

Appendix 7: Summarised Version of Fit for the Future

Vision and Purpose

The **vision** agreed for the Warwick District area in the Sustainable Community Strategy is:

"Warwick District, a great place to live, work and visit, where we aspire to build sustainable, safe, stronger and healthier communities"

This has been developed through extensive consultation and is agreed by all the key partners in the area including Warwick District Council.

The Sustainable Community Strategy has 4 Thematic Priorities and 5 Cross-cutting Priorities each with strategic aims:

Thematic Priorities	Strategic Aims
Housing – Building communities – providing sustainable, affordable, quality housing for everyone who wishes to live and work in the District	By 2026 everyone's housing needs are met
Economy, Skills and Employment – An economically vibrant and creative community – low carbon based, focusing on the development of the knowledge economy/creative/high value engineering and design industries, the health of its town centre's and rural areas and promoting continuous learning and innovation in our educational, economic, tourism, sporting and cultural activities	There is a strong, diverse economy which provides jobs for all There is a strong learning culture that spans all age groups There is a thriving tourist economy making it one of the top visitor destinations
Safer Communities – Protecting our communities from harm with an emphasis on the prevention of incidents, whilst focusing on the most vulnerable to make them feel safer	By 2026 the people of Warwick District will feel safe going about their everyday lives
Health and Well Being – A healthier community – encouraging a rounded and active view of lifestyles including exercise and healthy eating to minimise preventable deaths and illnesses	Everyone is able to enjoy a healthy lifestyle and sense of well being There are opportunities for everyone to enjoy and participate in sport, the

	arts and cultural activities
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Cross-cutting Themes	Strategic Aims
Narrowing the Gaps on a range of priority actions	The gap between affluent and poor people has been significantly reduced
Embedding Sustainability throughout – including environmental issues	Our community has actively minimised environmental impacts The transport infrastructure enables easy access to services and facilities The built and natural environment has been protected and enhanced
Working with families at risk	Every child and young person, including those who are vulnerable and disadvantaged, has the greatest opportunity to be the best they can be Our older and vulnerable citizens are valued and live fulfilling and independent lives
Engaging and strengthening communities including community cohesion	Citizens are actively engaged in decision making and participate fully in community life People from different backgrounds get on well together
Rurality – targeting disadvantaged rural locations	There are vibrant and sustainable rural communities

There are also some targeted geographical areas to ensure that there is no area within the District that is within the worst 30% of Super Output Areas in the country (there are currently 4, two within one ward) by 2026. The targeted areas are:

Brunswick Ward – Leamington Spa
Crown Ward – Leamington
West Warwick Ward – Warwick

The Town Centre's of **Kenilworth, Leamington Spa and Warwick** will also be targeted to underpin and develop economic activity.

In the context of this vision, the **purpose** of Warwick District Council, its Councillors, all of its members of staff and everything it does should be to enable that vision to be fulfilled. If what the Council does, does not contribute to that purpose then quite rightly it ought to be questioned why it is being done.

How we achieve this;

Listening to and leading the community to learn how to deliver exceptional quality services at good value for money in a way that enables the Council to effectively fulfil its vision and purpose

There are a number of strands which the Council is taking to work within this scenario although the first two strands are the most predominant and to which the others must not compromise:

1. Reducing waste within the system by adopting a systems thinking approach to service delivery and by managing vacancy control to reduce staffing levels by 20% over 4 years;
2. Questioning whether what we do helps to fulfil our purpose and rightly, to question why we do something if it doesn't. And equally to question if there is something we are not doing but should, to help fulfil our purpose;
3. Undertaking greater sub-regional or county-wide joint working particularly based around the concept of Pooled Budgets;
4. Reducing costs associated with accommodation and energy use;
5. Adopting a best practice approach to procurement to elicit savings and better value for money;
6. Increasing income especially by seeking to increase recycling levels;
7. Adopting shared services with our preferred partner Stratford District Council or other organisations where this would help service resilience, quality and/or lower cost;
8. Supporting the economy as there is a direct correlation between economic success and the Council's income.

In short the scenario faced requires a radically different response than the Council has developed previously.

Culture

Developing a culture whereby the customer's perspective is the starting point for changes we make to our systems.

