

 <p>The WARWICK DISTRICT COUNCIL</p>	<p align="right">AGENDA ITEM NO.</p>
<p align="center">Report Cover Sheet</p>	
<p>Name of Meeting:</p>	<p>Executive</p>
<p>Date of Meeting:</p>	<p>10th December 2007</p>
<p>Report Title:</p>	<p>CORPORATE STRATEGY 2007-2011</p>
<p>Summary of report:</p>	<p>To report to seek approval for the 2007-2011 Corporate Strategy</p>
<p>For further information please contact (report author);</p>	<p>Dave Barber – 01926 456065 Dave.barber@warwickdc.gov.uk</p>
<p>Business Unit:</p>	<p>Policy and Performance</p>
<p>Would the recommended decision be contrary to the policy framework:</p>	<p>No</p>
<p>Would the recommended decision be contrary to the budgetary framework:</p>	<p>No</p>
<p>Wards of the District directly affected by this decision:</p>	<p>All Wards</p>
<p>Key Decision?</p>	<p>Yes</p>
<p>Included within the Forward Plan?</p>	<p>Yes</p>
<p>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006</p>	<p>No</p>
<p>Date and name of meeting when issue was last considered and relevant minute number:</p>	<p>Executive the Corporate Strategy Objectives on 23rd July 2007</p>
<p>Background Papers:</p>	<p>None</p>

Consultation Undertaken

Below is a table of the Council's regular consultees. However not all have to be consulted on every matter and if there was no obligation to consult with a specific consultee they will be marked as n/a.

Consultees	Yes/ No	Who
Other Committees	Yes	Executive Scrutiny
Ward Councillors	No	
Portfolio Holders	Yes	
Other Councillors	No	
Warwick District Council recognised Trades Unions	No	
Other Warwick District Council Service Areas	No	But data provided by other service areas
Project partners	No	
Parish/Town Council	No	
Highways Authority	No	
Residents	No	
Citizens Panel	Yes	March 2007 to provide guidance on priorities and November 2007 to help establish baselines
Other consultees	No	

Officer Approval

With regard to officer approval all reports must be approved by the report authors relevant director, Finance Services and Legal Services.

Officer Approval	Date	Name
Relevant Director(s)	Email dated 8/11/2007	All
Chief Executive	8/11/2007	Chris Elliott

CMT		CMT
Section 151 Officer		Mary Hawkins
Legal		Bal Nahal
Finance		Marcus Miskinis
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. RECOMMENDATIONS

- 1.1 To agree the draft Corporate Strategy 2007 to 2011 attached at Appendix 1 (as may be amended in the light of comments from the Scrutiny and Policy Committees) as a basis for consultation
- 1.2 To agree amendments to Objective CS4 (which now reads “To provide high standards of environmental services across the district delivering a sustainable and quality environment”) and Priority 3 within this Objective (which now reads “To promote high standards of environmental health”)
- 1.3 That following the consultation in December and January a further report be brought to Executive to finalise the Corporate Strategy, alongside a report on the feedback from the consultation

2. REASONS FOR RECOMMENDATIONS

- 2.1. At its meeting on 23rd July 2007, the Executive agreed the seven Corporate Strategy Objectives along with the three priorities falling within each objectives.
- 2.2. Since then, work has been done to establish robust proposals for the remaining elements of the Corporate Strategy – the vision and mission; the targets for each priority; high level actions; the resource framework; the management and delivery framework and the process for monitoring and review. This report seeks approval for these additional elements
- 2.3. The Corporate Strategy is probably the most important document for the Council since it should articulate the aims and priorities of the administration and so direct the way the Council allocates its resources of all kinds. In the most basic terms it should set out **what** the Council aims to achieve, **why** and at a strategic level, **how**. The Corporate Strategy forms the cornerstone of the Council's performance management framework as the objectives, priorities, targets and key actions will be the measures by which ultimately the Council ought to be judged. Consequently, it will inform the Service Area Plans, Team Operational

Plans and individual appraisals.

