

Delivery Plan Template for IESG on October 17

OD&WP PROGRAMME

Programme Budget Allocation: £2,500,000

Workstream: Project Name	Priority (H/M/L)	Stage of develop- ment	Efficiency Savings £	Outputs	Intended Outcomes	Year 1 £	Year 2 £	Year 3 £	Total £
Supporting elected Member development	H ¹	1	--	<ul style="list-style-type: none"> Members involved in shaping a programme of support via sounding board Active engagement by Members in leadership development e.g. access to Leadership Academy All organisations achieve Member Development Charter Regular Member development newsletter 	<ul style="list-style-type: none"> Members supported and encouraged in undertaking personal and skills development Members equipped to lead in new unitary authorities Members are aware of development opportunities and their value 	80	60	60	200
Enabling Business Process Re- engineering	H ²	1	Possible to set target per intervention?	<ul style="list-style-type: none"> Baseline of BPI use and awareness Readiness audit/needs assessment for all orgs X organisations to undertake BPI projects BPI applied in a partnership context Development of advanced in-house capacity for delivering BPI Knowledge transfer between projects A regional forum for BPI expertise and learning Regional pool of degree level BPI advisers 	<ul style="list-style-type: none"> Increased awareness and use of BPI in service re-engineering Improved services and delivery of efficiency savings Reduced reliance on costly external BPI consultants Staff empowered and motivated to seek efficiencies and service improvements as part of culture 	100	280	120	500

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Delivering the North East Excellent Manager (NEEM) standard 3	H ³	1	From regional procurement and delivery	<ul style="list-style-type: none"> • Minimum 320 managers through programme • Additional funding drawn in to extend reach • NEEM 'product' recognised, valued and in demand • Excellent evaluation from participants 	<ul style="list-style-type: none"> • Productive high performing managerial leadership • NEEM regarded as succession planning tool • NEEM participants are change champions in their organisations • NEEM is sustainable beyond the life of the RIEP 	10	230	160	400
Embedding the use of coaching for leadership and performance	H	1	Reduced reliance on or better price for private sector providers	<ul style="list-style-type: none"> • Procurement framework for employing private sector coaches • Minimum of 100 employees accredited as coaches in councils and FRSS • Regional pool of accredited coaches • Coaching offer available to 4th tier managers and below 	<ul style="list-style-type: none"> • Coaching releases performance and enhances leadership, including amongst aspiring senior leaders • Use of coaching impacts on organisational culture and leadership styles • Organisations value peer coaches from partners organisations • NE region has national profile for its coaching culture 	65	90	90	245
Leading resilient organisational cultures	H	1		<ul style="list-style-type: none"> • 4+ organisations participate in programme • Increased corporate capacity of senior management teams • Senior managers understand their role and impact in setting and monitoring culture • Senior managers equipped to influence and lead change 	<ul style="list-style-type: none"> • Improved performance management in line with corporate culture and values • More productive organisation • Shared understanding of organisational values • More resilient and adaptable organisation 	40	80	50	170

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Raising the Equality Standard in councils and FRSs	H	--	Form collaborative approach	<ul style="list-style-type: none"> All councils and FRSs achieve 'excellent' standard by 2011 Action learning between organisations to boost practice <p><i>Scope of project to be determined pending clarity on new framework</i></p>	<ul style="list-style-type: none"> Localities have sophisticated understanding of differential impact and experience of outcomes on discrete communities Localities anticipate and respond to E&D issues 	--	25	25	50
Piloting the Workforce Improvement Challenge (peer review)	M	1	--	<ul style="list-style-type: none"> One organisation pilots the peer review Learning shared between OD and HR professionals via regional networks 	<ul style="list-style-type: none"> Authorities better prepared for CAA KLOEs on workforce planning and development 	15	--	--	15
Supporting regional networking	M	1	--	<ul style="list-style-type: none"> Provision of shared learning and development Active role for regional networks in raising standards of all 	<ul style="list-style-type: none"> Raised aspirations of all via informal peer challenge Trust and collaboration between professionals Improved performance in corporate assessment 	10	10	10	30
Business skills	M	D	--	<ul style="list-style-type: none"> Scope project informed by SNR development 	<ul style="list-style-type: none"> Staff equipped with skills for spotting opportunities, building a business case, innovating, and working more effectively in partnership with business. 	--	25	25	50
Local Governance Institute	L	D	--	<i>Detail to be provided by Feasibility Study follow-up</i>	<i>Detail to be provided by Feasibility Study follow-up</i>	16	242	242	500
Project management	--	--	--	250 days at £360.		30	35	25	90

