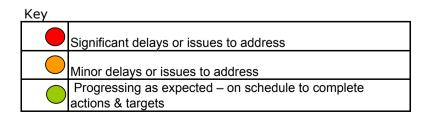
We are an intelligent organisation, using good quality information to deliver better					Our resources are clearly prioritised to provide excellent services and value for money				
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director		
IO-1a	Improve our systems and processes to enable us to use our information effectively and efficiently	•	James Rogers	VfM-1a	Deliver our 5 year financial strategy to align resources to our strategic priorities		Alan Gay		
IO-1d	Develop arrangements to protect and share information in line with legislative and regulatory requirements			VfM-1b	Embed sustainability in our resource management processes				
IO-1c	Ensure we have the right intelligence to inform our strategic planning	-		VfM-1c	Consider all additional sources of funding available to support our priorities				
IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels			VfM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	•	Alan Gay		
IO-2a	Increase choice so customers can access services in more convenient ways		James Rogers	VfM-2b	Embed value for money at all levels				
IO-2c	Improve our services based on customer feedback			Vfm-6a	Improve quality and efficiency of support services				
IO-2d	Manage customer expectation and deliver on our promises			VfM-3	Implement a commissioning approach which delivers value for money and ensures the best provider	\bigcirc	Nicolé Jackson		
IO-2e	Develop joined up and person centred services designed around the needs of our customers			Vfm-4a	Ensure strategic business transformation/improvement activity is prioritised and co-ordinated	•	James Rogers		
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups	•	James Rogers	Vfm-4b	Enhance service improvement capacity to support business change at directorate/service level				
IO-3b	Build trust with local communities to encourage greater engagement			Vfm-4d	Explore opportunities for collaboration with private and public sector bodies - BIG IDEA				
					Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management	\bigcirc	James Rogers		
				Vfm-5a	Develop sustainable and effective partnership governance framework	\bigcirc	Nicolé Jackson		

We are a values led organisation and our people are motivated and empowered												
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director					
VP-1a	Ensure we have the right staff, in the right place with the right skills at the right time			VP-4b	Ensure fair access to all our services	•						
VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals			VP-4c	Embed equality and diversity throughout the organisation		James Rogers					
VP-2a	Improve leadership at all levels including officers and elected members		Alan Gay	VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA	•	Alan Gay					
VP-4a	Ensure colleagues reflect the diversity of our communities			VP-5b	Increase the proportion of socially responsible goods and services that we procure	•	Nicolé Jackson					
VP-2b	Enhance our leadership of the city	•	James Rogers	VP-5c	Support the achievement of our strategic outcomes through our corporate social responsibility programme	•	James Rogers					
VP-2c	Strengthen communication (skills and mechanisms) at all levels	•	James Rogers									
VP-1c	Improve understanding and transparency of our decision- making and accountability processes											
VP-3a	Strengthen our democratic processes to improve governance and policy making		Nicolé Jackson									



VP-3b Maximise member involvement in policy development, decision making and accountability