delivering the changes that this plan sets out, and their skills, experience and commitment are vital to making sure these changes are successful. We will be guided in the approach we take by our shared values as set out in One Leicester.

I look forward to seeing our Council further developing and improving, building on the many strengths that we already have, and reaching excellence together.

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1. Introduction

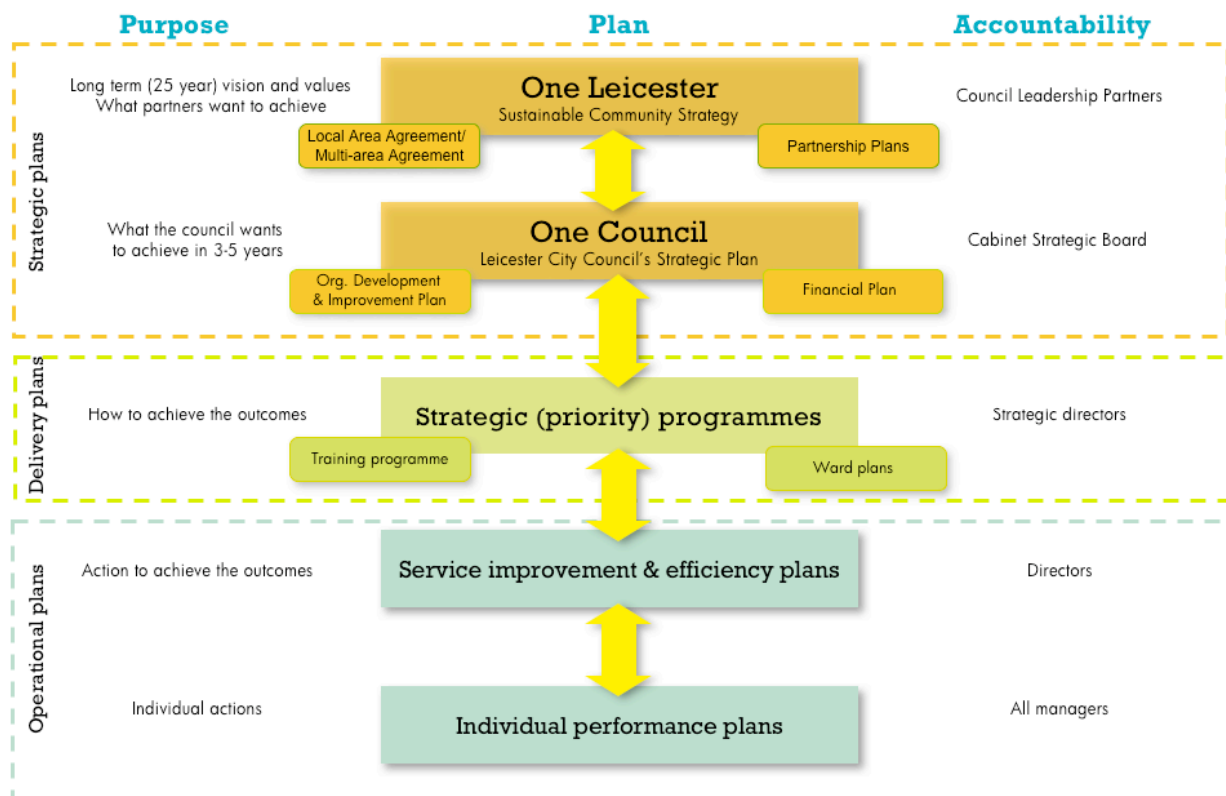
This plan will ensure we become One Excellent Council enabling us to deliver our corporate plan and the priorities of One Leicester as well as maximising efficiencies. It will enable us to support the delivery of services that are effective and that improve outcomes for the citizens of Leicester. Our shared values will guide us in delivering this plan and our new managerial structures and governance arrangements will ensure clear accountabilities and a focus on building and sustaining a fit for purpose organisation.

This section of our plan introduces why we need an organisational development and improvement plan and how it fits within our overall planning framework to support us in delivering the One Leicester Strategy.

1.1 Purpose of this Plan

To deliver our corporate plan and to achieve the priorities of *One Leicester* we recognise that we must develop and improve our organisation and the individuals that work within it. We have already started on that improvement journey. This plan sets out our priorities for organisational development and improvement and supports the achievement of our efficiency targets. This plan is part of our overall planning framework as shown in the diagram below. In particular this plan will help us to achieve our corporate plan priority 'One Excellent Council'.

Leicester City Council Plan Relationships



The planning framework in the diagram shows the relationship between the plans. One Leicester is the 25 year vision for the city and it drives the strategic planning of the council. The strategic plans include the corporate plan, financial strategy and the organisational development and improvement plan. This ensures that the outcomes in the corporate plan are financed and the organisation develops the capacity and capability to deliver the priority outcomes. This is completed in a framework of understanding risk well and having in place a risk management strategy to mitigate risk and ensure business continuity.

Strategic programmes are the delivery plans of the Priority Boards who will commission the services, activities and projects to deliver the outcomes

Service Improvement and Efficiency Plans (SIEP) are the operational plans. They focus on improving our services and delivering the required efficiencies.

Teams and individuals' objectives will define their contribution to One Leicester and hold them to account using the performance management framework.

This 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 and that we deploy them in the right place;
- **Our ways of working** – ensuring we transform the way we work which will mean we have efficient and effective 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.

This plan is primarily for use within the organisation as it is focused on ensuring a fit for purpose organisation which in turn will ensure we can deliver our priorities as set out in the corporate plan and *One Leicester*.

1.2 How we will deliver and monitor this plan

We have 11 priorities which are the current focus for organisational development and improvement. This plan sets out the scope of those priorities, the benefits (including financial benefits) they will deliver and how they will be achieved. It includes the work needed to help implement our Pay and Workforce strategy, our Member Development Strategy, and Learning and Development Strategy which are focused on how we intend to support our employees and Councillors in building our capacity organisationally and individually to deliver One Leicester.

Organisational development and improvement is seen as core to our business and is being managed with rigour and intensity. The aim in delivering this work is to make best use of the strong skills and expertise that exist across the Council. Delivery of this plan is therefore being achieved in two ways: firstly through the development and implementation of key strategies by the appropriate lead officers across the Council, and secondly, via specific time limited projects or programmes of work.

The latter are being delivered via our Organisational Development and Improvement (ODI) Team (previously known as the Delivering Excellence Team) who are working closely with many other employees across the Council. The ODI team involves employees from many different areas of the Council who have been seconded following a rigorous selection process, to deliver our organisational improvement programmes of work. We have deliberately chosen to use a flexible secondment approach to delivery as we believe it will support us in building our organisational capability as these individuals develop their existing skills and learn new skills which they can take back out into the organisation. This is also a model for long-term sustainability and transformation. Similarly we hope that other employees who are involved in different ways in the changes we are delivering, will also have the opportunity to learn and develop through working on the improvement programmes.

As identified in a recent independent gateway review of our organisational development and improvement programmes, we will ensure that in delivering this plan we:

- Plan for the key decisions that will be needed to support us in transforming our organisation;
- Prioritise our development and improvement activity according to impact on performance and efficiency;
- Have clear accountabilities and robust governance arrangements to continually challenge our progress and impact;
- Communicate effectively with all key stakeholders; and
- Have a robust approach to identifying and tracking the benefits and impact of our activity.

