

Change Goals

(The changes we are making to our organisation over the next 3 years)

In order to pursue our Strategic Outcomes, we will focus our energies and resources on making the following **changes** over the next three years. Achievement of these goals will generate increased capacity to meet the needs of the community and other stakeholders. These Goals are dynamic: the relevance and effectiveness of the Goals are reviewed every year and changes are made as required.

Ref	Change Goal (i.e. what we will achieve)	Success Criteria (i.e. what success will be like)	Performance Measures	Lead Responsibility	Links to wider strategy
G1	<p><u>Clarity and Focus</u></p> <p>The organisation will be completely clear about its role in achieving the overall vision for the area, what it is trying to achieve and the actions to achieve this, and will focus on this with tenacity</p>	<ul style="list-style-type: none"> • Clear and compelling mission / overriding goal produced and communicated with all colleagues and key stakeholders • Every member of staff will say essentially the same when asked what the organisation exists to do • The mission / overriding goal is the basis for the Strategy and Service Plans • The Change Goals are the focus of all improvement planning sessions • We always do what we say we are going to do • We can demonstrate that what we have achieved in relation to our goal • The Council and community partners understand and support our goal 			

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G2	<p><u>Excellence People Management</u></p> <p>The organisation will be excellent in relation to training and development, knowledge management, motivation, ownership and involvement support and staff care</p>	<ul style="list-style-type: none"> • People aspire to work for the organisation • People are proud of the organisation and are proud to work here • We are known for our knowledge relating to cultural services • Our knowledge is treated as a key asset of the organisation: knowledge is identified, shared, used and enhanced • We have a clear set of Values, which underpin our working culture • People feel looked after • We are seen as innovators by our partners and customers • People are not over-worked • We do not kick ourselves • We all learn from the past and share and use this learning • Everybody believes they can do better • All staff are supported to achieve work goals • Work is a source of health for our people 	<p>liP certification</p> <p>Times top 100 companies</p> <p>Staff survey ratings relating to pride in the organisation, support for achieving goals, staff care and approach to improvement</p>		

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G3	<p><u>Customer Focus</u></p> <p>The organisation will understand who its customers are and what their needs and expectations are, and will put these customers at the centre of its actions</p>	<ul style="list-style-type: none"> • There is a clear understanding across the organisation of who are customers are • There is a clear understanding across the organisation of what we are here to provide to our customers • We all see our relationship with customers as a one in which we are providing a service based on their needs and expectations • We regularly establish the needs of our customers and use this as the basis for our Service Plans and Work Programmes • We regularly establish our customers' perceptions and expectations of our service and improve as a result of this • We understand and manage the needs and expectations of the Council and our wider community partners. 			

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G4	<p><u>Systematic Approach</u></p> <p>The organisation will work in a systematic way (i.e. things will happen because of the system not because of who is in post or on duty)</p>				