**CSIT**

A toolkit to help the culture, sport, green space & tourism sectors to

***re-group, survive & re-grow the services for the community***

Document Two:

**Vision & Organisational Goal**

Agreeing a clear & compelling future!

***“If you don’t know where you are going any road will do!”***

Alice in Wonderland

Version 2, July 2011



A Vision for Excellence

As part of CSIT,[[1]](#footnote-1) the following *Vision* for *Excellence* defines ‘excellence’ for culture, sport, green space & tourism organisations & partnerships with strategic & capacity building functions. It is designed to be high-level & aspirational and the basis for organisational change goals & all improvement activity.

*Excellent* organisations & partnerships are those which…

*Achieve & sustain superior levels of performance which meet or exceed the needs & expectations of all their stakeholders [[2]](#footnote-2)*

For the culture, sport, green space & tourism sectors these stakeholders include the local community, active customers, people working for the organisation and volunteers and people and the wider physical, social & economic environment (local, national & global). Excellent organisations & partnerships will *recognise the importance of achieving a positive impact for all of these stakeholders, understand how these results are interdependent and develop insight to the interlinked causes of such results* (*Systems* *Thinking*). They will focus on achieving this through…

* *Continual innovation in the services offered to the community and the marketing methods*

and…

* *Continuous improvement of all aspects of the way in which the organisation & partnerships work to achieve greater capability & efficiency, sustainability*

The following visionary *characteristics* provide long-term direction for this continuous improvement activity for strategic culture, sport, green space & tourism organisations within the public sector. These are based on the EFQM’s *Fundamental Concepts of Excellence* (2010) and other recognised themes for public sector. As organisations & partnerships improve in relation to these *characteristics*, their capability to achieve & sustain superior levels of performance for all stakeholders will grow.

1. Leadership which makes a difference

Excellent organisations have visionary, forward-thinking, ethical, flexible, influential & self-determined leaders who lead by example and are passionate about making a difference to the community through the services they provide. Committed to working with others and wider civil society, *system* *thinkers*, not motivated by building empires, honest brokers, skilled facilitators, advocates willing to think & act differently.

1. Outcomes focus

Excellent organisations understand that their existence depends upon achieving tangible & sustainable social, economic, environmental & health-related outcomes; they define what outcomes they are striving to achieve based on the identified needs & expectations of the communities they serve, focus all activities on achieving these results, measure & predict the achievement of the outcomes and base all decisions on facts.

1. Community & civil society at the heart

Excellent organisations understand & respond to the needs & expectations of all parts of the community, put the community at the heart of the service, build capacity within civil society organisations and deliver the services in partnership with the community bodies & volunteers.

1. Efficiency & value for money

Excellent organisations understand what ‘value’ means and are committed to enhancing ‘value for money’ through the use of techniques to diagnose & reduce non-value adding activity & waste, sharing resources with partners, exploring creative opportunities for funding, developing opportunities to win strategic commissions and making optimum use of all assets.

1. Collaborative Working

Excellent organisations proactively seek, create & sustain mutually beneficial collaborations with public sector, commercial sector & civil society organisations to achieve enhanced efficiency & value for money, increased innovation, a ‘total place’ approach to services and mutual peer challenge & support at organisational, team & individual level.

1. Innovation

Excellent organisations nurture, generate & make use of innovation in relation to services, marketing, partnerships and the way in which the organisation works (to achieve improvement in effectiveness, economy & efficiency) and take advantage of emerging & unusual opportunities to fund, develop & deliver services which meet the needs of the community.

1. One team

Excellent organisations develop true *ownership* amongst its people & partners, creating one team which is passionate about meeting the needs of the community, collectively responsible for results and willing & able to change in response to the changing external environment.

1. A focus on meeting the needs of the workforce

Excellent organisations support personal learning, development, improvement & staff care for the whole workforce, including professionals & volunteers, in line with the present & future needs of the organisation & the people.

1. Knowledge management

Excellent organisations understand that the knowledge of people within the organisation & within partner networks is a key asset & key part of the service, and identify, develop, retain, share & make the best use of this resource.

1. Insight to environmental sustainability

Excellent organisations recognise the impact of services, working practices & supply chain activities on the local, national & global physical, social & economic environment and act on this when planning improvement & service development activity to achieve the best results for all stakeholders and the environment.

**Developing your Vision & Organisational Goals**



Developing, crystallising, agreeing & bringing to life your Vision & long-term changes that you want to take place within your organisation is a significant part of the improvement process. It ensures that your improvement activity is focussed in the right direction. It also helps to energise and motivate people to keep making improvements and to use the improvement tools in a positive way.

The following questions & techniques will help you lead your Vision & Organisational Goal setting workshops. These need to involve all managers. Ideally they will take place every year as part of the strategy review & development process.

Firstly discuss, revisit and bring to life the Vision for Culture, Sport, Green Space and/or Tourism…

1. **What are we and our partners aiming to achieve ultimately through our work?**
2. **How will this benefit the community? What difference will we make?**
3. **What do want to see, hear and feel about our organisation….from our rocking chair!**
4. **What is really exciting for us about this?**

## Now, consider what type of organisation or partnership you need to be in the future in order to pursue the Vision…

1. **Imagine it is three years from now. Give yourself permission to dream. You have been completely successful in changing your organisation… it is now a role model, with the capacity to achieve excellent results….**

**What tangible changes have been made?**

**What does everything look, sound and feel like? What are other people saying to you?**

1. **What is exciting about these goals?**
2. **What would happen if you didn’t achieve these goals?**
3. **How will achieving these goals help to achieve your Vision and long-term overarching outcomes?**
4. **In what way are these goals aligned to your organisation’s core values?**
5. **How do these change goals support the priorities of the wider organisation or partnership?**
6. **How will you measure your success in achieving each goal?**
7. **Who will be champions of the change goals? What does this mean?**
8. **Who will lead each change goal?**
9. **Who will document the change goals and success criteria?**
10. **How will you communicate the change goals?**
11. **On a scale of one to 10….10 being passionately committed to these goals, 1 being not committed at all…. where are you?**

**What would it take to get you to a 10?**

1. This version of CSIT has been designed and developed in association with Steve Wood [steve-wood@talktalk.net](mailto:steve-wood@talktalk.net) [↑](#footnote-ref-1)
2. This definition of organisational *excellence* was established by the European Foundation for Quality Management (EFQM) in 2010 [↑](#footnote-ref-2)