This plan is being monitored by the Organisational Development and Improvement Board. We will also regularly report progress to the Council's Strategic Management Board and Cabinet, and will be reviewing and updating this plan annually. We will regularly communicate progress on this plan to our Councillors and employees and ensure there is effective ongoing engagement and dialogue with all key stakeholders.

1.3 Leicester City Council values

We share the values of One Leicester with our partners. The One Leicester values are described below along with what these mean to us in the way we work. These are important guiding principles to all our work in developing and improving the organisation and were developed after consultation with our communities.

Driving out inequalities

We will prioritise those people most in need and those activities that drive out inequalities between communities and individuals. Rather than just addressing the symptoms, we will prioritise the preventative activities that eliminate the root causes of inequality. At the heart of this are our approaches to worklessness and skills, tackling childhood poverty and promoting cohesive communities.

For Leicester City Council this means....

We are committed to inclusion, meeting the diverse needs of our communities and to the principle of equal services for equal need based on a clear understanding of our communities. We will protect vulnerable people and pay particular attention to caring for vulnerable children and young people. We will tackle the causes of inequality by providing opportunities such as skills, jobs, wellbeing and living standards. We will promote cohesion and cross faith and community dialogue, for example through our work in the arts, culture, youth activity and play.

Delivering quality services

We will focus on those activities that improve the quality of public services and other aspects of public life that affect the people of Leicester. We will challenge the way things are done so we can deliver better value for money and more effective and efficient services for the people of Leicester.

For Leicester City Council this means....

We are committed to becoming One Excellent Council to deliver better services for our citizens. We will focus on what is most important to our citizens. We will challenge the way we work and improve the way we do things, becoming more efficient and delivering better value for money whilst making services more effective. This approach includes developing approaches to personalisation and choice.

Delivering outcomes

We will concentrate on those activities that deliver the right results for the people of Leicester – the things that will make a real and lasting difference to people's lives.

For Leicester City Council this means....

We will understand the needs of our service users and customers and define this clearly in terms of outcomes. We will deliver the day-to-day services to standards required by our citizens. By understanding the needs of our customers, we will focus additional efforts on those activities that will improve the lives of people who are affected by inequality.

Having a customer focus

We will prioritise activities that help us to respond better to the diverse needs and concerns of different communities across the city. We will involve the people that use our services in how they are designed and deliver our services in ways that suit the people who depend on them. We will prioritise activities that make our services accessible to all citizens – regardless of their circumstances. This will usually mean delivering services to people in their own neighbourhoods and some services in the city centre.

For Leicester City Council this means....

We will involve the people that use our services in how they are designed and in setting service standards. We will also monitor our customers' response to services and actively use this feedback in changing the shape and nature of services. We will deliver our services in ways that suit the people who depend on them. This will mean delivering some services to people in their own neighbourhoods.

Joining-up what we do

We will ensure that the activities of all of the main agencies in the city are well co-ordinated, working to a common strategy and agenda. This will help us to work together more effectively for the benefit of the people of Leicester. At our best, *the sum of our achievements will be greater than the parts.*

For Leicester City Council this means....

We will play our role as community leaders within the Leicester Partnership and co-ordinate the activities of the main agencies working to a common strategy and agenda. We will work together, as One Council and with other partners to deliver our contribution to One Leicester, changing the lives of people in the city.

Delivering sustainably

We will prioritise those activities that take into account the social, economic and environmental needs of the people of Leicester and that do not compromise the needs of future generations.

For Leicester City Council this means....

We are committed to playing our part towards becoming Britain's sustainable city. We will use our own resources efficiently, for example reducing waste, promoting recycling and developing schemes for our staff that reduce our impact on the environment, and look at ways we can use our influence more widely for example through our procurement policies. We will work to make Leicester a city for people and families rather than a city for cars. We will focus on how we can help Leicester to have the lowest urban carbon footprints in Britain and play a key role in tackling global warming.

1.4 Our organisation

The start of our organisational development and improvement work has been the design of new senior management structures which are now being implemented. The key principles for this new structure have been to:

- Ensure clear and effective lines of accountability and ways of working in terms of the managerial and political interface;
- Focus and dedicate the top tier of management on strategic leadership for the city;
- Focus and dedicate the second tier of management (Divisional Directors) on operational leadership of services; and
- Create a commissioning – provider relationship with our Strategic Directors working with Cabinet Lead Members to become the 'Commissioners of Services', and Divisional Directors being the 'Providers of Services'.

In this way the commissioning cycle is at the heart of how we operate and we create the space and capacity to focus on understanding needs, developing strategy, defining outcomes, planning, commissioning and reviewing delivery, and in turn enable our Divisional Directors to focus on delivering excellent services.

We see commissioning as the way to achieve better outcomes in a more efficient way for our citizens. However, just changing our senior management structures is not enough to achieve those better outcomes and efficiencies, we will need to make sure we have strong and effective leadership, have the right people with the right skills, supported by the right systems and processes, and manage our performance effectively. This is the focus of our organisational development and improvement plan. The next section of the plan focuses on where we are now as our starting point for organisational change.

2. Where we are now

Our ambition is to become one of the best councils in the country, achieving more for our citizens and providing rewarding careers for our employees. We must do this whilst achieving year on year efficiency targets set by government and with slower growth in resources due to the recession. To achieve our ambition within this challenging economic environment we recognise the need to develop and improve in a number of ways, but we also have strengths which we can build on.

This section of our plan sets out both our strengths and challenges in terms of leadership, our people, ways of working, and how we manage performance.

2.1 Our achievements and strengths

Our key achievements and strengths in relation to organisational development and improvement are summarised below.

2.1.1 Leadership

- We have visible and effective political and community leadership.
- We have a new senior management team who bring additional capacity and fresh perspectives to the organisation.
- We have clear political leadership that will provide strong and stable decision making.
- We have a clear and challenging vision (One Leicester) for the City supported by all that should help bring about a common goal and purpose for the various public and private sector organisations of Leicester.
- Our relationships with our external partners are strong and developing all the time.
- We have a developing 'One Leicester' brand and identity for the City.
- We have leadership that is strong, resilient and tenacious in tackling the city's issues.

2.1.2 Our People

- We have many hard-working and professional employees who are committed to serving the needs of the people of Leicester.
- We have a skilled and knowledgeable workforce that we are starting to use more flexibly to support our priorities and organisational development.
- We have many experienced and committed Councillors who have well established ways of working.
- We have good relationships between employees in different services and with employees in other agencies working for the good of the people of Leicester.
- We are promoting a new culture of openness and trust for example by our strategic management team working differently.

2.1.3 Our ways of working

- We have a sound understanding of the local context and engage with our communities and have improved this with our ward committee meetings.
- We are making positive investments in our technology and systems such as our Electronic Document and Records Management System (EDRMS) which have the potential to support new ways of working.
- We are actively working to change our HR policies and procedures to make them less bureaucratic and more focused on helping managers to manage employees effectively.
- We are developing new ways of integrated working across the partnership in order to improve outcomes for the citizens of Leicester.

2.1.4 Performance management

- We have a strong and effective focus on improving how we use our resources.
- We have sound financial management.
- We have a strong focus on outcomes led from the top.
- We are now having more of the difficult discussions in a constructive way to drive improved performance.
- We have developed robust and confident responses to key challenges.
- Customer satisfaction levels with most of our services have improved.
- Customer satisfaction with the council as a whole has significantly increased since 1998.
- We are focused and clear about our key performance indicators and how we monitor and evaluate performance against them.
- We are effective at understanding organisational risks and embedding risk into our business processes through our risk management strategy and approach.

