



Achieving Excellence:
Business Plan 2017-2020

Introduction

Worcester City Council is transitioning through a period of change, including recent changes of the elected Council, a new management structure at Corporate Leadership Team level, the development of a new culture based on the *Investors in Excellence* standard and a considerable reduction in budget over the next four years.

The *Achieving Excellence: Business Plan 2017-20* has been developed following the Managing Director's Fitness for Purpose corporate review of 2016 and a self-assessment using the *Investors in Excellence* model.

This plan focuses on the organisation's fitness for purpose to meet the challenges ahead and the organisation's journey on the road to excellence. It covers a three-year period from April 2017 to March 2020 and will be reviewed annually to ensure the council achieves excellence and delivers on an ambitious set of actions.

The plan has been developed by the wider management team of the organisation following engagement with staff through staff conferences and focussed groups.

Strategic Context

In November 2016 the council developed the ground breaking Worcester City Plan 2016-2021 which was developed by a cross-party working group of all three political parties. It builds on much of the work undertaken in recent years to increase the profile and attractiveness of the City with visitors, businesses, residents and partners.

While this Business Plan does not deal directly with the delivery of the City Plan, it focuses on a set of organisational priorities which will make the organisation fit to deliver on the City Plan as well as meet a number of other strategic challenges.

In the coming three years, the Council must reduce its spend from £21m to under £19m per annum, maintaining or improving services, and delivering the ambitions of the City Plan. Thus the journey to achieving the *Investors in Excellence* standard along with detailed plans for transformation and improved performance management underpin this crucial period of development.

The changes and actions set out in this plan will be challenging. However, it is essential that we improve capacity, capabilities and systems so that we are able to achieve more for less.

A less ambitious, less capable authority would probably be looking at the next few months with trepidation: the departure of our Managing Director, the move from Cabinet to Committee working, a need to deliver an ambitious City Plan, while significantly reducing year on year budgets, determined not to reduce the quality of outcomes at all.

And yet Worcester City Council has a realistic steely determination and capability to achieve all of that and possibly more.

The ambition to achieve *Investors in Excellence* (IiE) provides a clear, concise route to involve and develop every single person, team and the organisation towards delivering

excellent services for all our customers. The budget has been consulted on, to ensure realistic requirements will be owned and delivered, while transformation methodologies reflect pragmatic approaches to achieve more for less.

Excellence and the Transformation Agenda

The major changes required are being addressed via a series of well designed and governed transformations which will design future ways of working that improve performance and significantly reduce net costs.

The largest and most ambitious transformation programme in terms of scope, spend and savings concerns the Cleaner and Greener service area. The programme embraces seven out of 14 budget plan elements for the whole council, with ten work-streams. The programme is designed to reduce costs **and** increase income across: Waste, Recycling, Cleansing, Parking, Fleet, Green Spaces and Community Services.

Transformation reviews for Planning and Housing services are planned to commence early in 2017/18. The Planning review will initially focus on better use of ICT and matching ways of working to deal with all current workloads more efficiently, while Housing will look at a range of factors including ICT, a Customer Strategy and delivering to a new policy framework.

Many of the Council's services are delivered in partnership with neighbouring authorities; these include Customer Services, Revenues and Benefits, Regulatory Services and ICT. Our transformation work will also focus on these arrangements, ensuring that they are fit for purpose into the future and provide improvements for customers as well as savings for the council, just as we would do with in-house services. We will do this via a focussed Intervention Action Plan.

The Corporate Leadership Team will act as the Corporate Transformation Board in order to ensure that all transformation work and major change programmes are well managed and deliver on the targets which have been set during the budget process. The governance arrangements are robust and will ensure that the capability and capacity to deliver all essential change and future service delivery is managed. This will include the prioritisation of resources and elimination of barriers to change.

Our Vision

Our vision for the Council is ***achieving excellence in everything that we do.***

This will be vital to the council delivering the City Plan, meeting the challenges ahead and delivering excellent public services in Worcester.

