



Warwick District Council Corporate Strategy Progress Summary

Key:

Completed	
In progress	
Not started	

1. Delivering valued, sustainable services

In order that the Council can continue to focus its efforts and activities on the needs of its residents, communities and businesses, this priority will be underpinned by continued demonstration of financial sustainability through the medium term. This is the foundation for ensuring there are resources to continue to enable residents to receive excellent high-quality services that are responsive and accessible to local needs.

1.1. Ensure sustainability is at the heart of our decision-making		
Ways we will deliver this	Progress	Status
1.1.1. We will develop a climate and sustainability impact tool to help inform, shape and improve our decision-making	<ul style="list-style-type: none"> Climate impact tool currently under construction and will soon be ready for testing 	In progress
1.2. Continue to ensure the Council's finances remain on a firm and sustainable footing		
Ways we will deliver this	Progress	Status
1.2.1. Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district. This will include making better use of existing resources and consider how we can increase income generating opportunities	<ul style="list-style-type: none"> Reviewed and reported quarterly as part of Budget Monitoring reports to Cabinet. Next update to be delivered as part of Budget Setting. Agreement to be part of WMIZ – first LGI approved by Cabinet for WMCA approval in Dec. F&C 25 approved, revised strategy to be included updated MTFS assumptions. 	In progress
		In progress

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<p>1.2.2. Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.</p>	<ul style="list-style-type: none"> • Change Programme – Case for Change created and approved. • Change Programme launched • Efficiency tracker established. • Programme board established. • Independent fees and charges review complete. Next stage – Commercial training, launching with SLT 28 November. • CRM procured. • Digital transformation commenced starting with waste & recycling. • Efficiency savings commenced • Pipeline of initiatives underway 	
<p>1.3. Achieve and demonstrate delivery of high quality services</p>		
<p>Ways we will deliver this</p>	<p>Progress</p>	<p>Status</p>
<p>1.3.1. By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.</p>	<ul style="list-style-type: none"> • New Risk Management Policy and significant risk register • Housing & Asset Management compliance and regulatory programme underway • Introduced updated complaints policy and revised procedures being implemented • Review of corporate performance and service area plans commenced • Business process reengineering underway for waste and recycling services 	<p>In progress</p>
<p>1.3.2. The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year, and enable our customer service team to help more customers at the first point of contact through different communication channels.</p>	<ul style="list-style-type: none"> • Digital strategy created and approved as part of the Change Programme – Case for Change • CRM procured • Business process mapping tool procured • Service Designer appointed • Process review underway for waste & recycling • Opening of the Pump Rooms Customer Service Centre in April 2024, providing improved access to in-person services for those who need it. 	<p>In progress</p>

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<p>1.3.3. We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services.</p>	<ul style="list-style-type: none"> • Work is underway to develop a performance management framework and associated processes for inclusion in SAPs. • Customer insight is being used with Customer and Digital Services to improve service access – recent exercise to target Pension Credit take up is an example of this. 	<p>In Progress</p>
<p>1.3.4. We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.</p>	<ul style="list-style-type: none"> • Preparations underway for the new Procurement Act (launch delayed to Feb 25) • Procurement champions group established – meet quarterly • Procurement SLT sub-group established – meet fortnightly 	<p>In progress</p>
<p>1.3.5. Ensure Council homes are safe and meet the Decent Homes standard for all our tenants, including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements</p>	<ul style="list-style-type: none"> • Stock condition surveys commissioned – currently 75% complete • Pennington’s and Housing Quality Network commissioned to assess and report on • Decarbonisation and Energy Efficiency Delivery Plan has been drafted for consideration by Cabinet (see 2.2.1) 	<p>In Progress</p>
<p>1.4 We want to attract and retain the best talent to deliver our ambitions</p>		
<p>Ways we will deliver this</p>	<p>Progress</p>	<p>Status</p>
<p>1.4.1. Our People Strategy will help to attract the right people with the right skills the Council needs; this will help the Council become recognised locally, regionally and nationally as an employer of choice.</p>	<ul style="list-style-type: none"> • Continued work on key themes including the ‘Recruitment Retention and Remuneration’ project and EDI agenda together with support for the Digital Strategy as per reports to SLT and Employment Committee. External communication support all other actions for the Strategy to ensure that our residents are fully informed. 	<p>In Progress</p>
<p>1.5. Ensure the best use of the Council’s assets and resources to deliver the Council’s wider corporate aims and support the circular economy</p>		
<p>Ways we will deliver this</p>	<p>Progress</p>	<p>Status</p>

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1.5.1. A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place-shaping ambitions	<ul style="list-style-type: none"> Will commence in November 2024 	Not commenced
1.5.2. We will continue to develop our approach for maximising social value through our place-shaping initiatives to recycle money within the District.	<ul style="list-style-type: none"> Will be considered following the implementation of the new Procurement Act 	Not commenced

Priority 2: Low cost, low carbon energy across the district

The Council will look to find ways to reduce energy consumption and bills in Council civic buildings, Council housing, and help others to do the same, such as privately owned homes, businesses and other public and voluntary sector organisations. Support programmes and initiatives will be developed that meet national standards of accreditation to ensure performance in use is optimised. A performance measurement approach will be developed to assess the long-term benefits of the improvements made.