2.2 Our key challenges

Our key challenges in relation to organisational development and improvement are summarised below.

2.2.1 Leadership

- Our decision-making has lacked pace in the past and we did not always consistently follow up on our decisions.
- We previously lacked a consistent focus on what is most important in terms of our priorities and have not always had a common shared purpose across our senior management team.
- We worked in 'departmental silos' which did not help to create a One Council approach to what we do.
- We sometimes avoided taking the tough decisions about difficult organisational challenges because senior managers wanted to avoid conflict.

2.2.2 Our People

- We have had a bureaucratic culture that has stifled creativity, slowed decision making and perpetuated a culture of blame in some parts of the Council.
- Our Managers have not always had the confidence to be accountable and take decisions.
- We have been weak in terms of our workforce planning and not focused enough on employee recruitment, retention, talent management and skills for leadership.
- Our workforce has not been as representative as it needs to be in terms of the diversity of the City.
- Our internal and external communications have been inconsistent particularly in terms of communication with our employees, and between officers and Councillors.
- We have not always engaged our trade union representatives at the right time or level in terms of decisions that affect our workforce.

2.2.3 Ways of working

- Our internal systems and processes have often been bureaucratic and seen as risk averse and have not helped managers to get things done quickly and efficiently.
- We have had difficulties in managing the poor performance of a small number of employees.
- Our support services have not always been as customer focused as they need to be and there has been duplication of activity and effort in some areas.
- We are a data rich organisation but have not always captured and used data as effectively as we could to share knowledge, learning and understand needs.
- We have not had visibility of all our project and programme activity, and have often been unclear about the benefits this is delivering or what it costs us.

- We have a range of information systems but these have not been as effectively linked together as they could be which makes it more difficult for us to deliver excellent customer services.

2.2.4 Performance

- Our standards of customer service have been inconsistent and we have sometimes focused on following a paper trail as opposed to meeting the needs of the customer.
- We have in the past tended to focus too much on monitoring performance rather than performance management of service improvements and outcomes.
- We have not always sufficiently celebrated what we do well and have been inconsistent in terms of learning from what has not worked so well.
- Our approach to efficiencies and value for money has focused too much on a traditional approach to budgeting.

2.3 Achieving efficiencies

The development and improvement of our organisation takes place in the context of some challenging efficiency targets and a tough economic climate. The Council has entered into a LAA target requiring it and its partners to achieve £77.4m of savings (between them) by 2010/11. As part of that the Council's own target for efficiency by 2010/11 is £37.443m, to meet national expectations. The savings we achieve must meet the Government's definition of an efficiency saving if they are to contribute to this target (see Appendix two).

We have a positive and strong track record on achieving efficiencies. The 2005/06 to 2007/08 Efficiency Target for the Council was £20.95m. We needed to achieve at least 50% of this total through cashable savings. The Council actually achieved cashable savings of £28.548m between the period of 2005/06 to 2007/08. The overachievement against the target allows us to carry forward efficiency savings to the next period (2008/09 to 2010/11) as outlined below.

However this still leaves us with a significant efficiency challenge. To achieve this we already have approved plans for:

- £6.128m of total savings identified in the departmental revenue savings strategies (as part of the budget strategy for 2009/10 to 2011/12);
- £1.8m of total savings identified via 'quick win' projects (details in Appendix x);
- £2.2m of total savings identified in the corporate procurement strategy and activity.

This is outlined in Appendix 2 of this plan.

In addition the following already contribute to the target:

- The £9.420m of carried forward efficiencies from activity prior to 2008/09;
- £1.667m of full year savings from activity in 2008/09;

The majority of the other contributions to our efficiency target come from the proposed outcomes of our organisational development and improvement programme. The total efficiency by 2010/11 and also the contribution to the next budget are outlined in appendix two.

Having outlined our strengths and challenges the next section of this plan sets out where we want to be as an organisation and our priorities for organisational development and improvement which will help us to achieve this.

3. Where we want to be

'One Excellent Council' will mean we are amongst the best as a Council, achieving more for our citizens and providing rewarding careers for employees in the most efficient and effective way. Organisational development and improvement is focused on achieving this and is core to what we do.

This section of our plan sets out the type of organisation we want to be, our priorities which will help us achieve that and how we will measure success.

3.1 The type of organisation we want to be

3.1.1 Our Leadership will:

- Lead by example and work effectively as One Council.
- Keep in touch with the people of Leicester and be visible to our employees.
- Set priorities that are outcome focused and will improve the quality of peoples' lives.
- Be clear about accountabilities, ensure timely and transparent decision-making and make sure we implement those decisions.
- Agree clear priorities that they stick to, recognise where conflicts occur between priorities and resolve them.
- Allocate adequate funding to services and activities that deliver the priorities.
- Empower employees, not control them.
- Make tough decisions at the strategic level and allow other decisions to be made at the appropriate level (management/front line).
- Understand the needs of communities through evidence and information gathered and anticipate future pressures.
- Say no, especially to opportunities that do not contribute to achieving desired outcomes.
- Maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.

3.1.2 Our People

- Employees feel empowered, trusted and have a can do attitude.
- Employees and managers are trained and developed, not blamed.
- We listen to employees and seek their input into decision making.
- Councillors are supported and equipped to undertake all of their roles.
- Issues, such as capability or disciplinary processes are dealt with in a timely way.
- Customer care is important to employees and reflected in recruitment and training.
- The workforce is representative of the population it services.
- Innovation and ambition are encouraged and rewarded.
- Employees understand how what they do makes things better for citizens.
- We identify and develop talent, including leadership and management potential.
- We communicate consistently, effectively and clearly to our employees, Councillors, Trade Unions and externally.

3.1.3 Our ways of working

- Our HR processes support performance management.
- Working to guiding principles, not bureaucratic control.
- Taking risks but managing them.
- We treat our internal customers as well as we treat our external customers.
- We collaborate with others and involve citizens in decisions about their services.
- Our communication and information are in plain language.
- Our managers are supported to deliver services, not distracted with procedures.
- Fairness and inclusion are integrated into our ways of working.
- Working with other services and partners is encouraged and supported.
- Decisions are made quickly.
- Our systems are better integrated to help us work efficiently and effectively.
- In any changes we make we consider the impact we are having in terms of environmental sustainability and seek to minimise our impact on the environment and reduce our carbon footprint.

3.1.4 Our performance

- Everyone understands their contribution to outcomes and service improvement.
- We have consistent customer service standards and meet our customers' expectations.
- We have a strong and consistent focus on improving value for money.
- Performance is managed, not just monitored.
- Planned efficiency savings are made whilst performance is improved.
- People see us as a learning organisation and we celebrate success

3.2 Our priorities for organisational development and improvement

Our priorities for organisational development and improvement have been identified by assessing where we are now as set out in section two of this plan against the type of organisation we want to be as outlined above.

Our priorities are:

Leadership

1. To implement and embed our new organisational structures and governance arrangements.
2. To further develop and improve the way we work in partnership.

Our People

3. To review and strengthen our arrangements for development of employees and Councillors, and management of our workforce.
4. To develop our communications focusing particularly on internal communications.

Our ways of working

5. To develop our approach and capability to project and programme management across the Council.
6. To transform our support services in terms of efficiency and effectiveness.