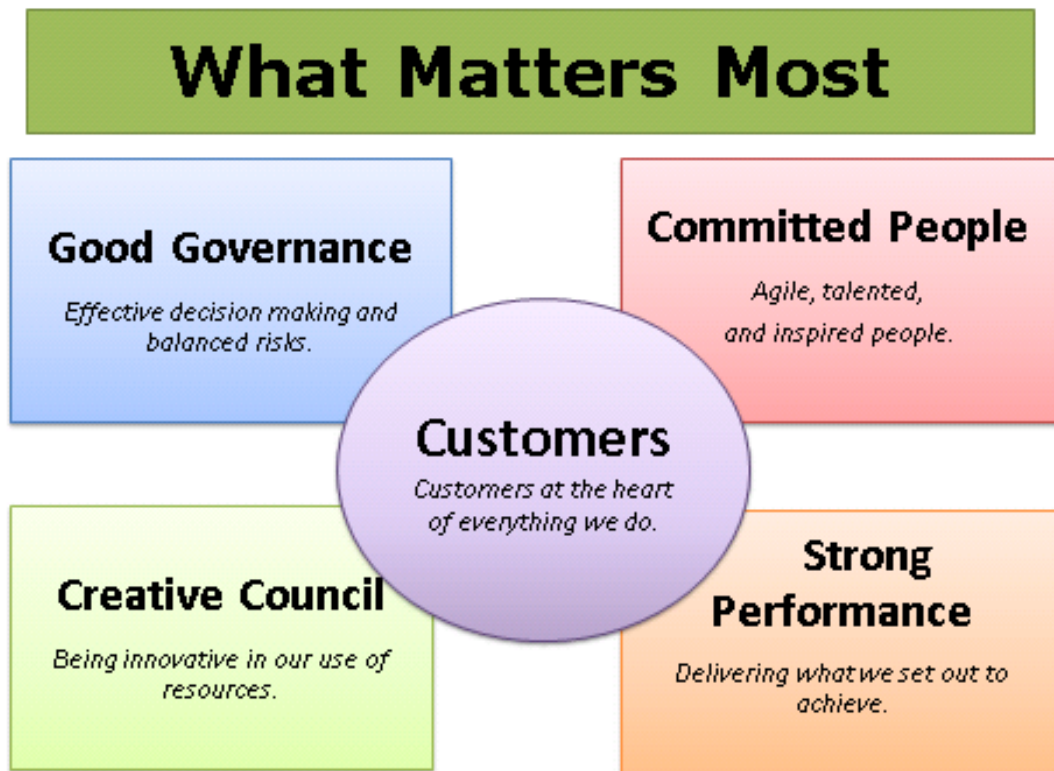
What does Excellence mean?

We have used the *Investors in Excellence* standard as a framework for excellence. It combines the very best approaches to excellence, providing any organisation with a proven roadmap to achieve high performance. Having reviewed the council organisational

practices against the standard we have been able to identify a number of gaps and opportunities for improvement. A one page Excellence Overview developed following the staff conferences is attached at Appendix A

We have agreed five themes which outline what matters most to the organisation. These themes will guide and prioritise our work for the next three years:

- **Good Governance** - effective decision making and balanced risks
- **Committed People** - agile, talented, and inspired people
- **Customer Focused** - customers at the heart of everything we do
- **Creative Council** - being innovative in our use of resources
- **Strong Performance** - delivering what we set out to achieve



Good Governance - effective decision making and balanced risks

- ✓ Decisions are informed by robust evidence.
- ✓ Decisions are made in a pragmatic, consistent and unambiguous way.
- ✓ Decisions are directly linked to ensure that they contribute to the delivery of strategic and operational aims.
- ✓ We are transparent with fairness and best practice underpinning everything we do.
- ✓ We are accountable and do what we say.

Committed People - agile, talented, and inspired people

- ✓ We nurture talented outcomes focused individuals through strong leadership, effective engagement and an active culture of learning and development.
- ✓ Our workforce is motivated and through people focused policies and procedures; they are focused on delivering what matters most.

Customer Focused - customers at the heart of everything we do

- ✓ When engaging with customers we set standards that ensure customer needs are understood now and in the future.
- ✓ We continuously look to improve our customer experience through innovation and technology.
- ✓ We encourage customer engagement and communications and seek to understand our customers' experience and satisfaction.
- ✓ Through effective management of expectations and a targeted approach across customer segments we are able to deliver a quality service that meets our clients' needs.

Creative Council - being innovative in our use of resources

- ✓ Resources including staff, assets and shared services are directed and managed to deliver against agreed aims and objectives.
- ✓ Contracts are managed effectively to deliver against agreed aims and objectives.
- ✓ Processes, systems and service delivery models are integrated, streamlined and effective.
- ✓ Value for money indicators are evidence based, widely used and understood.
- ✓ Income and expenditure are aligned. Investment decisions demonstrate valued benefits.
- ✓ Commissioning skills and cycle are developed. The organisation is flexible and responsive to change.