2.1. Reduce energy consumption and carbon emissions from the council’s public buildings		
Ways we will deliver this	Progress	Status
2.1.1. Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	<ul style="list-style-type: none"> • Business cases for LED lighting programme, rooftop solar and targeted heating replacement systems have been agreed. Procurement underway and implementation due to commence early 2025. • Solar PV on leisure centres project is moving forward. 	In progress
2.1.2. Assess the creation of an investment fund for energy conservation and energy generation projects.	<ul style="list-style-type: none"> • Renewable Energy Generation Reserve in place for 2024/25. Savings from initiatives will be captured so that decisions can be made on an annual basis regarding the extent to which that reserve can be added to 	In progress
2.2. Reduce energy consumption and carbon emissions from existing Council housing		
Ways we will deliver this	Progress	Status
2.2.1. Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will	<ul style="list-style-type: none"> • Report scheduled for Cabinet in December 2024 to reach EPC C. LCLC Energy Programme Board has discussed the strategy to go further and has provided a steer to enable officers to prepare a strategy for consideration in 2025. 	In progress

include developing the toolkit to measure and assess impact.		
2.3. Provide homes which are safe and meet the Decent Homes standard for all our tenants, including improving the energy efficiency of their homes		
Ways we will deliver this	Progress	Status
2.3.1. Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet Decent Home standard.	<ul style="list-style-type: none"> The links with the action plan that has been prepared in response to the HQN report and the housing regulator 	In progress
2.4. Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges.		
Ways we will deliver this	Progress	Status
2.4.1. New Council homes are net-zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance of WDC-led developments, whilst recognising that there may be times when these aspirations cannot be fully achieved in light of viability constraints.	<ul style="list-style-type: none"> A specification for consultants to work with the Council to prepare a housing development strategy has been agreed. Building on informal discussions with Cabinet members, work on the strategy to commence imminently. 	In progress
2.5. Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs.		
Ways we will deliver this	Progress	Status
2.5.1. By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs.	<ul style="list-style-type: none"> Outline proposals for a retrofit grant and lending scheme have been agreed by the LCLC Programme Board. Soft Market testing with potential lending organisations are getting underway. This is included within the draft proposals for the Local Growth Initiatives funding 	In progress

Priority 3: Creating vibrant, safe and healthy communities of the future

We will work with communities, businesses and public sector partners to enable and support improvements where people’s community, economic and housing needs can be met. This will facilitate a better and more sustainable balance with the natural world that will allow our communities and businesses to thrive in a sustainable and safe way.

3.1. Support all our communities, urban and rural, to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and environment		
Ways we will deliver this	Progress	Status
<p>3.1.1. Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.</p>	<ul style="list-style-type: none"> • Nighttime economy interventions (Ask Angela, Street Marshalls, NTE Community Wardens, etc) • First Creative Quarter project (refurbishment of buildings at Spencer Yard into offices for digital creative industries) is completed. • Work has begun on second project (Stoneleigh Arms & Old School House) with planning permission issued and demolition of Stoneleigh Arms PH. • Have jointly commissioned work with WCC to refresh the Leamington Town Centre vision and on the future of the Parade. • Feasibility Study on Covent Garden completed. • Work on relocation of the Sorting Office is underway. • Work is progressing on SPD for Old Town to provide a wider planning framework for current and future projects. 	In progress
<p>3.1.2. Opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.</p>	<ul style="list-style-type: none"> • Participation in WMIZ approved • First LGI scheme approved by Cabinet Oct 24, to be approved by WMCA Dec 24 • LGI timeline agreed to bring forward further schemes 	In progress
<p>3.1.3. Promote the district as a location for advanced manufacturing, “green” industries,</p>	<ul style="list-style-type: none"> • The South Warwickshire Economic Development Strategy has been developed 	

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<p>creative games and hi- tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.</p>	<p>and launched in partnership with Stratford District Council.</p> <ul style="list-style-type: none"> • WDC works in collaboration with partners across the district and region to achieve shared targets and vision for the area. • Partnership work with C& W Inward Investment Team, Warwickshire Skills Hub, Warwickshire Towns Network , Economic Development colleagues across the area and the Growth Hub and other partners are well established. • Collaborative partnership work continues to progress the transition of the Destination Management Organisation (DMO) into the formation of the Local Visitor Economy Partnership (LVEP) with partners across Coventry & Warwickshire. • Working with partners at Warwickshire County Council and the industry which includes global studios based in the District. • Conference and Exhibition Interactive Futures 2024 was held in The Spa Centre, Leamington Spa. 	
<p>3.1.4 Increase the volume of high quality, low carbon, affordable and social housing, including increasing the Council’s and Milverton Homes’ home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.</p>	<ul style="list-style-type: none"> • Proposals to bring forward developments at Leyes Lane and Rouncil Lane are progressing, including exploring the potential for Passivhaus housing on the sites. 	<p>In progress</p>
<p>3.2. Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.</p>		
<p>Ways we will deliver this</p>	<p>Progress</p>	<p>Status</p>
<p>3.2.1. Support our creative community, including local artists,</p>		<p>In progress</p>