Performance management

7. To deliver a step change in our customer services via our One Council, One Contact programme.
8. To improve our management of suppliers in order to maximise value for money.
9. To develop a priority based budgeting approach to our financial planning.
10. To further develop our approach to performance management.
11. To embed a One Council approach to commissioning across the organisation.

3.3 How we will measure success

This plan will ensure we become One Excellent Council enabling us to deliver our corporate plan and the priorities of One Leicester as well as maximising efficiencies. We will be able to evidence strong leadership, empowered people, efficient ways of working and effective performance alongside achievement of efficiency savings as set out in Appendices one and two.

The key measure of success for this plan will be the delivery of services that are effective and that improve outcomes for citizens of Leicester. This will be reflected in improvements in our key outcomes and relevant Performance Indicators in the Local Area Agreement, and in what our Citizens say.

The key milestones and impact of this plan will be regularly monitored and evaluated by the Organisational Development and Improvement Board.

4. What we are doing in 2009/10

4.1 How we will achieve our priorities

A number of our organisational development and improvement priorities are being managed as a specific project or programme of work. Other areas are being delivered through the development and implementation of key strategies such as our Workforce Development Strategy, Member Development Strategy, and Learning and Development Strategy.

Below we have set out some of the key milestones we are aiming to achieve in 2009/10. We have a number of specific Project and Programme Teams overseen by Programme Boards whose role is to ensure we are delivering these milestones. Appendix 1 describes in more detail each project/programme.

The overall plan is being monitored by the Organisational Development and Improvement Board who will regularly review, evaluate and report progress to the Council's Strategic Management Board and to Cabinet.

4.2 What we will have achieved by October 2009

Leadership

- Our new management structures are in place and fully operational.
- We will have reviewed the way our management and political leadership work together in relation to our new structures and implemented agreed changes.
- Our first state of the city report published.
- Updated our partnership database and identified opportunities to further strengthen the added value of our partnership arrangements.
- Agreed the plan to improve the way we work in partnership.
- Agreed the support we need for effective strategic commissioning.
- Implemented our Leadership in Partnership Programme with Warwick Business School.
- Published our report on scrutiny activity.

Our People

- Completed our first Learning and Development Strategy.
- Completed a review of our induction processes and introduced new arrangements for unified induction of new starters.
- Reviewed our existing practices in relation to employee management and development.
- Identified and reviewed good practice in employee management and development from other organisations.
- Reviewed our recruitment practice.

- Implemented our Reach Higher Programme for BME staff.
- Developed our Workforce Strategy.
- Created and launched a member development portal.
- Completed initial skills audits and personal development plans for Councillors who want them.
- Developed and launched an annual programme of learning and development events for Councillors and officers.
- Agreed and implementing a six month internal communications programme.

Our ways of working

- Completed an assessment of how our support services operate and the resources this involves.
- Reviewed and evaluated options for future support service delivery.
- Implemented a Project Portfolio Management and Gateway process to support our new Priority Boards and ensure visibility and control of our project and programme activity, and established a Corporate Portfolio Management Office to manage and coordinate this.
- Introduced simpler project management standards which are easier to use and focus project managers more on delivery of benefits from projects, as well as helping monitor benefits delivery.
- Established a Project Management Network to act as a "Centre of Excellence" and help with transfer of skills and learning between our project managers.

Performance management

- Agreed the changes to our performance management framework which will support us to work effectively in our new decision making structures.
- Agreed our new corporate plan and service improvement and efficiency plans.
- Agreed a new set of organisational health performance measures.
- Completed a review of the way we use our Performance Plus system.
- Developed and agreed our corporate approach to strategic commissioning.
- Communicated our strategic commissioning framework to senior managers across the Council
- Undertaken work to review our current customer access channels including face to face and web.
- Increased the range of frontline services which are dealt with via our corporate customer services centres.
- Completed a business case for integrating our Customer Relationship Management system with other back office systems.
- Reviewed our high value contracts for opportunities to consolidate contracts.
- Reviewed all key categories of non-contracted spend to agreed ways of reducing.
- Completed a make or buy review of print, reprographics and design.
- Completed and reviewed the pilot phase of priority based budgeting reviews.

4.3 **What we will have achieved by April 2010**

Leadership

- Conducted an evaluation of the impact of our new governance and management arrangements and made any necessary further refinements.
- Implemented our partnership improvement plan.

Our People

- Put in place the new model for management and development of our employees.
- Developed a revised approach to appraisal and employee supervision and management.
- Piloting a new behavioural competency framework.
- Put in place our workforce strategy.
- Review and evaluated the impact of our communications programme and identified lessons learnt for future communications activity.
- Developed a communications programme for the next 6 – 12 months.

Our ways of working

- Developed a business case and implementation plan to take forward the preferred options for support services.
- Implemented changes in relation to our support services.
- Introduced new programme management standards and training.
- Put in place a project management competency assessment framework for Project Managers across the Council.
- Evaluated our 6 month project assurance programme.
- Standardised our new approaches to project and programme management into our business as usual ways of working and evaluated the initiation operation of our strategic portfolio management and gateway approval processes.

Performance management

- Piloted our new strategic commissioning framework with our Priority Boards.
- Developed and implementing a clear plan for market engagement and development.
- Agreed a future access channel strategy and underway with implementing changes.
- Further increased the range of frontline services which are dealt with via our corporate customer services centres.
- Implementing the agreed business case for integrating our Customer Relationship Management system with other back office systems.

- Developed consistent customer services standards and implementing customer services training and development where needed.
- Brought together contracts where this will realise greater benefits.
- Contracted with new suppliers and/or re-negotiated contracts for non-contract spend.
- Commenced the second of two phases of reviews for Priority Based Budgeting.
- Standardised our new corporate and service planning, data management and performance reporting arrangements.
- Planned our budget aligned to priorities in all of the Priority Based Budgeting pilots.

Appendix 1:

Delivery plans 2009/10

Leadership

Priority one: To implement and embed our new organisational structures and governance arrangements.

How it helps achieve One Excellent Council

The key benefits of this priority

Our new structures and governance arrangements will help us to:

- Lead by example and work effectively as One Council.
- Set priorities that are outcome focused and will improve the quality of peoples' lives.
- Be clear about accountabilities, ensure timely decision-making and make sure we implement those decisions.
- Agree clear priorities that they stick to, recognise where conflicts occur between priorities and resolve them.
- Allocate adequate funding to services and activities that deliver the priorities.
- Make tough decisions at the strategic level and allow other decisions to be made at the appropriate level (management/front line)
- Understand the needs of communities through evidence and information gathered and anticipate future pressures.
- Say no, especially to opportunities that do not contribute to achieving desired outcomes.
- Maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.

We will measure success through:

- Improvements in relation to the priority outcomes and key performance indicators including our LAA targets.
- Achievement of level 4 in the organisational assessment of CAA.

How it will be delivered

How we will deliver this

The new structure is already agreed and most appointments completed. The next steps are to embed the new officer governance arrangements and to review key procedures and processes to ensure they reflect the new arrangements.

Who is responsible

This work is the responsibility of the Strategic Management Board of the Council.

