

## Annex 3

### Key operating principles

1. In order to be able to operate successfully in the marketplace, it will be important for the company to develop its own image and values by which it will do business. The following are draft principles that the Company will seek to adapt. These principles will ultimately be agreed by the Company, and the Shareholder committee.
  - **Bold decision making and Leadership**– from both the council and the Company – to seize the opportunities, take risks, and maximise benefits. This will be enabled through:
    - The provision and presentation of good quality and accurate information at all key decision making points;
    - Clarity around risk management – with regular reviews of risks and their planned mitigation;
    - Translating decisions into actions – detailed plans supported by well documented business cases will be developed for all approved company ventures.
    - Monitoring and transparency – the production and regular reporting of management information to board
    - Personal leadership and accountability from the Board of Directors
  - **Business Focussed** – the LATC needs to be able to make decisions, develop business opportunities, and other operational practices, in a commercial manner. This will be done through:
    - Sound financial management, and business planning

- Adapting to change - to meet changes in operational challenges and business opportunities.
  - Identifying new Opportunities, new products or services to existing and potentially new customers
  - Embracing a commercial approach to the work of the company
  - Establishing reputation
- **Ambition and Vision** – we should aim to create something that in 5-10 years is hugely successful. We will achieve this through:
    - The development of sound and challenging business plans containing relevant targets for business growth, financial measures, customer satisfaction, staff development, etc;
    - Having clear strategies for developing the business and engaging with customers – these will take the form of a Customer Charter and a Business Development Operational Model;
    - Constantly reviewing all the elements of developing and running the business to ensure firstly, that we measure whether objectives are being met and secondly, to ensure that we are constantly in a position to reevaluate any strategy that is ineffective;
- **Employee Focused** – Through the release of employee capabilities – with an emphasis on personal accountability and reward, training and development, and staff involvement.
    - We will look to provide a working environment which supports and enables employees to make the best of their skills and experience;
    - We will also look to open up new opportunities for staff to learn and develop – involvement in a commercial venture like this will present new challenges and

openings, which are different from the more “normal” public sector environments;

- Staff will be consulted at all stages of the company development – as an early example, the naming of the company has been conducted as a consultation exercise, with ideas and proposals sought from all staff and comment invited back on the final choice.