

Title: Corporate Strategy

Lead Officer: Graham Leach Head of Governance & Monitoring Officer
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Portfolio Holder: Councillor Davison

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	26/9/23	Ian Davison
Finance	26/9/23	Alex Elston
Legal Services		
Chief Executive	26/9/23	Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)		
Section 151 Officer	26/9/23	Andrew Rollins
Monitoring Officer	26/9/23	Graham Leach
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No – Final report is due to come Cabinet for recommendation to Council 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	

Summary

The report formally informs Overview & Scrutiny Committee of the draft Corporate Strategy of 2023-2030 by the Cabinet and seeks their comments on them, inline with the proposed timetable.

Recommendation(s)

- (1) That Committee notes the response from the Cabinet on 20 September in response to the comments from this Committee, on 19 September 2023, on the draft Strategic Goals, as set out at Appendix 1 to the report.
 - (2) The Overview & Scrutiny Committee comment on the draft Corporate Strategy, as set out at Appendix 2 to the report.
 - (3) The Overview & Scrutiny Committee considers how it wishes to monitor and scrutinise performance of the Corporate Strategy once it has been approved.
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1 Reasons for the Recommendation

- 1.1 The finalised 2023 to 2030 Corporate Strategy will set out the Council's corporate aims and ambitions for the next 7 years, in the same way as the current business strategy. It will underpin every project and initiative developed and implemented by the Council's Service Areas that set out how to deliver services over the next 7 years.
- 1.2 The draft strategic goals are currently subject to consultation and were considered by this Committee on 19 September. The comments made by this Committee and the response to these comments are set out at Appendix 1 to the report.
- 1.3 While the consultation on the draft Strategic Aims is ongoing, with the ambitious plan to adopt the Corporate Strategy in November, in parallel to the consultation the Cabinet have also been developing the Corporate Strategy which the draft Strategic Aims move into. The initial draft of the Corporate Strategy including proposed vision and values is set out at Appendix 2 to the report. The Cabinet wanted to provide this early opportunity to Overview & Scrutiny Committee for their views.
- 1.4 The draft strategic aims have been revised based on initial feedback and these form section 4 of the draft Corporate Strategy. At the meeting of Overview & Scrutiny on 3 October 2023 the Leader will provide an update on both the number of responses received to the consultation on the draft strategic goals and who the responses have come from along with the themes to these responses.
- 1.5 The Committee should be mindful that with the ambitious timetable for adoption the Corporate Strategy is very much a living document at this time with regular changes and updates being considered. With this in mind the Committee will note that only the Vision, Values and Strategic Aims are included this is to enable the Committee to focus on these core strategic parts at this time.

- 1.6 As a reminder the timetable for the delivery of the new corporate Strategy is as follows:

4 September	LCG/Cabinet	Receive and consider the initial feedback for the draft strategic goals of this new strategy
19 September	O&S	Discuss the [draft strategic goals] detail of the document
26 September	Council	Consider proposal to reduce the notice period between consultation and adoption of Corporate Strategy
3 October	O&S	Review any feedback they have received and provide Comments to Cabinet.
4 October	Report	Final draft version to be completed
1 November	O&S	Consider the final Draft of the Corporate Strategy
2 November	Cabinet	Consider Report on Final Draft
15 November	Council	Consider adoption of the Corporate Strategy

- 1.7 At this point the Committee has the opportunity to provide feedback to help develop the Corporate Strategy and key points the Cabinet may wish to consider. Equally the Committee needs to start to consider how it might wish to scrutinise and monitor delivery of the strategy.

2 Alternative Options

- 2.1 The Overview & Scrutiny Committee could decline to comment on the draft Corporate Strategy and await the final document.

3 Legal Implications

- 3.1 There are no specific legal implications of the report.

4 Financial Services

- 4.1 The report itself does not directly impact on the budget or budgetary framework of the Council. This is because the report is enabling the Committee to comment a draft version of the Strategy. The final version will have an impact and that will be addressed when the final report is brought forward to Cabinet.

5 Business Strategy

- 5.1 Warwick District Council has adopted a Business Strategy which sets out key areas for service delivery. This report does not directly contribute to this but brings forward a timeframe for delivering a new Corporate Strategy to replace it.

6 Environmental/Climate Change Implications

- 6.1 There are no direct environmental implications of this report in relation to the Council's policies and Climate Emergency Action Plan as it is a consultation on the overall strategy. When the final strategy is brought forward this impact will be set out within the covering report.

7 Analysis of the effects on Equality

- 7.1 An Equality Impact Assessment will be completed on the final proposed Corporate Strategy before it is considered by Cabinet.

8 Data Protection

- 8.1 There are no data protection implications of the proposal.

9 Health and Wellbeing

- 9.1 There are no direct health and wellbeing implications of the report as it is for consultation at this stage. When the final strategy is brought forward this impact will be set out within the covering report.

10 Risk Assessment

- 10.1 There are no direct risks associated with the report as it is for consultation only at this time.

