

**Appendix A - Action Plan arising from SMT PEST/SWOT Analysis - Note that many of the Actions have already started/ been completed**

Theme	Year: 16/17 = 1 17/18 = 2 18/19 = 3	Action	Comments	SMT Lead
<b>Money – to increase income/reduce expenditure without impacting on valued services</b>	1	SMT to identify increased income opportunities over next 5 years e.g. crematorium income	Work ongoing with initiatives such as crematorium income and container charging already discussed with Members.	AJ
	1	SMT to accurately identify all liabilities over next 5 years to inform true extent of MTFS savings required e.g. bin replacements, assets, equipment renewals, apprenticeship levy & SMT to identify annual contribution required to reserves	Work ongoing to identify such liabilities; aiming to complete work 16/17 which will enable annual contributions to reserves or revenue budget to be calculated.	AJ
	1	WDC to seek to influence via DCN, LGA, CWLEP, politicians of future design and allocation of funding streams such as NHB, Business Rates, Local Growth Fund	Government has released consultation documents so responses being drafted on an ongoing basis.	CE
	1	SMT to improve awareness of Council’s financial position amongst members and officers	Away Day with Executive provided an initial financial profile that excludes savings plan and then a separate profile which describes the assumed savings. This approach to be then rolled-out to all Councillors.	MS
	1	SMT to review procurement aggregation opportunities within and without the Council	A priority for the procurement team and work has started.	MS

	1	Cost/benefit analysis of big issues within the ICT/Digital Strategy Action Plan	Will be built into the work programme of the ICT Steering Group.	AJ
	1	Sign-off the new Asset Management Strategy	A priority for the Property team and work has started.	AT
	1	Review HRA Business Plan	A priority for the Housing & Property team and work has started.	AT
	1	Complete transition from Open Book accounting to SoR contracts for HRA repairs and maintenance	A priority for the Housing & Property team and work is ongoing.	AT
	1	SMT to identify further saving opportunities over next 5 years e.g. management, staff	Andy and Bill to discuss with respective Service Heads further ideas for savings.	AJ/BH
	1	SMT to discuss with Executive the issues raised by a shared service approach	Chris drafted paper to discuss with Executive.	CE
	1	SMT to discuss with Executive the issues raised by a contracting/commissioning of service approach	Due to Best Value and Procurement considerations this needs to be linked to any shared service initiative. Paper drafted per row above.	CE
	1	Review Procurement Strategy including impact of Social Value Act and SCS	Part of Procurement team's ongoing work programme.	MS
<b>People</b>	1	Ask Executive to review their 'direction of travel'	This has been done with a framework for taking forward priorities being agreed. To be included in updated FFF programme.	AJ
	1	Continue T and C review (phase 2)	Ready to go.	CE
	1	Develop an 'annual benefits' statement for staff	Work has commenced.	CE (TDo)
	1	Review senior management structure	Proposed to be included in FFF Change Programme	CE

		for implementation from 2019.	
1	Review management decision making process	Important for all other decision making.	CE
1	Review performance management framework	As above. <i>Importance of linking with Appraisal and Competency Framework and 1-1 reviews (ongoing link to Recruitment)</i>	CE (TDo)
1/2	Review the Member Induction Programme and create a Member Development Programme	Formal review of induction programme to commence post-election and referendum.	AJ (GL)
1	Review Internal and External Communications/Marketing	Review has started.	CE (TDo)
2	Explore developing an employee lifecycle approach for each member of staff	This and following 4 bullet points are all linked and are necessary in terms of how we deal with managing staff going forward <i>Link to Development Programmes overall</i>	CE (TDo)
2	Explore behaviour/attitude/competency based approach to recruitment	<i>Link to Performance Management Framework</i>	CE (TDo)
2	Explore how we can systematically recruit graduates/apprentices/trainees	<i>Local sources (colleges etc) as well as LGA Partnership with other authorities</i>	CE (TDo)
2	Explore how we can ensure existing employees skills and knowledge is updated to make them ready for promotion opportunities within the Council	<i>Linked to above point</i>	CE (TDo)
2	Undertake a skills assessment of all employees – linked to learning needs	<i>Ensure managers are trained in how to do this Review and utilise Training Budgets (Corporate and</i>	CE (TDo)

