



Leicester
City Council

WARDS AFFECTED
All Wards

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

29th March 2010

Organisational Development and Improvement Plan for 2010/11

Report of the Director of Change and Programme Management

1. Purpose of Report

1.1 This report presents the Organisational Development and Improvement (ODI) Plan for 2010/11 (Appendix one).

2. Recommendations

2.1 Cabinet are recommended to:

1. Approve the ODI Plan for 2010/11 as set out in Appendix one.

3. Summary

3.1 Our overall aim is to become One Excellent Council recognised by reaching level 4 within the Comprehensive Area Assessment by 2012. To achieve that the ODI plan continues to focus 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 and elected members;
- **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.

3.2 The plan sets out our priorities for organisational development and improvement in each of these four areas and supports the achievement of our efficiency targets. This is our second ODI plan and it forms part of our overall planning framework, in particular it will help us to achieve our corporate plan priority 'One Excellent Council'. The ODI Board will be responsible for reviewing progress on a monthly basis, with more detailed quarterly progress reporting on a quarterly basis to the

ODI Board, Strategic Management Board and Cabinet. Progress will be communicated regularly to Councillors and staff.

4. Report

4.1 During 2009/10 we worked on a range of ODI programmes to deliver the 2009/10 ODI plan, which was the first ODI plan for Leicester City Council. During this first year of ODI our achievements included:

- Getting our new structures and governance arrangements successfully up and running;
- Developing and making our new project and programme management arrangements the business as usual way of working;
- Putting in place a new corporate approach to induction, developing our recruitment practices, implemented our Reach Higher Programme and undertaking a staff survey;
- Completing the first stage of our work to transform support services across the Council;
- Improving our internal communications;
- Refreshing our customer care standards; and
- Further developing our approach to performance management and strategic commissioning.

4.2 The 2010/11 ODI plan builds on those achievements, sets our key priorities for organisational development and improvement for 2010/11, articulates how we will deliver those priorities, and defines the approach we will take to monitor and evaluate progress and impact.

4.3 Our priorities for organisational development and improvement are set out below. These priorities reflect those identified in the 2009/10 plan but have been assessed to ensure they remain relevant in the light of the progress made during 2009/10 and in terms of the challenges we face as an organisation. The priorities for 2010/11 are:

Leadership

1. To further develop and improve the way we work in partnership.

Our People

2. To review and strengthen our arrangements for development of employees and Councillors, and management of our workforce. (In particular members should note that this priority includes a focus on developing a new member development programme which supports all members in undertaking the different member roles and provides a core entitlement for their continued development).
3. To develop our communications focusing particularly on internal communications.

Our ways of working

4. To embed and build on the work undertaken to develop our approach and capability to project and programme management across the Council.
5. To transform our support services in terms of efficiency and effectiveness.

Performance management

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

4.4 Delivery of the plan will be 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.

4.5 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) over the three years between 2008/09 and 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. The ODI plan sets out how the Council will achieve the £37.443m target and plays a critical role in the delivery of efficiencies.

4.6 In February 2009, Council agreed savings of £4 million in 2011/12 rising to £8 million in 2011/12 for, what was then, the Delivering Excellence Programme as part of the Revenue Budget 2009/10 to 2011/12. During the last few months we have been working to develop a clear programme of work to deliver these savings. The minimum target savings that we are aiming for will be in the following areas of the ODI programme:

- Support services transformation - £2m in 10/11 followed by £4m in 11/12;
- Procurement transformation - £2.5m in 10/11 followed by £5m in 11/12.

4.7 We have had to be mindful in this that some of these savings may be non-general fund and have taken this into account in the budget proposals (assumed £0.5m in 10/11 and £1m in 11/12). We have also taken into account the lead in time that will be required during part of 10/11 to realise these savings given that they will require for example organisational reviews.

4.8 The key measure of success for the ODI plan will not only be the achievement of savings, but importantly 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. It will also be reflected in what our staff say which will be measured through an annual staff survey.

4.9 The ODI plan sets out the milestones to be achieved by October 2010 and by April 2011 supported by detailed delivery plans for each priority. The key milestones and impact of the ODI plan will be regularly monitored and evaluated by the Organisational Development and Improvement Board, and progress will also be reported on a quarterly basis to Strategic Management Board and Cabinet.

1..1.1 5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1. Financial Implications

1. This report details the Organisational Development and Improvement (ODI) Plan for 2010/11 for Cabinet approval. This builds on the work already undertaken in 2009/10.
2. The 2010/11 budget strategy has a sum of £2m to fund the transformation which will support delivery of the ODI plan and any associated work to drive transformation of the Council.
3. The transformation programme will deliver savings of £2m in 2010/11 rising to £4m for 2011/12 for support services transformation and savings of £2.5m in 2010/11 rising to £5m in 2011/12 for procurement transformation.

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5.2 Legal Implications

1. There are no legal implications

Peter Nicholls, Director of Legal Services

6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	Yes	Overall the ODI plan will support work to achieve a diverse workforce
Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

7. Background Papers – Local Government Act 1972

ODI Plan 2009/10

ODI Plan 2009/10 6 month progress report

8. Consultations

ODI Team

9. Report Author

Miranda Cannon

Director of Change & Programme Management

29-6079

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