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Reserves year 3								250	250		
				•	•						
					TOTAL £k			366	1,077	1,057	2,500
Reserve projects											
* Further investment in: Supporting elected Member development	H ¹	1	--	<ul style="list-style-type: none"> Members involved in shaping a programme of support via sounding board Active engagement by Members in leadership development All organisations achieve Member Development Charter Regular Member development newsletter 	<ul style="list-style-type: none"> Members supported and encouraged in undertaking personal and skills development Members equipped to lead in new unitary authorities Members are aware of development opportunities and their value 	--	--	100	100		
* Provide additional places for managers in: Delivering the North East Excellent Manager (NEEM) standard 3	H ³	1	From regional procurement and delivery	<ul style="list-style-type: none"> Additional 300 managers through programme NEEM 'product' recognised, valued and in demand Excellent evaluation from participants 	<ul style="list-style-type: none"> NEEM fully embedded in organisations as key development route Productive high performing managerial leadership NEEM participants are change champions in their organisations NEEM is sustainable beyond the life of the RIEP 	--	125	125	250		
* Expand: Embedding the use of coaching for	H	1	Reduced reliance on or better price for private	<ul style="list-style-type: none"> Funding for pool of external professional coaches for senior managers X number of employees accredited as coaches in 	<ul style="list-style-type: none"> Coaching releases performance and enhances leadership Use of coaching impacts on organisational culture and leadership styles 	--	75	75	150		

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leadership and performance			sector providers	<ul style="list-style-type: none"> councils and FRSS Regional pool of accredited coaches Coaching offer available to 4th tier managers and below 	<ul style="list-style-type: none"> Organisations value peer coaches from partners organisations NE region has national profile for its coaching culture 				
* Building capacity to lead inter-agency improvement and efficiency projects	M	--	Potential	<ul style="list-style-type: none"> Provide project management capacity to oversee inter-authority (eg sub regional) efficiency projects on dedicated service areas 	<ul style="list-style-type: none"> Increased pace of change and improvement More research and evaluation into efficacy of local improvement projects Research stimulates further investment 				50
* Further investment in Raising the Equality Standard in councils and FRSS	H	--		<ul style="list-style-type: none"> All councils and FRSS achieve 'excellent' standard by 2011 Action learning between organisations to boost practice <p><i>Scope of project to be determined pending clarity on new framework</i></p>	<ul style="list-style-type: none"> Localities have sophisticated understanding of differential impact and experience of outcomes on discrete communities Localities anticipate and respond to E&D issues 				50
* Further investment in: Leading resilient organisational cultures	H	1		<ul style="list-style-type: none"> 4+ organisations participate in programme Increased corporate capacity of senior management teams Senior managers understand their role and impact in setting and monitoring culture Senior managers equipped to influence and lead change 	<ul style="list-style-type: none"> Improved performance management in line with corporate culture and values More productive organisation Shared understanding of organisational values More resilient and adaptable organisation 				50
* Follow on from North	M	--	--	<ul style="list-style-type: none"> Review of the evaluation and key learning points 	<ul style="list-style-type: none"> Increased capacity to drive organisational change and 				50

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East Change and Improvement Programme				<ul style="list-style-type: none"> from IP-funded NECIP programme (end Dec 08) Follow on work to support in-house OD expertise 	improvement				
* Positive engagement with trade unions	M	--	--	<ul style="list-style-type: none"> Programme of joint learning with Trades Union officials and representatives 	<ul style="list-style-type: none"> Trades Unions are key partner in supporting and delivering change programmes and efficiency savings 				50
Total Reserve projects £k						--		750	750

Notes

Stage of development: (1) Key facts and strategic fit (2) PID produced (3) PID approved

Intended Outcomes: LAA / MAA / Nat Ind - list the relevant indicator number.

¹ and ² = commitment made to CLG in December 2007. Funding ring-fenced for this purpose. ³ = Project under development separately * = reserve project