Strong Performance - delivering what we set out to achieve

- ✓ We have clarity of purpose through a focused vision and mission.
- ✓ Organisational aims and objectives are linked to strategic, operational, team and individual.
- ✓ Shared services and partners are clear about what matters most and why.
- ✓ We encourage SMART delivery and are confident that our performance measures add value to the organisation.
- ✓ Performance data is clear and accessible.

The Road to Excellence: what we have already achieved

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 Priorities

We have developed a set of key actions for the coming three years. They are as follows:

Customer Focused

At the heart of what matters most is our customers

- Customer strategy
 - We will develop and adopt a Customer Strategy to provide direction and clarity about how the Council wants to interact with customers.
- Stakeholder management plan
 - We will map our wide range of stakeholders and develop a plan to ensure that we maximise the value of our partnerships and communications.
- Customer satisfaction
 - We will review our measures of customer satisfaction and ensure that we can respond to an accurate picture of what our customers think about us.
- Learning from complaints and demand
 - We will build on our complaints procedures and link the information gained to analysis of demand so that we can better design effective and efficient services.
- Better forecasting and intelligence about demand and customer requirements
 - We will develop structured demand forecasting to underpin our strategic planning.

Good Governance

- Health and Safety Management
 - Building on our review of Health and Safety management we will continue to work towards HSAS18001 accreditation.
- Policy Framework and policy library review
 - We will embed a corporate approach to policy creation, implementation and review.
- Project Management framework
 - We will ensure that all projects are managed effectively with appropriate governance and reporting structures.
- Data Security and Management
 - We take our data security obligations seriously and will continue to maintain robust policies and procedures that accord with new legislation and best practice
- Procurement procedures.
 - Our procurement code will be reviewed and updated to ensure that the procedures are efficient and effective.
- Transition to Committee system
 - We will work with all political groups to prepare a new Constitution and ensure that this is in place to enable a smooth transition to the Committee System.
- Safeguarding
 - We acknowledge the important role that the Council has to play in protecting vulnerable groups and we will ensure that our policies and procedures support this in an appropriate way.
- Business Continuity
 - We will regularly review and undertake testing of our business continuity capabilities across all areas of the organisation.

Committed People

- Driving up Employee engagement and communication
 - Our people are at the heart of our success and we recognise that we need to improve our internal communications and engagement with our staff.
- Talent development and skills acquisition
 - Identifying talent within the organisation and ensuring that we develop the skills we need is a key element of our journey to excellence
- Reward and recognition approach.
 - We will review our approach to recognising and rewarding strong performance and implement policies to ensure that this is encouraged.
- Recruitment
 - Our recruitment process need to ensure that we get the best people to work for us, and we will review our processes to ensure that we achieve this without unnecessary delays.
- Fit for purpose policies and procedures
 - Policies and procedures are the infrastructure that governs how the organisation operates. We will develop a structured review and validation process to ensure that all of these are up to date and contribute to delivering excellently.
- Reviewing and improving individual performance management
We will build on our Performance Review and Development programme to ensure that we help all of our staff to be the best that they can be.

Creative Council

- Commissioning cycle and strategy
 - We will set out the vision and direction for commissioning activity across the Council, focussed on delivering agreed outcomes.
- The Transformation Plan will be delivered in order to implement improvements for customers and meet budget savings targets
 - We are taking a structured approach to review and redesign services to operate innovatively and in line with identified best practice.
- Contract and Client management will be strengthened by developing and delivering a Contracts and Shared Services Intervention Action Plan
 - Nearly half of our services are delivered in partnership with others or by third parties. We will implement a structured review and intervention plan to ensure that these arrangements continue to provide the outcomes that we require.
- A new ICT Strategy will be developed which will set out our ambitions for ICT and ensuring that delivery arrangements are fit for purpose
 - Strong ICT infrastructure is the foundation of a modern organisation and we will set out our ambitions and priorities for the short, medium and long term.
- Strategic Asset Management
 - We will review our assets to ensure they support delivery of the City plan and provide an optimum return

Strong Performance

- The new Performance Framework and 'Covalent' (bespoke performance management system) will be rolled out across the council
 - Up to date and accurate performance information is a key tool for effective management. We will introduce the new system that will enhance the timely availability of accurate information and realise efficiencies in collection and reporting.
- Improved information management

- We handle and process large amounts of data and information and we will review our processes to ensure that we do so transparently and efficiently, making information readily available to the public.
- Continuous improvement approach
 - At the heart of the excellence programme is a commitment to continuous improvement. We value the ability to continue to learn from others and improve.
- Use of ICT
 - We make effective use of ICT to enable excellent performance management.

