



Title	Business Strategy 2020-2023
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Wards of the District directly affected	All
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No
Date and meeting when issue was last considered and relevant minute number	3 rd April 2019 3 rd October 2019
Background Papers	Reports as above

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes Ref 1,113
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	21 st January 2020	Chris Elliott
CMT	21 st January 2020	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	21 st January 2020	Mike Snow
Monitoring Officer	13 th January 2020	Andrew Jones (author)
Portfolio Holder(s)	27 th January 2020	Councillor Day
Consultation & Community Engagement		
Final Decision?	No.	

1 SUMMARY

- 1.1 The report seeks Executive's recommendation to Council of the Business Strategy 2020-2023 and agrees that reporting on the Strategy's progress should be to Executive every six months.

2 RECOMMENDATIONS

- 2.1 That Executive recommends to Council approval of the Business Strategy 2020-2023 at Appendix A.
- 2.2 That subject to agreeing recommendation 2.1, Executive agrees that the actions required to deliver the Business Strategy are detailed in the Council's seven annual Service Area Plans with the first year's programme of work submitted for approval to the March 2020 Executive and that progress against the actions is reported twice-yearly.

3 REASONS FOR THE RECOMMENDATIONS

- 3.1 At its meeting of 3rd October 2019, Executive agreed that the Draft Business Strategy should be consulted upon. As a reminder, the Strategy has been constructed around five key themes:
- Responding to the Council's Climate Emergency declaration;
 - Transforming the Council's working practices and business processes, utilising technology and enabling digital services to reduce costs;
 - Maximising income by taking a more entrepreneurial approach to income generation and developing new income streams;
 - Investing in the Council's built assets to enhance service delivery and/ or increase the financial return; and
 - Supporting the local economy to produce high quality jobs and increase the prosperity of the District.
- 3.2 Following the consultation phase, the Strategy was amended and is submitted at Appendix A for Executive's endorsement and recommendation to Council for approval.
- 3.3 On this Executive agenda are three items which are critical to the delivery of the Business Strategy: General Fund 2020/21 Budgets and Council Tax; HRA Rent Setting 2020/21; and Climate Change Emergency Action Plan. These reports propose the resources necessary to deliver the overall Strategy and specifically the actions and resources necessary to respond to the Council's Climate Emergency declaration.
- 3.4 Sitting under the Business Strategy will be the specific actions which will deliver the Strategy's objectives. These actions will be detailed in the annual Service Area Plans, which for the programme of work 2020-2021, will be submitted to the March 2020 Executive. It is proposed that progress against the actions will be reported to Executive twice-yearly.

4 POLICY FRAMEWORK

4.1 Fit for the Future (FFF)

The Council's draft FFF Strategy (proposed addition highlighted below) is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. Amongst other things, the FFF Strategy contains Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Becoming a net-zero carbon organisation by 2025 Total carbon emissions within Warwick District are as close to zero as possible by 2030 Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. These are referenced in the Business Strategy 2020-2023 where relevant.

4.3 Changes to Existing Policies

The Business Strategy 2020-23 does not propose any changes to Council policies.

4.4 Impact Assessments

Not applicable.

5 BUDGETARY FRAMEWORK

- 5.1 Full details of the Council's financial position can be found in the reports also on this agenda entitled General Fund 2020/21 Budgets and Council Tax and HRA Rent Setting 2020/21.

6 RISKS

- 6.1 The risk in not adopting a Business Strategy is that the Council has no overarching framework to describe what it is seeking to achieve. This means that there is a lack of coherence to the Council's business and decisions are made with no guiding principles.
- 6.2 Following adoption of the Strategy, the Significant Business Risk Register will be updated in line with the Business Strategy. The updating will need to reflect the organisation's appetite for risk inherent in the adoption of the Strategy.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 No alternative options were considered as it is essential that the Council is clear about its priorities and how it will go about achieving them.