			<i>Service) for Professional Quals as well as soft skills. Ensure blended learning options – secondments, mentoring...</i>	
	2	Review how we advertise job opportunities	<i>Social Media, Linked in, Referrals...</i>	CE (TDo)
	3	Raise public awareness of what the Council does/as an employer	Linked with the Communications issue above.	CE (TDo)
<b>Partnerships</b>	1	Review W2 partnership in context of altered external environment and deficits in current arrangement to determine whether a new housing partner is required	To be reviewed as part of Housing Futures project.	AT
	1	Strengthen relationship with WCC and CWLEP to help facilitate effective delivery of the Infrastructure Delivery Plan	CMT leads have been assigned to cover South of Coventry, Kenilworth, Whitnash and South of Warwick/Leamington. Need also to consider the villages.	CE/BH/AJ
	1	Exploit ED&R review to ensure business growth/inward investment related partnerships are maximised	Review now complete.	TD
	2	Review relationship with Warwick University and Warwickshire colleges to ensure liaison arrangements are maximising community benefits		BH or CE
	2,1	Review the voluntary sector commissioning arrangements	Review to start.	MR
	3	Review arrangements with Town and Parish Councils to determine whether any tasks can be devolved to a more local level		MR
	1,2,3	Explore opportunities created by the continuing devolution agenda	<i>Ongoing liaison with key Members.</i>	CE



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Housing	1	<ul style="list-style-type: none"> <li>Review the impact of the Housing &amp; Planning Bill proposals on Council service provision</li> </ul>	<ul style="list-style-type: none"> <li>Housing Futures project has been provisionally scoped and will complete during 2016.</li> <li><i>Housing Futures combines the work to create a new Housing Strategy, HRA Business Plan, Homelessness Strategy and Housing and Property Services Action Plan into one single project. This is to make sure that all these inter linked themes are considered together.</i></li> <li>The Stock Condition Survey of the municipal housing stock will be concluded August 2016.</li> </ul>	AT
	1	<ul style="list-style-type: none"> <li>Review HRA Business Plan in light of the final Housing &amp; Planning Bill proposals to decide what types and levels of management and maintenance we should provide and how we should deliver them</li> </ul>		AT
	1	<ul style="list-style-type: none"> <li>Develop an assessment matrix based on life expectancy, value, demand and maintenance costs of HRA assets to inform a policy position on future disposals/renewals</li> </ul>		AT

1	<ul style="list-style-type: none"> <li>Explore the Council's appetite to become directly involved in the provision of differing forms of tenure of market housing e.g. PRS, rent to buy, sub-market housing etc.</li> </ul>	<ul style="list-style-type: none"> <li>Council Development Company proposal now being reshaped to be a private market orientated provider of homes</li> <li>Review of W2 to be concluded to ascertain and agree respective, dovetailing and complementary roles for HRA, CDC and W2 in the overall provision of new homes (See 'Partnerships')</li> </ul>	AT
2	<ul style="list-style-type: none"> <li>Review whether greater integration between services, e.g. money or benefit advice, provided to HRA tenants and other Council commissioned services can be achieved</li> </ul>	<ul style="list-style-type: none"> <li>The scope of services needed will be decided as part of the Housing Futures project, from the outcomes of the next STAR tenants survey, which will be completed at the end of 2016 and the findings of our Cyclical Service Visits.</li> </ul>	AT
2	<ul style="list-style-type: none"> <li>Engage with partners to review sub-regional requirements for specialist housing e.g. extra care, hostels for offenders, provision for refugees/asylum seekers, housing for learning disabled people etc. to determine level of district need and options for delivery</li> </ul>	<ul style="list-style-type: none"> <li>WCC is commissioning Housing Related Support services during 2016, which will be the main funding route for services for these client groups. WDC will, as the Warwickshire Heads of Housing (WHoH) Group representative on the Warwickshire Cares-Better Together (WC-BT) Programme Board work to influence and shape such provision.</li> <li>WDC will in 2016-17 be undertaking a review of temporary accommodation (for homeless households) provision to set out how such services can be more efficiently provided for 2017 onwards.</li> <li>The long term model for the provision of Aids and Adaptations and Disabled Facilities Grants will be agreed summer 2016.</li> </ul>	AT

3	<ul style="list-style-type: none"> <li>Review how we engage with the CWLEP and Health partners to influence their decision making on housing issues and new provision</li> </ul>	<ul style="list-style-type: none"> <li>WDC as the WWhoH Group representative on the WC-BT Programme Board is beginning to develop the links needed to influence and shape the links between the way housing and health services are co-ordinated in Warwickshire.</li> </ul>	AT
3	<ul style="list-style-type: none"> <li>Consider how a corporate “How to Help” plan (see Community) can be used to tackle worklessness amongst HRA tenants</li> </ul>	<ul style="list-style-type: none"> <li>To be agreed with ‘Community’</li> <li>New Rent Arrears Policy to be introduced 2016 (subject to Council approval). This is one part of the Council’s response to changes in social security and housing policy, which will impact on the ability of tenants to secure and benefit from suitably remunerative employment.</li> </ul>	AT