This should include:

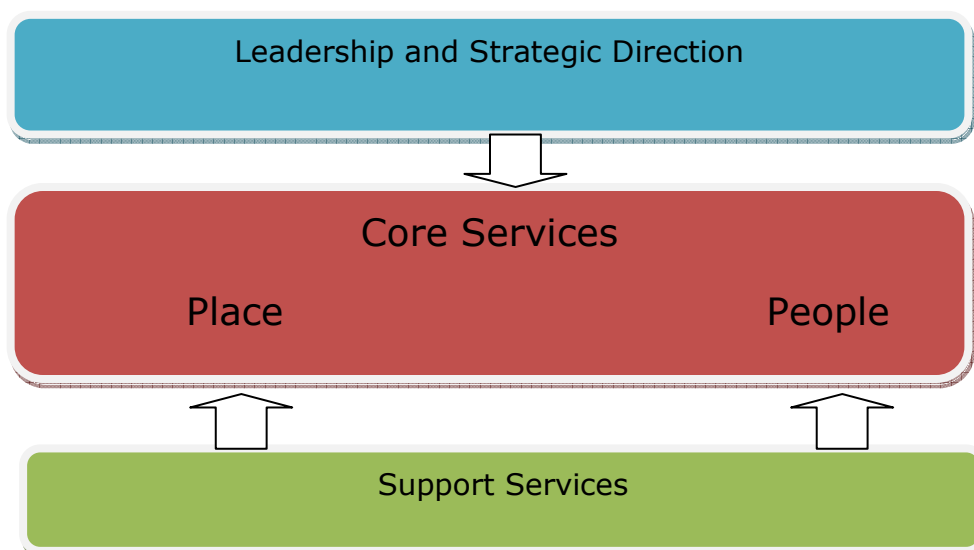
- Improving the end to end time of the service we provide
- Improving the level of accuracy and success in getting things right first time
- Improving the quality of the customer experience
- Prioritising what we do so that we maximise the customer value of work

Systems Thinking

Systems thinking will be deployed via a series of interventions right across the Council's Service Areas. This process will help us identify areas of waste in our system so we can be more efficient in delivering our services as well as requiring less staff.

Organisational Design

In developing Fit for the Future we have adopted a very simple organisational picture of the Council.



Strategic Direction

We recognise that we need leadership and policies that give the Council direction and ensure our core services are properly managed, properly resourced and focused on delivering what customers need.

We have concluded that our previous strategy framework was confused with too many documents and targets to give the clear direction we need to ensure that what we do is customer focused.

This Plan therefore draws together all the existing strands to create a leaner policy and strategy framework.

Core Services

In drawing our organisational picture we found that we could group our core services under the broad headings of Place and People.

Place services are about ensuring we provide and maintain places within the district that people value, enjoy and use, regularly and safely. People services are more personal. They're about providing direct help and assistance whether that is through, for example, housing advice, with benefit claims or ensuring people can vote or enhancing the quality of life through, for example, art or sport.

To thoroughly review our core service provision we will:

- Complete the variety of projects that we identified under the Budget and Improvement Programme.
- Complete existing and undertake new Lean Systems interventions
- Undertake 'experiments' to test new approaches to service delivery, based on lean systems principles that cut across existing service area boundaries.

Support Services

Without support services we are unable to deliver our core services. It is essential that these services are as efficient, effective and as low cost as possible, so we can focus our limited resources on the core services. We will

therefore review the full range of support services under lean systems thinking principles.

- **Leadership**

Has an excellent awareness of the community's needs
Has well defined, strong leadership from members & officers, who support a culture of improvement,
Has a clear purpose and direction that is well communicated to stakeholders
Understands and translates customer's needs into actions and champion their cause
Understands the work that needs to be done and the interactions between the work and our systems, learning and behaviours
Establishes a 'One Council' culture, delivering generic and integrated services
Makes progress, timely decisions, enables things to happen and removes barriers
Has an ability to think in terms of systems and knowing how to lead systems
Ensures service delivery reflects political priorities
Embraces partnership working where the value exceeds the cost

- **Staff**

Are empowered to influence the process of service delivery and their customers' experience.
Are competent to deliver what their customers need and what's more, they're motivated by that.
Are continually focussed on customers and adopt a 'customer first' approach
Put themselves in customers' shoes, sharing that experience, understanding their perspective and using that knowledge to influence the services and processes they provide.
Know what they're here for and how they can make a difference.
Deliver proactive and preventative services where duplication is eliminated.
Ensure the Council is compliant with legislation.
Strive for continuous improvement of services– through innovation, best practice and experimentation
Collect the right data for decision making and measurement of effectiveness

- **Customers**

Can expect honesty, transparency, openness, fairness and equality from their Council
Have a wide range of well publicised services that are simple, easy to use and access and that are presented in a way that they understand
Benefit from the development and promotion of services ensuring all who can potentially receive or benefit from a service have the opportunity to do so

Receive direct, timely feedback with regular dialogue.
 Enjoy a positive experience when they contact us and request services.
 Can access processes and systems that operate smoothly and consistently for them, with expertise available in the right place at the right time.
 Can expect flexible, agile & responsive services which respond to changing circumstances

• Budget

Is a balanced budget

Has the capability to meet future budget challenges because we have the culture, skills and experience to manage future challenges with staff empowered to react.

Is based on an understanding of how much our services cost providing us with the capacity and capability to reduce them further.

Allows us to deliver affordable and value for money services

Allows us to operate with minimal waste and low operating costs.

Enables us to have energy efficient facilities that make best use of their space and maximise income generating opportunities

How we measure success

Using the Corporate Business and Improvement Plan : Measures

