

# AGENDA ITEM 14

## POLICY, FINANCE AND ADMINISTRATION COMMITTEE

12 JULY 2016

### REPORT OF THE CHIEF EXECUTIVE

#### ONE COUNCIL DELIVERY AND DEVELOPMENT PLAN

##### 1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek Members approval to the new Corporate Plan which has been termed the “One Council Delivery and Development Plan” (OCDDP).

##### 2.0 RECOMMENDATIONS

**It is recommended that:**

- 2.1 **The One Council Delivery Development Plan be approved for implementation by the Council. (Attached as Appendix A)**
- 2.2 **The Melton Extending to Excellence Training and Support Plan be approved for implementation during the years 2016/17 and 2017/18.**

##### 3.0 KEY ISSUES

- 3.1 The Council approved its revised Corporate priorities in July 2015, these revised priorities were rationalised to take account of the Council’s focus and improved integrated working which enabled resources to be allocated more broadly, hitting more than one target, whilst still delivering to the required standards. In certain areas as Members are aware the Councils excellence in its service delivery has been acknowledged nationally and through accreditation regimes. These include the two iESE awards awarded this year and the Customer Service Excellence accreditation and the retention of Investors in People, both inspected in the autumn of 2015.
- 3.2 However, it is acknowledged that it is necessary in the light of the further savings requirements on the Council for the financial years 2016/17 to 2019/20 that a further focus on capacity and resources is required.
- 3.3 The Officers have therefore produced a focused plan which builds on the Councils previous successes and good practice focusing on key projects and programmes many as previously prioritised. This mirrors the approach advised by the new Leader of the Council in her inaugural address to the Annual General Meeting, which was supported by Members. A copy of the proposed “One Council” plan is attached at Appendix 1.
- 3.4 Members will note that the priority programmes have been organised under the Place, People and Agile themes already approved in relation to the Council’s Corporate priorities. The document cross references the projects to the priorities as well as to the Council’s values of Resilience, Customer Care, Respect, Performance and Innovation. As previously indicated certain of the projects have been successful in gaining external funding as well as some being on-going

programmes which have had significant impact upon the Council's service delivery and culture in relation to this. Members will note the Transformation Programmes are being developed further, particularly with a focus on digital delivery and efficient process redesign (Phase 3).

- 3.5 In the light of the above several of the projects have individual Project Action Plans already progressing and these will be developed further in the light of this Plan. Other areas more complex particularly those relating to economic development and the digital challenge faced by the Council will be finalised once Members have agreed the documents. Therefore underneath the overarching Corporate approach there will be detailed action planning. This action planning will replace the Service Plans which the Council has used previously to manage activity on a service basis. The focus of the new "One Council" Plan is to further develop the integrated approach across staff as appropriate, including Partners to ensure more effective and efficient delivery.
- 3.6 There will be an "outcome focus" approach to performance management so that individual projects and day to day activities are cross referenced and assimilated into the outcomes they assist in delivering. Members will see a greater level of reporting in this outcome focused manner particularly with respect to the basket of indicators which are being finalised.
- 3.7 However, there is a need for the Performance Management Information Task Group of the Governance Committee to review their role with respect to day to day performance management. The Council's Balanced Score Card approach is reported regularly to the Task Group and the indicators which form part of that were refreshed in 2015/16 to align with the Corporate priorities. A further piece of work will be carried out to ensure that the performance information reported to the Task Group is relevant in the context of the "One Council" Plan.
- 3.8 It is suggested that throughout the year Members also have an opportunity to look in more detail at the performance management information collected and advise on issues that they are interested in and further performance information/reporting could be prepared and devised. Members will recall however that it is their intention not to have the "industry" around performance management which was previously a trend in Local Government in general. This will be born in mind by Officers when they work with the Task Group to achieve this objective.
- 3.9 Melton Extending to Excellence
  - 3.9.1 Members are aware that the Melton Extending to Excellence (ME2E) Programme has been gradually developed in recent months in particular detailed work has been carried out with the T3 Group concerning their support and training needs. The Management Development and Learning cohort have also been provided with a programme of activities some of which links into delivering the Councils efficiencies on a small project orientated basis.
  - 3.9.2 This work and background has been linked to the ME2E activity and a detailed plan worked out for staff in general. A copy of the plan is attached as Appendix 2 to this report and it is suggested that Members approve the approach outlined in order to develop the capacity, capability and innovation of our staff to move the Council forward. One particular area of focus and activity is to develop an understanding and a detailed ability to create appropriate commercial opportunities for the Council which fits in with the Council's ethos, priorities and