What we will do and when**The key milestones will be:**

- Update the constitution and Scheme of Delegation – Complete by 1st June 2009
- Revise key procedures and processes to reflect the changes in terms of roles and responsibilities – Complete by 30th June 2009
- Establish the new officer governance arrangements – Complete by 30th September 2009
- Reviewed the way our management and political leadership work together in relation to our new structures – Complete by 30th September 2009
- Review the implications in terms of partnerships – Complete by 31st October 2009
- Conducted an evaluation of the impact of our new governance and management arrangements – by 31st March 2009

Priority two: To further develop and improve the way we work in partnership.

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- To maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.
- To have a shared understanding with partners about the needs of communities through evidence and information gathered, and be able to anticipate future pressures.
- To set joint priorities which are outcome focused and improve the quality of peoples' lives.
- Be clear about accountabilities, ensure timely decision-making and make sure we implement those decisions.
- To support improvements in key outcomes through effective challenge and evaluation.

We will measure success by:

- Improvements in relation to the priority outcomes and key performance indicators including our LAA targets.
- Achievement of level 4 in the organisational assessment of CAA.

How it will be delivered

How we will deliver this

- **Improving the Partnership Structure**
 - Consolidating the structure into five Strategic Theme Groups and two cross-cutting Theme Groups.
 - Consolidating the thematic groupings into a new executive sub group (called the 'Strategic Board').
 - Implementing the 'Family of Partnerships' concept to assist the governance and development of the Partnership.
 - Reviewing the sub-group structure of Strategic Theme Groups.
 - Develop the Talking Up Leicester Strategic Theme Group.
- **Strengthening the Leadership roles within the partnership**
 - Strategic Directors of the City Council will be the Lead Officers for the Strategic Theme Groups.
 - The Theme Group Chair will not be a paid officer of the Council when the Lead Officer role is held by a Strategic Director of LCC.
 - The Performance Scrutiny Sub-group will be strengthened through adding the Chief Operating Officer of the City Council as a permanent member.
 - Expanding the detail around the practical workings of relationship management, beyond that described within the role of the Lead Commissioning Officers and Chair.

- Development of ways of working that enable cross-cutting issues to be tackled and delivered upon.
- **Improving capacity to support the work of the Partnership**
 - Support to the Partnership will be developed into a 'shared service' model that is funded from the Area Based Grant.
 - Identify support required for Theme Groups to function.
- **Improving the Partnership commissioning capability**
 - We will consolidate and strengthen joint commissioning arrangements and ensure that the standards of commissioning previously agreed by the LSP are incorporated as consistent good practice.
- **Improving the performance management framework**
 - We will further strengthen the way in which we collectively evaluate and challenge performance.
 - Focus on increasing partnership buy-in to One Leicester, developing joint target setting and more joined up performance management arrangements linked to the CAA.

Who is responsible

Lee Harrison, Head of Partnership, Performance and Policy will oversee the programme and Strategic Theme Group Leads will share responsibility for delivery of the improvement.

What we will do and when

The key milestones will be:

- First state of the city report published – by 31st July 2009
- Partnership mapping completed and database updated - by 31st July 2009
- Partnership Improvement plan and opportunities for rationalisation agreed – by 31st October 2009
- Improvement plan implementation – November 2009 – April 2010

Our People

Priority three: To review and strengthen our arrangements for development of employees and Councillors, and management of our workforce

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will be smarter and more efficient in managing our workforce.
- Employees feel empowered, trusted and have a can do attitude.
- Employees and managers are trained and developed, not blamed.
- We listen to employees and seek their input into decision making.
- Councillors are supported and equipped to undertake all of their roles.
- Issues, such as capability or disciplinary processes are dealt with in a timely way.
- The workforce is representative of the population it services.
- Innovation and ambition are encouraged and rewarded.
- Employees understand how what they do makes things better for citizens.
- We identify and develop talent, including leadership and management potential.

We will measure success by:

- Overall improvement in performance management of our employees in terms of efficiency and effectiveness resulting in improved performance and productivity reflected for example in sickness absence levels.
- Improved employee development and management supports the Council in achieving high levels of performance.
- The quality and consistency of training records, supervision and one-to-ones is improved.
- Achievement of the IDeA Member Development Charter.

Specific measures and targets will be set once the work to define the changes to current practices has been completed.

How it will be delivered

How we will deliver this

This programme of work will include:

- Reviewing our recruitment processes to ensure they meet best practice and enable us to get the right people into the right jobs.
- Developing induction of employees to ensure it is timely and outcome focussed.
- Improving our day-to-day management and supervision of employees to ensure it is high

quality and outcome focused.

- Developing our performance review/appraisal process to deliver a consistent, objective and evidence-based performance review process for everyone that is linked to individual development.
- Review our practices in relation to transition of employees to new roles for example through promotion, and how we manage our exit processes for employees.
- Embedding a new approach to Member development.
- Developing a One Council approach to learning and development which will look for opportunities to undertake different approaches to learning and development such as coaching and e-learning and ways in which we can collaborate with partners.

We will deliver this work via:

- Our Individual Performance Management Programme.
- The delivery of our Member Development Strategy and Action Plan.
- The delivery of our Learning and Development Strategy.

Who is responsible

- The Senior Responsible Officer for the Individual Performance Management Programme is Sheila Lock, Chief Executive.
- The Member Development Strategy and Action Plan is being led by the Member Development Forum supported by our Head of Democratic Services, Liz Reid-Jones.
- Delivery of our Learning and Development Strategy is the responsibility of our City Learning Service, managed by the Head of Service, Paul McChrystal and the Director of HR, Fiona Skene.

What we will do and when

The key milestones will be:

- Complete our first Learning and Development Strategy – by 31st July 2009
- Complete a review of our induction process – by 31st July 2009
- Reviewed our existing practices in relation to employee management and development – by 31st August 2009
- Introduced new arrangements for unified induction of new starters – by 30th September 2009
- Develop and launch an annual programme of learning and development events for Councillors and officers - by 30th September 2009
- Created and launch a member development portal - by 31st October 2009
- Initial skills audits and personal development plans in place for Councillors who want them - by 31st October 2009.
- Reviewed our recruitment practice – by 31st October 2009
- Implemented changes to our recruitment practice – by 31st December 2009
- Established a pilot for a new behavioural competency framework – by April 2010.
- Developed a new appraisal framework – by April 2010.

Priority four: To develop our communications focusing particularly on internal communications

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We communicate consistently, effectively and clearly to our employees, Councillors, Trade Unions and externally.
- We are open and transparent in our communications with employees and Councillors.
- Our leadership are visible and regularly engage with employees.
- We will engage our managers regularly in decisions that affect employees and the way we work.
- Our communication and information is in plain language.

We will measure success by:

- Feedback from our managers, employees and from Councillors.

How it will be delivered

How we will deliver this

This work will involve the development of an internal communications programme which will pilot different methods of communicating and engaging on our organisational changes. This programme will include the following:

- Face to face engagement of managers, employees, Trade Unions and Councillors
- Use of Insite and other electronic communications
- Cascading of information from key decision making boards including our Strategic Management Board

Marketing and Communications is within the remit of the Support Services transformation which will look at how we deliver marketing and communications activity currently, the resources involved and determine the best approach for the future.

Who is responsible

This work will be led by the Head of Communications, Mark Bentley supported by Miranda Cannon, Director of Change and Programme Management, and the Organisational Development and Improvement Team.