11 Consultation

- 11.1 Consultation is being undertaken as set out within the report.

Background papers: None

Supporting documents: Warwick District Council Business Strategy 2020-2023

**Overview & Scrutiny Committee held on 19 September 2023
Summary of Comments made on the Cabinet Agenda for
Wednesday 20 September 2023**

4 Policy & Budgetary Framework Procedure Rules

The Overview & Scrutiny Committee held a good discussion on a draft Corporate Strategy for this Council.

The Committee considered that the Corporate Strategy report (in its draft stage) was difficult to scrutinise as a "Strategy" document because the document did not have either the structure or framework to understand the direction the Council wished to take, and whether the areas of focus listed in the report would help to achieve that. It made the following points that it wished Cabinet to bring more detail to in the Corporate Strategy:

1. The Committee encouraged Cabinet to "be brave" in setting out what it wished to achieve, particularly around climate ambitions.
2. There was a need for "smart objectives" showing what the Council intended to do, building on what it had already achieved in respect to its aims and there should be an indication of a timeframe.
3. The strategy should focus more on people and the different segments of people living or coming into the District such as new communities, visitors to the District, people who work here. It should seek to be "People first".
4. A more wholistic view on finances should be taken, not just the profit and loss but also the balance sheet.

The Committee suggested that how the Council intended to support new communities, local enterprise and town centre regeneration should be added to the Strategy.

Parish Councils should be added to the list of consultees.

**Cabinet
20 September 2023**

In response to the comments from the Overview & Scrutiny Committee regarding the strategy focusing more on people, Councillor Davison stated that this was a point well made; if the vision was to stay the same as it currently was, that Warwick District be a great place to live – ie residents, work – including people who might commute, and visit, these were distinct groups of people which perhaps had not been considered enough. It was important that when the strategy was next looked at this would need to be thought about.

Councillor Davison also clarified that the Head of Governance & Monitoring Officer would email Parish/Town Councils directly as opposed to via the Warwickshire Association of Local Councils (WALC), and that Warwickshire Wildlife Trust would also be included as part of the Consultees. He then proposed the report as laid out.

Draft WDC Corporate Strategy

“Warwick 2030”

Foreword – To be added

1. Introduction – To be added

2. Vision – Our vision is “To make Warwick District a great place to live work and visit and be carbon neutral.”

3. Values

Our values are at the heart of everything we do. They provide the framework within which we engage with our employees, and ultimately influence and shape our organisational culture. They are the driving force behind all the work we do.

We have seven values as a Council that are:

Value for Money - We will make efficient use of resources to offer the best service at the best price

Problem solving – we will work collaboratively and positively with others to find practical solutions

Long term – we will plan for the long term and work to ensure our environmental impacts are minimised and are sustainable for future generations

Community Focused - We work collaboratively and flexibly with our local communities to put their needs to the fore

Honesty and Openness - We will be truthful & transparent about how we run the Council

Fairness and Equity - We will value all citizens and work without bias or prejudice

Communication – We will communicate clearly and proactively with residents and stakeholders

4. Strategic Aims and Priorities

It is at this juncture that the Cabinet may wish to decide what format it wants to use and whether it wants any integration with the WCC Levelling Up Strategy? Or not?

The three strategic priorities of the Council are:

- **Delivering Valued, Sustainable Services**
- **Low cost, low carbon energy across the District**
- **Creating Vibrant, Safe and Healthy Communities of the Future**

The table below sets out these strategic priorities, what the Council wants to achieve within these and examples of how these will be delivered.

1. Delivering Valued, Sustainable Services		
We will focus Council activities on the needs of our residents, communities and businesses. Achieving financial stability and sustainability over the 5-year Medium Term Financial Strategy period is the foundation for ensuring that we have the resources to continue to deliver great services that our residents value. We will also continue to find innovative ways to improve residents' lives.		
What we want to achieve	How we will deliver this	Lead Portfolio
Put the Council's finances on a firm, stable and sustainable footing over the next 5 years	Move efficient well run services up, followed by the procurement one, then the investigate other income streams?	Resources
	Through efficient well run services	Strategic
Achieve and demonstrate delivery of high-quality services	Whilst maintaining a solid base of delivering services, drive improvements via our Digital and Customer Strategy and Change Management Programme that will increase digital capability and transform the organisation's ability to deliver valued services in an ever-changing world	Transformation
	Benchmark the Council's services on a continuous basis	Transformation
We want to attract and retain the best talent to deliver our ambitions	Ensure our People Strategy helps our valued services to be more effective	Transformation
	Embed improved commissioning and contract management skills across the organisation	Resources
Ensure the best use of the Council's assets to deliver the Council's wider corporate aims	Prepare and implement a new Asset Strategy and Management Plan for the period to 2030	Housing and Assets

2. Low cost, low carbon energy across the District

We will reduce energy consumption and hence 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 bodies. We will develop programmes that meet national standards of accreditation to ensure performance in use is optimised. This is all connected to our wider Climate Emergency Action Programme to measure and reduce CO2 emissions and adapt to Climate Change which in turn links with the Ecological Emergency that the Council has also declared and for which it is preparing an Action Plan.