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<p>dancers, actors, musicians, and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.</p>	<ul style="list-style-type: none"> • SPF programme of projects is underway as part of a multi year funding package 	
<p>3.2.2. Build on our reputation as a home for national and international sporting events.</p>	<ul style="list-style-type: none"> • Continuing improvements to our facilities. • Building new facilities. • Working with Bowls England to deliver nationals and support in their world bowls 2027. • Reviewing possibility of becoming a training ground for the Commonwealth Games 2026. 	<p>In Progress</p>
<p>3.2.3. Encourage everyone to have a more active lifestyle by using our leisure centres, parks and open spaces, other sports facilities, and the provision of outreach activities.</p>	<ul style="list-style-type: none"> • Reintroduced park permits, • Outdoor gyms and park improvements programmes. • Development of new parks – i.e Queen Elizabeth 2; Bishops' Tachbrook Country Park; Gateway Country Park; Baginton Country Park; Myton Park phase 2; • active communities programmes. • New Swimming pool at Kenilworth construction underway; • New Community Stadium, footpath and cycleway and relocated athletics track progress 	<p>In progress</p>
<p>3.2.4. Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact.</p>	<ul style="list-style-type: none"> • The Climate Change Action programme was reviewed in December 2023, with the LCLC Energy Programme and the Biodiversity Action Programme providing a clearer focus for the priorities relating to climate change. Improved data dashboards are being worked on in relation to low carbon energy (see separate report on the O&S agenda). A range of initiatives within the CCAP continue to be progressed 	<p>Review Complete (work on initiatives is ongoing)</p>
		<p>In progress</p>

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<p>3.2.5. Using our joint Local Plan with Stratford DC to:</p> <ul style="list-style-type: none"> • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/ settlement designs. • ensure convenient access to services and shops. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing developments. 	<ul style="list-style-type: none"> • All this is being progressed through the work on the SWLP. All the principles below are to be embedded in the SWLP. This is being informed by the evidence base that is being gathered. 	
<p>3.2.6. In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.</p>	<p>Work progressing in relation to:</p> <ul style="list-style-type: none"> • EV charging on WDC land • Abby Fields cycle route • Working with WCC on car clubs • Improved cycle infrastructure at Newbold Coym (including cycle parking at the pavilion and the Radford Rd bridge) 	In progress
<p>3.2.7. Adopt a Net-Zero Carbon Development Plan Document (DPD) and provide supplementary guidance, training, and support to ensure that new homes and other buildings in the district are net-zero carbon.</p>	<ul style="list-style-type: none"> • The NZC DOD was adopted in May 2024. It is now given weight in all relevant planning decision. • The Council has recruited an officer to provide expertise on interpreting and advising on energy statement to ensure decision can be made with a full understanding of the building’s energy performance 	Complete
3.3. Enhance the biodiversity of the district		
Ways we will deliver this	Progress	Status
		In progress

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<p>3.3.1. Increase the level of biodiversity on Council owned land and create a network of accessible, linked biodiversity rich spaces.</p>	<ul style="list-style-type: none"> • Biodiversity Action Programme has been adopted and year 1 actions progressed. This includes a number of practical measures, as well as work to explore the potential for Biodiversity Net Gain on WDC land holdings. • This will be subject to a separate report to O&S in April 2025 	
<p>3.3.2. Encourage residents, communities, and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities.</p>	<ul style="list-style-type: none"> • Biodiversity Action Programme has been adopted and year 1 actions progressed. • This includes: on site infrastructures such a swales and bat boxes; developing clear biodiversity evidence to support SWLP preferred options; promotion of biodiversity to Town and Parish Council through partnership with WALC; and implementation of BNG 	In progress
<p>3.4. Champion new and innovative ways of working together to improve health, safety, wellbeing and tackle inequalities – focusing on prevention and building resilience in communities.</p>		
<p>Ways we will deliver this</p>	<p>Progress</p>	<p>Status</p>
<p>3.4.1. Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.</p>	<ul style="list-style-type: none"> • Opening of Lillington Health hub and associated work on tackling respiratory disease in that neighbourhood. • South Warwickshire Place Plan priorities agreed. • Feasibility studies on new health hubs in Kenilworth and North Leamington and work with Brunswick Hub on evolving future. 	In progress
<p>3.4.2. Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health,</p>	<ul style="list-style-type: none"> • Due to start during December 2024 	Not yet started

<p>safety and wellbeing needs, especially those with more deprived socio-economic or isolated backgrounds.</p>		
<p>3.4.3. Working with partners to deliver community safety interventions to address ASB and fear of crime.</p>	<ul style="list-style-type: none"> • South Warwickshire community safety partnership (statutory body), action plans described in annual O&S report. • Community safety team delivering against CSP plans and local threats. • Various interventions delivered through Hotspot response, safe streets, serious violence funding. • Various surveys to understand fear of crime and inform future plans. 	<p>In progress</p>