What we will do and when

The key milestones will be:

- Development of a 6 month internal communications programme – by 31st July 2009

- Implementation of the programme – July 2009 – Dec 2009
- Review and evaluation of the impact on the programme and identification of lessons learnt for future communications activity – by 31st Jan 2010
- Develop programme for the next 6 – 12 months – by 28th Feb 2010

Our ways of working

Priority five: To develop our approach and capability to project and programme management across the Council

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will know how our projects and programmes are contributing to priorities and outcomes and what they cost us to deliver.
- We will have a controlled way of starting up and managing our projects and programmes.
- We will manage our projects and programmes in a consistent and professional way.
- We will take risks in relation to projects and programmes because we manage them.

We will measure success by:

Monitoring progress against the following specific measures:

- Percentage of projects making a significant contribution to LCC Strategic Priorities.
- Percentage of projects adequately focused on outcomes delivery.
- Percentage of projects delivering on time, within agreed budget and to acceptable quality.
- Percentage improvement in overall Project Management capability assessment scores.

Specific targets will be set for these indicators once baselines are established.

How it will be delivered

We have a programme of work to deliver this which consists of three main components:

1) Portfolio management

The focus of this is to

- Put in place a process for the Council to develop a strategic portfolio of projects and programmes which are aligned to the One Leicester strategy.
- Implement & support a project Gateway Approval process working closely with Strategic Directors.
- Establish the governance to support the portfolio management and gateway processes, including maintaining Portfolio Registers & progress reporting.

2) Establish a corporate Portfolio Management Office (cPMO) and standards

The focus of this is to:

- Design, recruit into and establish a proactive Corporate Portfolio Management Office to provide oversight of all main projects.
- Roll-out revised project standards across the Council, including all necessary

communication, training & support and amendments to existing Project Standards.

- Provide the following functions: gateway management, strategic portfolio management, reporting, document management, project assurance, benefits management, best practices and standards, support to the Project Management Network.

3) Improve Project Management Capability & Implement Project Assurance

The focus of this is to:

- Complete Assurance Reviews of "High Risk" projects from the Portfolio.
- Agree & start delivery of 2009/10 annual assurance programme.
- Continue to support and develop the Council's Project Manager Network, deliver quarterly events and establish mutual support and mentoring.
- Implement a Project Manager Competency Assessment process & establish skills gaps and development needs via a joint sub-Regional RIEP project.
- Identify priority training & development needs.

Who is responsible

The Senior Responsible Officer for this Programme is Miranda Cannon, Director of Change and Programme Management.

What we will do and when

The key milestones will be:

- Annual project assurance programme is in place and resourced for the assurance of projects from the corporate Portfolio for 2009/10 – by 30th June 2009
- Agreed action plans for high value projects in place following completion of Assurance Reviews, which is tracked by cPMO on a quarterly basis – by 30th June 2009
- Complete the development of a strategic portfolio management and gateway approval processes and make sure they align with our new organisational structures – by 30th June 2009
- Pilot the new strategic portfolio management and gateway approval processes – by 30th September 2009
- Develop new project management standards and develop training to support the roll out of these standards – by 31st October 2009
- Refine and implement the strategic portfolio management and gateway approval processes as business as usual – by 31st October 2009
- Put in place a Corporate Portfolio Management Office to support our new approach to managing projects and programmes – by 31st October 2009
- Develop new programme management standards and develop training to support the roll out of these standards – by 31st December 2009
- Project management competency assessment framework in place for generic Project Management roles and process – by 31st December 2009
- Evaluate 6 month project assurance programme – by 31st January 2010
- Evaluate operation of the strategic portfolio management and gateway approval processes – by 31st March 2009

Priority six: To transform our support services in terms of efficiency and effectiveness

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We treat our internal customers as well as we treat our external customers, therefore our support services will be customer focused and will operate to consistent and professional standards which meet the needs of the organisation.
- We will ensure our support services are efficient and effective by removing duplication and improving key processes.
- We will have prepared the ground to consider and take forward opportunities for shared services with our partners.
- Consolidation of professional and advisory skills and the freeing up of management time to focus on higher value-add activities.
- Delivery of significant operating cost savings for the Council.

We will measure success by:

- Reduction in the cost of our support services which will contribute to our efficiency targets.
- Increased internal customer satisfaction with support services.
- Support services which are closer to recognised best practice in terms of structures and ways of working.
- Delivery of shared service solutions where appropriate.

Specific targets will be set for these indicators once the work to define our future target operating model has been completed.

How it will be delivered

How we will deliver this

The work will involve undertaking a review of the current way our support services operate and the resources this involves (As Is assessment). We will then develop a vision and design for the future which will be reflected in a business case and implementation plan to put the changes in place.

Who is responsible

The Senior Responsible Officer for this Programme is Andy Keeling, Chief Operating Officer and Deputy Chief Executive.

What we will do and when**The key milestones will be:**

- Agree overarching vision and design principles – by end July 2009
- Complete As Is assessment – by end August 2009
- Review and evaluate options for future design – by end September 2009
- Develop business case – by end October 2009
- Develop phased implementation plan – by end November 2009
- Finalise efficiency targets – by end November 2009
- Complete first phase of implementation – by end March 2010

Performance management

Priority seven: To deliver a step change in our customer services via our One Council, One Contact programme

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- Our customers will have a positive experience when they contact the Council because we will have an approach which treats customers consistently and with respect.
- We have consistent customer service standards and meet our customers' expectations.
- We will resolve as many queries as possible at the first point of contact and make sure the ways in which customers can access services are appropriate and efficient.
- Our systems are better integrated to help us work efficiently and effectively and to achieve good customer service.

We will measure success by:

- Increased customer satisfaction.
- Reducing avoidable contact measured by NI14 (the average number, of customer contacts per received customer request).
- Increased efficiency and reduced costs of our customer service processes.
- Uptake of different access channels.

Specific targets will be set for these indicators are to be determined once baselines are established.

How it will be delivered

How we will deliver this

We will have four key streams of work:

- 1) **Access channel review** – This will focus on how and where customers contact the Council including looking at opportunities to use different ways of contacting us.
- 2) **Service migration** – This will focus on bringing together our customer services into our customer services centres by migrating services across in a phased way.
- 3) **Operational and cultural improvement** – This will focus on our structures, day to day operations, customer services standards and training.
- 4) **Technology** – this will focus on providing the tools and capabilities to support efficient customer service.

Who is responsible

The Senior Responsible Officer for this Programme is Alistair Reid, Strategic Director Development, Culture and Regeneration.

What we will do and when

The key milestones will be:

The team is currently being mobilised for this programme and will be developing a detailed plan to ensure key milestones and target dates are clearly defined.

Priority eight: To improve our management of suppliers in order to maximise value for money

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will get maximum value for money in relation to goods and supplies.
- We will work effectively with our suppliers so that we receive a high quality, value for money service and we will make it easier for our suppliers to work with us.
- We will rationalise the number of suppliers in use.
- We will maximise our use of existing contracts to reduce off-contract spend.

We will measure success by:

- Savings realised through contract novation, strategic sourcing and make or buy evaluation.
- Increase in the number of contracts novated.
- Increase in the number of different services utilising novated contracts.
- Decrease in the total value of non-contract spend.
- Increase in the value of spend through existing contracts.
- Increase in the number of new contracts let.
- Increase in number of contracts baselined.
- Increase in the number of compliant contracts.
- Increase in the total value of spend with local and regional suppliers.
- Total value of spend with national suppliers.

Specific targets will be set for these indicators once baselines are established.

