

	AGENDA ITEM NO.
Report Cover Sheet	
Name of Meeting:	Executive
Date of Meeting:	11 th February 2008
Report Title:	CORPORATE STRATEGY 2007-2011
Summary of report:	To report to seek final approval for the 2007-2011 Corporate Strategy
For further information please contact (report author);	Dave Barber – 01926 456065 Dave.barber@warwickdc.gov.uk
Business Unit:	Policy and Performance
Would the recommended decision be contrary to the policy framework:	No
Would the recommended decision be contrary to the budgetary framework:	No
Wards of the District directly affected by this decision:	All Wards
Key Decision?	Yes
Included within the Forward Plan?	Yes
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006	No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 name of meeting when issue was last considered and relevant minute number:	Executive 10 th December 2008. Corporate Strategy Consultation Draft
Background Papers:	None

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	Strategic Partners (WCC, other Warwickshire District Councils, Police, PCT, CVS)
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)	15/01/08	All
Chief Executive	15/01/08	Chris Elliott
CMT	17/01/08	CMT
Section 151 Officer	15/01/08	Mary Hawkins
Legal	15/01/08	Bal Nahal
Finance	15/01/08	Marcus Miskinis
Final Decision?	No	
Suggested next steps (if not final decision please set out below)		
Recommendation to Council		

1. RECOMMENDATIONS

- 1.1 To recommend 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), to Council on 5 March 2008 for approval
- 1.2 To consider the feedback received from the Consultation with Strategic Partners
- 1.3 That following the approval of the Corporate Strategy a further report be prepared for Executive in March 2008 to set out the tools and process for the delivery of the Strategy

2. REASONS FOR RECOMMENDATIONS

- 2.1. At its meeting on 10th December 2007, the Executive agreed the draft Corporate Strategy including the Vision, Mission, Values, Objectives and specific targets as a basis for consultation with Strategic Partners.
- 2.2. Since then the Council's strategic partners have been provided with a copy of the draft strategy and have been asked to comment. To maximise the time available for them to consider the Strategy and respond, a deadline of Monday 4th February. This means that at the time of preparing this report, the comments have not been received back. Any comments will therefore be reported verbally.
- 2.3. Since the 10th December report three targets have been confirmed. These are :

CS3 Priority 3 : To ensure culture caters for the whole community					
Target	2006/07 (baseline)	2007/08 (target)	2008/09 (target)	2009/10 (target)	2010/11 (target)
Number of public cultural events specifically promoting inclusion and community cohesion organised by or in partnership with WDC	17	17	17	17	17
High Level Actions 2007-2011					
<ul style="list-style-type: none"> o Develop annual programme of events to be arranged or supported by WDC with specific measures to promote inclusion and cohesion. 					

CS4 Priority 4 : To reduce the Council's direct impact on climate change**					
Target	2006/07 (baseline)	2007/08 (target)	2008/09 (target)	2009/10 (target)	2010/11 (target)
National Indicator 185 : CO2 reduction from Local Authority operations (tonnes)	45520	- 3277	-2638	-2454	-1956
Or CO2 reduction from operations under direct control of WDC (excluding waste collection and council housing) (tonnes)	2766	-138	-131	-125	-119
High Level Actions 2007-2011					
<ul style="list-style-type: none"> o Develop and implement programme of energy efficiency projects to reduce fuel inputs necessary to deliver core services and maintain council properties 					

CS6 Priority 3 : To promote equality of access to our services for all members of the community					
Target	2006/07 (baseline)	2007/08 (target)	2008/09 (target)	2009/10 (target)	2010/11 (target)
Number of services achieving the Warwickshire award for involvement	0	0	2 bronze	2 silver 1 bronze	3 Silver
High Level Actions 2007-2011					
<ul style="list-style-type: none"> o Work with 3 key services including planning and housing to assess current approaches to involvements o Identify gaps between Award requirements and current practice o Improve current practice to initially achieve bronze awards and then silver awards for these 3 services 					

2.4. One other target remains to be set these are :

CS4 Priority 3 : To promote high standards of environmental health					
Target	2006/07 (baseline)	2007/08 (target)	2008/09 (target)	2009/10 (target)	2010/11 (target)
National Indicator 182 : Satisfaction of local businesses with local authority regulation services	*tbc	*tbc	*tbc	*tbc	*tbc
High Level Actions 2007-2011					
<ul style="list-style-type: none"> o Develop a monitoring programme to meet the needs of the new Government National Indicator Guidance 					

2.5. As this indicator is taken from the new national set of Indicators, it is necessary to wait for the full definitions and collection methodology to be released by DCLG before the baseline can be established and a meaningful target developed and agreed. Once the definition has been confirmed and the baseline data collection has been undertaken, it is proposed these targets be agreed through a process of consultation between the Director, the portfolio holder and the chair of the relevant Policy Committee

2.6. 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.

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.
- 3.3. The confirmed targets as described in 2.3 above could be amended to be more ambitious or less ambitious. However these targets have been set at a level which both the service area manager and the director feel strikes a balance between being achievable but stretching

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.