



Report to: Cabinet, 14th February 2017

Report of: Managing Director – Sheena Ramsey

Subject: ACHIEVING EXCELLENCE BUSINESS PLAN 2017 - 2020

1. Purpose of Report

1.1 To provide an update on progress with the Achieving Excellence initiative and to present the Achieving Excellence Business Plan.

2. Background

2.1 In October 2016 the Managing Director reported to Cabinet on progress with the Achieving Excellence Initiative. This approach had been adopted following the Managing Director's 2016 Fit for Purpose Review of the organisation which looked at the suitability of our management arrangements and our delivery capacity and capability, for now and for the future.

2.2 The 'Fit for Purpose' review, which was reported to Personnel and General Purposes Committee in March 2016 identified the following areas of focus:

- To be organised and operating at our very best
- To be excellent to work with and for
- To know why we are here and to be empowered to deliver
- To continuously nurture and improve talent and skills
- To be highly effective and the partner of choice
- To be seen as delivery-focussed, innovative and 'can do'

2.3 Investors in Excellence is a nationally recognised framework for improvement and assessment that will provide the Council with the management tools to achieve high performance, with a focus on effective and efficient leadership, resourcing and delivery. Formal accreditation can be achieved through a robust and rigorous assessment.

2.4 As part of the *Investors in Excellence* agenda we have made a start on delivering key priorities in 2016/17:

- ✓ We have developed a new more informative approach to Budget setting.
- ✓ We have developed a new Risk Management Framework.
- ✓ We have reviewed Health and Safety management systems.
- ✓ We have reviewed the Procurement Strategy.
- ✓ We have implemented *Pay Matters*.
- ✓ We have developed a leadership skills programme.
- ✓ We have refreshed our values and behaviours.
- ✓ We have drafted a Workforce Development strategy.
- ✓ We have developed this Business Plan.

Achieving Excellence Business Plan

- 2.5 One of the key strands of the Investors in Excellence Programme is the creation of a Business Plan. The purpose of the Business Plan is to provide a framework for the organisation to achieve Excellence in all aspects of the day to day operation and management of the Council. The plan outlines the work that needs to be undertaken to achieve the Excellence standard.
- 2.6 The plan at **Appendix 1** sets out the steps that the organisation needs to take on the journey to excellence. The plan has been developed by the wider management team of the organisation following engagement with staff through staff conferences and focussed groups.
- 2.7 Under the committee system which will be in place from May 2017, overall progress on the delivery of the Achieving Excellence Business Plan is likely to be reported to a Policy and Resources Committee. Progress on individual projects will be reported to the relevant committee as appropriate.

Ward(s): All wards
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Background Papers: Investors in Excellence, Cabinet - 25th October 2016