How it will be delivered

How we will deliver this

We will deliver this through a number of strands of work:

- **Contract novation** – This will focus on where we have existing contracts with similar suppliers which can be amalgamated and opportunities to reduce supplier spend. It will also focus on improving our contract administration and ensuring clear lines of accountability for supplier performance management.
- **Non-contract expenditure** – This will look at reducing our non-contract expenditure

by maximising use of existing contracts which provide value for money to the Council, by re-negotiation of terms and conditions of existing contracts to include the recurring non-contract expenditure, or by contracting with other suppliers where necessary.

- **Strategic sourcing** – This will baseline proposed contracts and identify and document growth items, cost neutral items and savings to ensure the Council's procurement plan for 2009-11 delivers value for money.
- **Make or buy** – This will identify functions for detailed review to determine their quality and cost effectiveness. It will focus on where service improvements can be implemented across in-house functions and where provision of an in-house function could be offered to the market to deliver better value and performance.

Who is responsible

The Senior Responsible Officer for this Programme is Mark Noble, Chief Finance Officer.

What we will do and when

The key milestones will be:

- Completed a make or buy review of print, reprographics and design – by end November 2009
- Review high value contracts for possible novation during 2010 – by end Dec 2009
- Collated growth, cost-neutral and cost reduction across the procurement plan – by end Dec 2009
- Reviewed all key categories of non-contracted spend – by end Dec 2009
- Contracted with new suppliers and/or re-negotiated contracts for non-contract spend – by end March 2010

Priority nine: To develop a priority based budgeting (PBB) approach to our financial planning

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- We will no longer have a traditional approach to setting our budget.
- We will have a strong golden thread between our strategic priorities, corporate and service planning and budget setting.
- We will have enhanced transparency of our spend and made sure our resources are focused on priorities.
- We will have a One Council approach to identifying and delivering efficiencies.
- We will be able to de-commission services that are not aligned to priorities and allocate expenditure based upon activity that will give rise to efficiency.

We will measure success by:

- Budgets aligned with priorities set out in the One Leicester as evaluated for example by our external regulators as part of CAA.
- The number of areas of the council which are completing budgets based on PBB principles.
- Savings achieved using PBB as a tool to identify areas to realise savings in a more informed strategic manner.
- Improved visibility and awareness of income generation activity within the council.

How it will be delivered

How we will deliver this

This project will involve a rolling series of reviews that will transform the Council's method of budgeting. We will use these reviews to develop a clear methodology and approach which will replace our current approach to budget setting for the financial year 2011/12.

Who is responsible

The Senior Responsible Officer for this Programme is Mark Noble, Chief Finance Officer.

What we will do and when

The key milestones will be:

- Pilot phase reviews completed - by 1st July 2009
- Complete lessons learned report on the pilots – by 1st August 2009
- First of two phases of reviews to be carried out - completed by January 2010
- Second of two phases of reviews to be carried out - completed by October 2010

Priority ten: To further develop our approach to performance management

How it helps achieve One Excellent Council

The key benefits of this priority will be:

- Performance is managed, not just monitored.
- Everyone understands their contribution to outcomes and service improvement.
- People see us as a learning organisation and we celebrate success
- We rigorously follow up and evaluate actions taken in response to internal and external reviews.

We will measure this by:

The long term measure of performance management is improved performance on our key performance indicators. Process measures are:

- Clear alignment of service aims, priorities, objectives and targets to strategic priorities - Council performance is defined within a corporate framework aligned to the One Leicester priorities.
- Clear accountability for monitoring and managing performance - Accountability framework in place for monitoring and managing performance.
- Improved, timely and accurate management information - Management information adequately reflects what is going on but also provides the basis for making decisions about what needs improving.
- Improved commitment and enthusiasm towards performance management practices across the organisation - Improved effectiveness of performance management information

How it will be delivered

How we will deliver this

There are five work-streams to deliver this improvement.

- **Strategic alignment:** Align service aims, priorities, objectives and targets to Strategic priorities. Improved integration of performance and finance, including financial planning, priority based budgeting and value for money issues.
- **Service Improvement:** Create accountability within monitoring and managing improvements across services through the use of Service Plans, Action Plans and inspection recommendations. Review the impact of the revised planning framework.
- **Performance measures:** Provide timely and accurate management information that

will enable effective decision-making at all levels of management underpinned by improvement plans where necessary.

- Reconfigure Performance Plus to ensure that it captures information from key plans and meets corporate and partnership reporting and analysis needs
- Develop performance data at ward and neighbourhood levels

- **Performance reporting:** Performance reports catered to all key stakeholder groups, designed to provide management information.

- Development of quarterly performance reports
- Alignment of performance reporting responsibilities and support requirements with the new organisational structures and governance

- **Cultural change:** to embed performance management practices across the organisation.

- Implement a co-ordinated culture change campaign which demonstrates commitment to improving performance and empowering people to innovate and take managed risks

Who is responsible

Adam Archer, Special Projects Manager as chair of the Performance Management Project Board.

What we will do and when

The key milestones will be:

- Corporate plan agreed – by July 2009
- Service Improvement and Efficiency Plans signed off – by July 2009
- Organisation performance measures agreed – by July 2009
- Performance Management Framework agreed – by September 2009
- Complete Performance Plus review – by September 2009

Priority eleven: To embed a One Council approach to commissioning across the organisation

How it helps achieve One Excellent Council

The key benefits of this priority will be:

Our One Council approach to commissioning will help us to:

- Understand the needs of communities through evidence and information gathered and anticipate future pressures.
- Set priorities that are outcome focused and will improve the quality of peoples' lives.
- Allocate adequate funding to services and activities that deliver the priorities.
- Say no, especially to opportunities that do not contribute to achieving desired outcomes.
- Maintain strong and effective relationships with partners and stakeholders to shape and drive outcomes for the future benefit of the city.
- Further develop open, transparent and trusting commissioner-provider relationships.
- Further improve value for money.
- Achieve planned efficiency savings and improve performance.

We will measure this by:

- Improvements in relation to the priority outcomes and key performance indicators including our LAA targets.
- Effective use of resources as evidenced for example through benchmarking.
- Achievement of level 4 in the organisational assessment of CAA.

How it will be delivered

How we will deliver this

Our approach will involve:

- Agreeing a corporate strategic commissioning framework and implementation plan.
- Piloting a new approach to strategic commissioning as part of our new governance and management arrangements (see priority 1).
- Implementing the plan to put our framework into practice and to further develop and improve our approach.
- Alongside this as part of the Support Services Transformation (see priority 6) we will also be reviewing the support that is required for effective strategic commissioning.

Who is responsible

This work is the responsibility of the Strategic Management Board of the Council supported by officers in the Partnership Executive Team.

What we will do and when

The key milestones will be:

- Agreed our corporate approach to strategic commissioning in line with our new management and governance arrangements – by September 2009
- Communicated our strategic commissioning framework to senior managers across the Council – by October 2009
- Agreed the support we need for effective strategic commissioning – by October 2009
- Identified implications for our Workforce Development Strategy in terms of the skills and competencies required for effective strategic commissioning – by October 2009
- Piloted our new strategic commissioning framework with our Priority Boards – by November 2009
- Developed and implementing a clear plan for market engagement and development – by November 2009

Appendix 2:

DELIVERING EFFICIENCIES

Planned Efficiency Savings

The table below provides a financial summary of the planned efficiency savings by 2010/11 and also the contribution to the next budgets in 2010/11 and 2011/12.