direction of travel. Early work on the approach to commercialism is being carried out at a senior management level prior to more detailed roll out.

- 3.9.3 It is hoped therefore that Members will feel able to approve the Plan as a further incentive to staff to become involved and engaged in the challenges facing the Council and also able and willing to improve service delivery and customer care as the Council moves forward. The Plan will be delivered within budget utilising a part of the Training Budget.

#### **4.0 POLICY AND CORPORATE IMPLICATIONS**

- 4.1 The One Council Delivery and Development Plan has been developed in line with all of the Council's Corporate Priorities with projects and activities contributing to the: Place, People and an Agile Council Themes within the Corporate Plan.

#### **5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

- 5.1 There are no direct financial implications of either the OCDDP or ME2E programme however both are aimed at improving, prioritising and being more efficient in the use of the resources at the council's disposal. Individual projects contained within the OCDDP will have financial implications and these will be considered and funding approved as part of the associated business plans as appropriate.

#### **6.0 LEGAL IMPLICATIONS/POWERS**

- 6.1 The legal implications of each of the projects as they develop or part of a programme has developed will be considered and brought to Members for their attention/ approval as appropriate.

#### **7.0 COMMUNITY SAFETY**

- 7.1 There are no particular implications arising from this report.

#### **8.0 EQUALITIES**

- 8.1 Equalities Impact Assessments will be carried out at relevant times through the development of the project which are allocated priority under the "One Council" Plan.

#### **9.0 RISKS**

9.1

<b>L I K E L I H O O D</b>	<b>A</b>	<b>Very High</b>			1	
	<b>B</b>	<b>High</b>			2	
	<b>C</b>	<b>Significant</b>			3	
	<b>D</b>	<b>Low</b>				
	<b>E</b>	<b>Very Low</b>				
	<b>F</b>	<b>Almost Impossible</b>				
			<b>Negligible 1</b>	<b>Marginal 2</b>	<b>Critical 3</b>	<b>Catastrophic 4</b>

**IMPACT**

<b>Risk No</b>	<b>Risk Description</b>
1	Risk of achieving a balanced budget as a result of government funding cuts without resulting in significant cuts in service provision
2	Challenge of cultural issues which could undermine our ability to transform the Council and deliver required savings. Savings will be dependant at achieving high quality work within timelines, culture changes is also required to achieve savings over the next 3 years, including the commercial culture being developed.
3	Effective project management is not in place to deliver the OCDDP

**10.0 CLIMATE CHANGE**

10.1 There are no particular implications arising from this report.

**11.0 CONSULTATION**

11.1 The trade unions have been advised of the relationship between the “One Council” Plan and the Efficiency Plan, but more particularly its relationship to ME2E Plan which is presented to Members as part of this report for approval.

Members will recall that the corporate priorities were extensively consulted upon with the public, organisations and partners prior to their approval.

**12.0 WARDS AFFECTED**

## 12.1 All

Contact Officer Lynn Aisbett- Chief Executive/ Harry Rai – Head of Communities and Neighbourhoods

Date: 16 June 2016

Appendices : Appendix A- One Council Delivery and Development Plan  
Appendix B – Melton Extending to Excellence Training Plan

Background Papers: Relevant senior management team and T3 meeting notes  
Draft 01 Council Delivery and Development Plan

Reference : X:/Cttee, Council &Sub Cttees/PFA/ 2016-17/12 July 2016/ One Council Delivery and Development Plan