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Community	1	<ul style="list-style-type: none"> <li>Commission a community profile/mapping for WDC area covering a range community and demography issues and trends (age, ethnicity, religion, gender, cohesion etc.) to understand how our communities function and interact and identify likely key issues/localities for WDC service provision in longer term to 2029 and develop an action plan in response.</li> </ul>	Ongoing through work with Warks Observatory. Specific rural mapping for social inclusion at present.	MR
	1	<ul style="list-style-type: none"> <li>Assist Parish and Town Councils with production of their neighbourhood plans</li> </ul>	Mainly delivered by Rural Community Council. Act in a facilitator role	TDa
	2	<ul style="list-style-type: none"> <li>Collect data to enable a corporate “How to help” plan to be developed aimed at maximising incomes and enhancing social support mechanisms for the economically and/or socially vulnerable residents within the local community.</li> </ul>	Delivered through work with voluntary sector. Social Inclusion index and health profiles. Need to review our existing financial inclusion strategy.	MR
Sustainability	1	<ul style="list-style-type: none"> <li>Progress, monitor and review actions within Council’s Strategic Approach to Sustainability and Climate Change in light of current Paris summit agreement.</li> </ul>	Ongoing	MR

	1	<ul style="list-style-type: none"> <li>Evaluate the Council's asset base to determine whether there are vfm business cases to demonstrate how individual assets can be made more sustainable e.g. energy efficiency, thermo-insulation, PV panels etc</li> </ul>	Ongoing	MR
<b>Heath &amp; Wellbeing</b>	1	<ul style="list-style-type: none"> <li>Review approach being taken to Health &amp; Wellbeing Agenda; are we focussing our resource/energies on the things where we can make a difference?</li> </ul>	In hand	MR
	1	<ul style="list-style-type: none"> <li>Review outcome of the workplace charter assessment</li> </ul>	Feedback expected in January	MR
	1	<ul style="list-style-type: none"> <li>Review public open space/ play facility provision to understand what is affordable going forward</li> </ul>		RHo
	1	<ul style="list-style-type: none"> <li>Explore how Air Quality Action Plan can be given greater prominence</li> </ul>	Explore with WCC Highways and PH	MR
	2	<ul style="list-style-type: none"> <li>Undertake "State of the District" review following the Government's changes to welfare and housing legislation</li> </ul>	Use WCC's Quality of Life indicators	MR
	2	<ul style="list-style-type: none"> <li>Understand return on investment from sports and arts activities/partnerships</li> </ul>		RW
<b>Prosperity</b>	1	<ul style="list-style-type: none"> <li>Review how we engage with key strategic partners, e.g. Warwick University, Warwickshire College, JLR, Stoneleigh Park etc. to ensure we maximise the economic benefits to the district from their development plans</li> </ul>	This is addressed in the redesign of part of Development Service and recognised as a key priority for Economic Development.	TDa

1	<ul style="list-style-type: none"> <li>Engage with strategic partners to examine options for forward funding of infrastructure schemes</li> </ul>	This work has been on-going to assist in the delivery of the local plan projects.	CMT
1	<ul style="list-style-type: none"> <li>Review our desired outcomes from the SEP review and the emerging sub-regional planning agenda and how best to influence strategic partners to achieve them</li> </ul>		BH
1	<ul style="list-style-type: none"> <li>Evaluate opportunities to stimulate growth/inward investment/economic diversification as Government proposals to change the business rates system take shape</li> </ul>	Significantly important to attract inward investment and diversify the economy.	TDa
1	<ul style="list-style-type: none"> <li>Embed new ways of working with partners and major employers on completion of ED&amp;R/planning policy/project management redesign</li> </ul>	Review has been concluded.	TDa
1	<ul style="list-style-type: none"> <li>Develop a media strategy/information pack to promote the district</li> </ul>	This work needs to explore different communication strands to ensure that we are responding within all types of mediums.	TDa
1	<ul style="list-style-type: none"> <li>Review how we can maximise the influence we exert on investors and employers to retain existing businesses and/or encourage inward</li> </ul>		TDa

		investment		
	1	<ul style="list-style-type: none"> <li>Consider how a corporate “How to Help” plan (see Community) can be used to benefit the skills agenda</li> </ul>	Part of the strategy/information pack	TDa/MR