2.4. The Corporate Strategy doesn't exist in isolation. It is informed by a number of sources of information. This includes:

2.4.1. the political intentions and ambitions of the political groups which are represented on the Council, especially given a recent local election with an average turnout of 46%;

2.4.2. the previous Corporate Strategy – of which some elements may prove still to be of relevance;

2.4.3. the current Community Plan;

2.4.4. the Warwickshire Local Area Agreement (LAA);

2.4.5. a review of the previous Corporate Strategy with lessons learned (carried out by an all party group of Councillors);

2.4.6. information of the quality of life in Warwick District (drawn from the County Council produced document Quality of Life 2006)

2.4.7. information from the 2006 Householder Survey and March 2007 Citizens' Panel survey.

2.5. These sources of information were used to develop the priorities set out in the 23rd July report. Further sources have been use as follows

2.5.1. The Vision : to develop the draft vision, we have worked with our partners to consult with a wide range of community leaders and organisations across the District to reach a consensus. A report is on this agenda seeking members agreement for the new vision for the district.

2.5.2. Our Mission : this has been derived from the Building on Excellence document and consultation process. It has been the subject of two stages of consultation with staff and members

2.5.3. Our Values : these have been developed following consultation with staff. Details are included in another report to this Committee

2.5.4. Targets and High Level Actions : these have been developed through a process of consultation and discussion between directors, service managers, portfolio holders and policy and performance. A number of the specific targets are still to be finalised.

2.5.5. Finances and Resources : These have been taken from the existing resources strategies. They are subject to possible change as the resources strategies are reviewed.

2.5.6. Our Three Corporate Programmes : have been developed to provide a

framework for the organisation to manage effective delivery of the priorities and targets. The approach is based on best practice in delivering complex corporate programmes

- 2.6. Finalisation of the Corporate Strategy, including completing the consultation, has not been possible as a number of the corporate strategy targets needed to be amended following the publication of a new set of national performance indicators in late October 2007. Other indicators are awaiting responses from the November Citizens' Panel before targets can be set. These results are expected in early December
- 2.7. As a result of the delay, it is now proposed that consultation with partners and community leaders takes place in early 2008 following the approval of this draft by the Executive.
- 2.8. In the report agreed by Executive in July 2003, the environment-related Objective read "To provide a high quality environment across the district" whilst one of the priorities under this read "To make our district more sustainable for future generations". On reflection this was not the logical order with the priority relating to the wider agenda of sustainability for future generations, whilst the over arching objective related to the narrower agenda of the environment. This Objective and Priority is therefore recommended for amendment.

3. ALTERNATIVE OPTIONS CONSIDERED

- 3.1. The Council could decide not to have a corporate strategy, but this is only a route that Councils that have been judged to be poor or weak have chosen since what this does is to say that the Council has no ambition, does not know what its priorities are or what it aims to do and not do. As a Council that has nationally been acknowledged as Excellent, this is not a course of action that the Corporate Management Team would recommend.
- 3.2. There could be a considerable debate as to what is included or excluded in the Corporate Strategy. For the most part, if not all, these are political discourses and it is ultimately, for Councillors to debate and decide. The only restraints are the resource, legal and other implications which officers can advise upon. However, the contents of the draft Strategy, as set out in the appendix, have been based on robust foundations as described in paragraphs 2.4 and 2.5 above.

4. BUDGET FRAMEWORK

- 4.1. The Corporate Strategy will act as a guide to future budgetary frameworks but it has to be realistic and must take account of what is possible to be supported financially and what is unrealistic as indicated by the Medium Term Financial Strategy. The draft Strategy set out some draft financial and resource parameters which will guide the financial and other resources strategies for the next four years.

5. POLICY FRAMEWORK

- 5.1. The Corporate Strategy will form the backbone of the Council's policy framework against which other decisions will need to be evaluated.

Chris Elliott
Chief Executive