Ensuring we deliver

In order to meet the challenges ahead, we need to make sure that we phase the delivery of this plan. The next step is to develop a timeline for each of the priority actions above and set targets for when each piece of work will be complete. A strong performance management framework will be key to ensuring we deliver the priorities in this plan. The management of performance is being radically redesigned from a labour intensive backwards-facing process, to a dynamic integrated systemic management approach, anchored by a new performance management system. The design of this includes the balancing of three key elements: the City Plan, the *Achieving Excellence* Business Plan; and excellent service performance. It will also help us manage the detailed delivery of all transformation plans, budget plans, and projects.



Effective performance management and indicators are crucial to understand and communicate progress towards our goals and ensure we are always on track. To help us inform delivery and evaluate the contribution our work makes to the achievement of the plan we will have a set of projects and indicators set out against each theme or outcome.

Our Excellence work will be led by a senior officer board which will prioritise and direct activity and resources. We will report performance to the appropriate committee on a regular basis and progress on an annual basis in a way that promotes openness, transparency and accountability.

Mission and vision

Our Mission:

Delivering excellent public services for Worcester

Our vision:

Achieving excellence in everything that we do

What Matters most

Good Governance – effective decision making and balanced risks

Committed People – agile, talented, and inspired people

Customer focussed – customers at the heart of everything we do

Creative Council – being innovative in our use of resources

Strong Performance – delivering what we set out to achieve

Our Ambition statement

We will make decisions that are informed by robust evidence.
We will be transparent, accountable and do what we say
We will manage risks effectively to add value.

We will develop and attract talented people
We will deploy strong and effective leadership

We will understand our customer needs and manage expectations
We will engage our customers and partners to help shape our services

We will direct resources to meet priorities
We will continuously review the best ways of delivering our services
We will streamline the way we work to make best use of our resources

We will have a shared clarity of purpose
We will plan our work to meet priorities
We will work SMART (specific, measurable, achievable, relevant and timely)

How we will get there – Early Priorities

- Produce Excellence Strategy
- Health & Safety systems
- Risk Framework
- Procurement Strategy
- Data security management
- The transition to Committee System
- Safeguarding duty
- Business Continuity

- Have a clear strategy for how we plan and develop our workforce
- Have a fit for purpose performance management framework that helps people be the best they can
- Introduce a leadership programme to equip and develop our managers

- Develop a Customer Strategy
- Review Stakeholder Management
- Review Customer Satisfaction
- Use technology effectively
- Improved forecasting and intelligence about demand and customers
- Learn from complaints

- Review Commissioning Strategy and cycle
- Improve Contract & Client Management
- Strategic Asset Review
- Transformation and efficiency plans
- Achieve Value for Money
- Deliver against budget

- Improved ways of working.
- Review Performance Management Framework and measures
- Improved information management
- Develop continuous improvement approach
- Improve the availability and usefulness of ICT.

Behaviours

On my watch

- I know what I'm here to do
- I make the best decisions I can
- I can make my decisions at speed and review on the move
- I always act with integrity
- I know it's ok to step back and think

Commitment is earned

- I know I make a difference
- I take pride in everything I do
- I recognise and celebrate success
- I roll up my sleeves and get stuck in
- I'll work with whoever is necessary to get the best results.

Customers pay our wages

- I know what is needed
- I want to deliver it right first time
- I follow things through to the end
- I always take responsibility and own the issue
- I won't accept the unacceptable

Try something new

- I know I can make things better
- I'm ready to embrace change
- I give and receive challenge with equal relish
- I listen and communicate relentlessly
- I have the courage to speak up

Tough love

- I know what is expected of me
- I'll go that extra mile
- I raise the bar on performance everyday
- I love to try something new
- I don't hide behind a process

Suggested KPIs for the new performance framework

- % of committee reports with equalities impact assessments
- % of corporate red risks mitigated to tolerable level within 3 months
- % of committee reports completing full consultation process

- Staff survey - measurement against 8 engagement factors
- % PDR Completion and quality of performance
- % return on investment in training

- Customer satisfaction overall
- % customers who feel they can shape or influence
- % of customers using self service

- % savings achieved
- % savings achieved through contracts existing or new
- Value £ of income increased
- Increased collaboration with others, £ saved

- % of corporate projects on track
- % of corporate PIs on track