Note that the figures are cumulative, i.e. in 2011/12 they show savings to be achieved in that year as compared to 2008/09.

In relation to our organisational development and service transformation activity highlighted in yellow below, we will set targets by November 2009 which make clear the specific efficiency contributions that each programme will make.

| Description | *Total efficiency by | Saving | | | Contribution to next budget | | Accountable Officer |
|---|----------------------|---------------|---------------|---------------|-----------------------------|---------------|---------------------|
| | 2010/11 £000s | 2009/10 £000s | 2010/11 £000s | 2011/12 £000s | 2010/11 £000s | 2011/12 £000s | |
| <i>Activity prior to 2008/09 – Gershon Savings c/f</i> | | | | | | | |
| - cashable | 7,598 | - | - | - | - | - | N/A |
| - non-cashable | 1,822 | - | - | - | - | - | N/A |
| Sub-Total | 9,420 | - | - | - | - | - | - |
| <i>Activity in 2008/09 – Full Year Effects</i> | | | | | | | |
| HR Improvement Plan | 535 | - | - | - | - | - | N/A |
| Interest on Property Sales | 437 | - | - | - | - | - | N/A |
| Print Procurement | 109 | - | - | - | - | - | N/A |
| Cost of Residential Placements | 200 | - | - | - | - | - | N/A |
| Sum of other Minor Savings | 396 | - | - | - | - | - | N/A |
| Total 2008/09 Savings | 1,677 | - | - | - | - | - | N/A |
| <i>Activity in 2009/10</i> | | | | | | | |
| Divisional revenue strategies (see separate Table) | 6,128 | 3,340 | 6,128 | 8,113 | - | - | See Separate Table |
| Agency Project | 500 | 400 | 500 | 700 | - | - | Fiona Skene |
| IT Procurement | 300 | 200 | 300 | 500 | - | - | Jill Craig |
| Printers | 100 | 0 | 100 | 100 | - | - | Jill Craig |

Appendix Two

| | | | | | | | |
|--|---------------|--------------|---------------|---------------|--------------|---------------|----------------|
| Soft Facilities Management | 300 | 300 | 300 | 300 | - | - | Neil Gamble |
| Grey Fleet | 200 | 100 | 200 | 300 | - | - | Andrew Smith |
| Vehicle Fleet | 200 | 100 | 200 | 200 | - | - | Andrew L Smith |
| Policy Officers | 200 | 100 | 200 | 200 | - | - | Miranda Cannon |
| Individual Performance Management | 14,368 | 2,500 | 4,000 | 8,000 | 4,000 | 8,000 | Fiona Skene |
| Supplier Management | | | | | | | Adrian Russell |
| Priority Based Budgeting | | | | | | | Mark Noble |
| Programme Management | | | | | | | Miranda Cannon |
| Adult Social Care Transformation | | | | | | | Kim Curry |
| Support Services Transformation | | | | | | | Andy Keeling |
| One Council One Contact | | | | | | | Alistair Reid |
| Procurement activity (Category Management) | 2,200 | 1,000 | 2,200 | 3,500 | 2,200 | 3,500 | Geoff Organ |
| Sub-Total | 24,496 | 8,040 | 14,128 | 21,913 | 6,200 | 11,500 | - |
| <i>Planned activity in 2010/11</i> | | | | | | | |
| DE Future Programmes | 1,850 | - | 1,850 | 2,000 | 1,850 | 2,000 | Miranda Cannon |
| Sub-Total | 1,850 | 0 | 1,850 | 2,000 | 1,850 | 2,000 | - |
| <i>Total Efficiency Plan</i> | | | | | | | |
| Total | 37,443 | 8,040 | 15,978 | 23,913 | 8,050 | 13,500 | N/A |

*Government definition.

Divisional Revenue Savings – Explanatory Table

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 | Accountable Officer |
|---|------------------|------------------|------------------|------------------------|
| Divisional Staffing Re-Organisation | (200) | (500) | (500) | T Rees |
| Co-location of Day Centres for Older People with Mental Health Difficulties | (60) | (60) | (60) | B Dave |
| Elderly Persons Homes - Best Value Review | 0 | (319) | (1,277) | R Lake |
| Promoting Independence through Re-ablement | (400) | (850) | (850) | R Lake |
| Emergency Alarm Maintenance Costs | (8) | (10) | (10) | A Branson |
| Housing Options Service - Staff Review | (30) | (30) | (30) | A Branson |
| Housing Benefits (reduced use of agency staff & efficiencies) | (100) | (100) | (100) | A Lemmon |
| Nominations | (38) | (38) | (38) | A Branson |
| Catering Costs - Reduction in volume of Catering | (5) | (5) | (5) | N/A |
| Future Years Efficiencies | | (1,500) | (2,500) | K Curry |
| Social Care Transport - savings from service remodelling | (100) | (100) | (100) | A Bunyan |
| Catering Costs - Reduction in volume of Catering | (20) | (20) | (20) | N/A |
| Reduction in running costs across all services | (519) | (494) | (494) | M Judson |
| Staff reorganisation in Museums | (40) | (40) | (40) | R Watson |
| Staff re-organisation in Sports | (30) | (30) | (30) | R Watson |
| Staff re-organisation in libraries | (24) | (24) | (24) | R Watson |
| Catering Costs - Reduction in volume of catering across all divisions | (5) | (5) | (5) | N/A |
| Reduce size of DMT | (100) | (100) | (100) | A Keeling |
| Efficiency savings - Democratic services division | (149) | (149) | (149) | C Poole |
| Savings from staffing reductions - Democratic services division | (275) | (275) | (275) | C Poole |
| Financial Services Management Team - Reduce one member | 0 | (36) | (63) | M Noble |
| Savings from staffing reduction - Financial Services | (148) | (183) | (183) | M Noble |
| Savings from staffing reduction - Information Services | (203) | (203) | (203) | J Craig |
| Wide Area Network modernisation | 0 | (171) | (171) | J Craig |
| Efficiency initiatives - Legal Services | (110) | (110) | (110) | P Nicholls |
| Savings from staffing reduction - Legal Services | (18) | (18) | (18) | P Nicholls |
| Efficiency initiatives - Property Services | (653) | (653) | (653) | N Gamble |
| Convert agency staff to permanent posts – Property | (100) | (100) | (100) | N Gamble |

Appendix Two

| | | | | |
|--|----------------|----------------|----------------|-----|
| Catering costs - reduction in the volume of catering | (5) | (5) | (5) | N/A |
| Total | (1,761) | (2,003) | (2,030) | |

Government Definition of Efficiency

The total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 Financial Year.

Net: Value for money gains should be reported net of any additional investment and ongoing costs incurred for their implementation (this excludes any staff costs incurred in implementing the gains if those costs would have been incurred in any event).

Ongoing: Value for money gains must persist for at least two full financial years after the year they first accrue (the value of any gains reported through this indicator that are not sustained for this period of time must be deleted at the earliest opportunity).

Cash-releasing: Value for money gains that release resources which can be redeployed according to local priorities.

Value for money gains: Improved relationship between inputs and outputs for the delivery of a service, but without any deterioration of the overall effectiveness of that service (a service can be any activity undertaken by the Council).

Impacted: The moment that the financial benefit of the action is felt (thus gains arising from actions taken before the start of the 2008/09 financial year or the remaining part year effects of gains that first impacted during 2007/08 may also be included where they meet this qualification).