

Agenda Item 6
Overview and Scrutiny Committee
13th November 2024

Title: Annual Update on the Corporate Strategy
Lead Officer: Chris Elliott
Portfolio Holder: Councillor Davison
Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	05.11.24	Cllr Ian Davison
Finance	05.11.24	Andrew Rollins
Legal Services	-	-
Chief Executive	05.11.24	Chris Elliott
Director of Climate Change	05.11.24	Dave Barber
Head of Service(s)	05.11.24	Marianne Rolfe, Tracy Dolphin, Lisa Barker, Philip Clarke, David Elkington, Andrew Rollins, Graham Leach & Darren Knight
Section 151 Officer	05.11.24	Andrew Rollins
Monitoring Officer	05.11.24	Graham Leach
Leadership Co-ordination Group	-	-
Final decision by this Committee or rec to another Cttee / Council?	No – Report to Overview & Scrutiny Committee in November	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

1. Summary Why Overview & Scrutiny Committee asked for the report

- 1.1 The report sets out the progress after a year of the agreed Corporate Strategy for Warwick District Council and offers an opportunity to reflect on the experience of its first year and make any adjustments accordingly. This report should be read in conjunction with the report on the Low Cost, Low Carbon Strategic Priority area and the report on Quarter 1 Performance of Service Area Plans and especially on that element relating to the Performance Management Framework being developed for the Council and Service Area Planning Process for the 2025/2026 Service Area Plans.

2. What is being delivered

- 2.1 The Corporate Strategy was adopted by Full Council in December 2023, so it has been formal Council Policy for almost a year. The Strategy sets out the administration's vision for the future of Warwick district; the values which are a key part of the Council's culture and guide the actions and behaviours expected of its representatives; and the three strategic priorities the Council seeks to achieve by 2030.
- 2.2 The strategic priorities should be translated into the provisions within the Service Area Plans, the Council's Budget and therefore its projects and allocations of resources whether that be people, money or asset. The performance report is a key tool to help the Council demonstrate the services it is providing are performing well (or not) and that it is delivering its strategic objectives. It is though not proposed to replicate the contents of the other report on this same agenda which covers Service Area Plan performance. Instead, the approach deployed is to look at the key elements of the strategy and assess progress.
- 2.3 Vision

The Vision adopted for the Warwick 2030 strategy is to:

"Make Warwick District a great place to live work and visit by improving lives and the environment."

Whilst the aspirational content is largely unchanged from the original 2009 iteration, the revised vision importantly also sets direction - to improve the environment and to improve lives. This is an important addition as it provides a broad framework for the Council's objectives to align to when seeking to achieve Warwick District's future state. The vision also continues to align with WDC's values and clearly articulates where the Council seeks to go.

The challenge has always been to find an effective way to measure achievement of this vision especially as it is outcome focused, rather than being focused on transactional service efficiency or effectiveness and whether it relates to the whole experience for citizens and businesses or just those things that this Council has direct control over.

2.4 Values

The organisational values were updated and revised. An organisation's values guide the actions and behaviours expected of its representatives when pursuing its strategic objectives and vision. They communicate the underlying and enduring core principles that guide strategy and define the way an organisation

should operate for the long term. Values are the bedrock of an organisation that can always be relied on and are a key part of organisational culture.

Culture eats strategy for breakfast, so translating these values into actions and behaviours is a complex task. To introduce the new values, in February 2024, our Human Resources team facilitated a series of Conversation Café sessions, inviting staff from across the entire Council to engage with the new values and make them real. However, it is critical to recognise that the values are also for Councillors, as well as for staff. The task we now face is to ensure that all leaders at all levels of the Council, Cllrs and staff to demonstrate the behaviours aspired to in our values and for everyone to challenge behaviour which does not accord with them.

Since the Conversation Cafés were completed, a staff pulse survey has already been undertaken. There will be a further series of these surveys in the future, to help test the experience of the adopted values in real life.

2.5 Strategic Priorities

The Corporate Strategy focuses on 3 Strategic Priorities each with a few objectives. The attached Appendix 1 illustrates high level progress against each objective and gives a RAG rating. Overall, this demonstrates good progress is being made on almost all fronts in a short period of time,

Two Member/Officer Programme Boards oversee the first two Strategic Priorities while a Member/Officer informal meeting oversees progress on the 3rd Priority.

Another report on this agenda sets out proposed performance measures for the low cost low carbon Strategic Priority. There is not yet a full set of measures across 3 Priority Areas and this remains a matter to be addressed but needs to be considered in conjunction with the targets or measures for the Service Area Plans. These need not to duplicate efforts.

3. The key risks to the service and how they are being managed

3.1 The primary risks for the Strategy should be reflected in the Strategic Risk Register which is reported upon separately.

4. Further development and Review

4.1 A reflection of a year on indicates a drafting oversight as there are two objectives with near similar wording (these being x and y).

4.2 There is the challenge of ensuring that the strategic priorities and each of their objectives are translated effectively into the Service Area Plans and into decisions around projects and about the allocation of resources. Last year was the first year for this Corporate Strategy and given the issues in Housing and Assets it was not as effective across the board as it might have been.

4.3 This next year offers an opportunity to correct that position and to ensure that measures or targets in the Service Area Plans reflect the priorities set by the Corporate Strategy as well as their being an appropriate set of performance measures for each Strategic Priority. As set out in the Performance Report to help to record progress a Performance Management Framework is also being developed to come to Cabinet in February 2025.

Background papers: None

Supporting documents: [Corporate Strategy 2023 to 2030](#)