What we want to achieve	How we will deliver this	Lead Portfolio
Reduce energy consumption and carbon emissions from the council's public buildings	Retrofit, improved heating systems and renewable energy generation	Climate
	Assess the creation of an investment fund for energy conservation and energy generation projects and implement if possible	Resources/ Climate
Reduce energy consumption and carbon emissions from the Council Housing Stock	Retrofit, insulation, improved heating systems and renewable energy generation.	Climate
Strive to provide Decent Homes for all our tenants including improving the energy efficiency of their homes	Using best practice and evaluate this for maximum benefit.	Housing and Assets
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	Using best practice and evaluate this for maximum benefit.	Climate
Explore multiple, innovative approaches to make it easier for the District's residents to reduce their heating bills and carbon emissions	Using best practice and evaluate this for maximum benefit.	Climate

For all these goals, we will evaluate impact so we can understand best practice

3. Creating Vibrant, Safe and Healthy Communities of the Future

The Council must work with communities to be dynamic and diverse, safe and healthy and where people's 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.

What we want to achieve	How we will deliver this	Lead Portfolio
Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identities with a focus on people and the environment (the idea of protecting community identities was v.important to the group – i.e. villages not getting absorbed into towns in a way that loses community)	Any investment zone must focus on the transition to a green economy, protect against urban sprawl and deliver for biodiversity, sustainable transport, and job creation please could we move this further down – it shouldn't be the first thing in this section.	Strategic leadership
	Support local residents to enhance our town centres with place making and active travel, if appropriate	Place
	Support and promote the Creative Sector to flourish and grow in the District	Arts and Economy
	Promote the District as a location for advanced manufacturing, "green", games and hi-tech based companies – Silicon Spa	Arts and Economy
	Work with the University of Warwick and other internationally recognised institutions to enhance elements of this corporate strategy where they have expertise	Strategic leadership
	Work with partners to help local people access local job creation opportunities	Arts and Economy
	Work with Warwickshire College and other training providers to enhance the skill base of the local community	Arts and Economy
	Identify local neighbourhood improvement opportunities that protect and enhance communities, both rural and urban	Place?
	Promote community wealth building and the circular economy in all Council work and schemes and those of others wherever possible	Place

Promote vibrant communities within all our towns and villages	Celebrate our history, heritage and diverse communities	Arts and Economy
	Support local communities of artists and musicians through a revised Arts Strategy and Events Programme	Arts and Economy
	Create a welcoming atmosphere for residents and visitors that promotes good mental health and wellbeing and promote that effectively	Strategic leadership
	Promote sport at all levels from children's first steps and adult beginners to international level e.g. bowls	Communities and Leisure
	Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities	Communities and Leisure
	Support local voluntary, community, arts and sports organisations to sustain vibrant, active, healthy, cultured, and cohesive communities	Communities and Leisure
Locally, lead in tackling the climate emergency by playing a proactive role in reducing the District's carbon emissions	Revise and then implement the Climate Emergency Action Programme	Strategic leadership
Promote sustainable development	Using our joint WDC/SDC new Local Plan to: prioritise housing development on brownfield sites and minimize use of greenfield sites; and promote new developments using 20-minute neighbourhood/settlement designs ensuring convenient access to services and shops; and protect existing community identities	Place
	Promote and implement active travel choices as a priority – public transport, walking and cycling	Place
	All new housing developments to be net zero carbon in accordance with the DPD	Place

	Boost the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' house building activity	Housing and Assets
	Review the Green Spaces Strategy to ensure there is quality open space within a short distance of most homes and that it helps deliver biodiversity improvements	Neighbourhood
	Ensure the provision of appropriate infrastructure is available to support new and existing development	Place
Enhance the Biodiversity of the District	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich space	Neighbourhood
	Encourage others to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities	Place
	Develop Local Plan policies to encourage the positive use of Biodiversity Net Gain provisions to enhance the biodiversity of the WDC area	Place
	Promote and support effective local action to tackle the ecological emergency – helping nature to help ourselves	Neighbourhood
To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Reduce air pollution in designated Air Quality Management Areas and Town Centres	Place
	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs	Communities and Leisure
	To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	Communities and Leisure

	Reduce crime and the fear of crime	Communities and Leisure
	Develop a Community Strategy where the Council and partners will work with communities to help address their own needs but, especially those with a more deprived socio-economic or isolated backgrounds	Communities and Leisure
	Improve the quality of existing homes to ensure that they are free from mould/damp, are safe and are well insulated	Housing and Assets

5. The Process To be added

6. Corporate Projects - To be added

7. Other Support Strategies - To be added

8. Risk - To be added

9. Manage, Monitor and Review - To be added

10. Conclusion - To be added