

 Executive Committee 28th June 2017		Agenda Item No. 3
Title	Updated Council Strategy and Performance Management Framework	
For further information about this report please contact	Chris Elliott Chris.elliott@warwickdc.gov.uk 01926 456003	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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 meeting when issue was last considered and relevant minute number	Executive April 2017 on LGA Peer Review, Minute No ?	
Background Papers	LGA Peer Review Report	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes
Equality Impact Assessment Undertaken	No
Not needed	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	12/06/17	Chris Elliott
Heads of Service	12/06/17	Tracy Darke, Rose Winship, Robert Hoof, Marianne Rolfe, Mike Snow
CMT	12/06/17	Andrew Jones, Bill Hunt
Section 151 Officer	12/06/17	Mike Snow
Monitoring Officer	12/06/17	Andrew Jones
Finance	12/06/17	-
Portfolio Holder(s)	12/06/17	Cllr Andrew Mobbs, Cllr Michael Coker, Cllr Peter Whiting
Consultation & Community Engagement		
Consultation with Councillors and staff is proposed as part of this report.		
Final Decision?	No	
Suggested next steps (if not final decision please set out below)		
The matter will ultimately be agreed by Council.		

1. **Summary**

- 1.1 This report sets out a proposed revised Council strategy for the District and along with an updated performance management framework.

2. **Recommendation**

- 2.1 That the Executive agrees to recommend to Council the proposed revised Council Strategy set out in Tables 1 and 2 in Appendix 1.
- 2.2 That subject to 2.1 above being agreed that the Strategy is published in a short document and that authority is delegated to the Chief Executive in consultation with the Leader, Deputy Leader and Finance Portfolio Holder to agree the narrative for the document.
- 2.3 That subject to 2.1 above being agreed that a further report be brought on proposed measures that will be used to track the proposed outcomes on an annual basis.
- 2.4 That the Executive agrees to put in operate the updated performance management framework as set out in Appendix 1 Table 3 onwards.

3. **Reasons for the Recommendation**

- 3.1 Last year the Council was part of a Peer Review by the Local Government Association (LGA) which was reported to the Executive in April along with a proposed Action Plan in response. That Action Plan committed the Executive to bring forward an updated Council Strategy which addressed the concerns within the LGA Peer Review report suggesting that the Council needed to be clearer as to its priorities and as to why it had those priorities.
- 3.2 An away day had been suggested by the LGA which has been held and it has helped refine the views and priorities of the Executive for consideration now by the wider Council.
- 3.3 There are 3 key points about the Council's current Policy Framework:

Firstly, it is clear that the Council's long standing vision "To make Warwick District a great place to live work and visit" is widely acknowledged and supported internally but the supporting description is long winded and considered unnecessary. However, it was recognised that the Council needs an internal Mission Statement which it currently does not have.

Secondly, the Sustainable Community Strategy in its current form, no longer serves the same purpose as when it was adopted in 2009 given the changed economic circumstances since it was originally adopted. Its felt it is also too widely framed to aid with any prioritisation process. It takes no account of the Local Plan which encapsulates the Councils' long term spatial plans for the future.

Thirdly, the Council's internal change programme Fit for the Future with its 3 strands of People, Service, Money has significant internal staff recognition and support and success and so should be retained.

Finally, the Council adopted core values in 2007 and these are now widely understood by staff and remain highly relevant and so should be retained:

Community Focussed; Value for Money; Environmentally Sensitive; Honesty and Openness; Fairness and Equity.

3.4 The proposed policy Framework is as follows:

1. Maintain the overall vision:

“To make Warwick District a great place to live work and visit”

This will be for the long term for the period 2017 to 2029 to match the plan period of the Local Plan.

2. Agree a Mission Statement as follows:

To deliver our ambitions for the communities of Warwick District by: working as One Council and in partnership with others; being Enterprising in our approach; making the most of our creativity and innovation; transforming our services through the use of digital and other technologies; maximising the use our assets; employing, engaging and empowering great staff; making sure that we can both keep “the lights of the day job on” and do “the bright lights of our key projects”.

3. Subsume and summarise the intentions of the Sustainable Communities Strategy within the Fit for the Future (FFF) Strategy by having an external and internal element to each of the 3 strands as set out on Table 1 of Appendix 1.

4. Provides that for each external and internal element of the 3 strands a limited number of outcomes are set out which help to describe in more detail what the Council’s vision will mean for the community.

5. Proposes that other short to medium term (2 to 3 years) are either put in place, reviewed or rescinded to align to the Overall FFF Strategy and to provide a level of detail for particular areas of activity.

6. Translates these strategies which will inform the annual Service Area Plans across the Council which in turn inform Team Operational Plans and ultimately individual staff appraisals.

7. Agrees and ensures that the Council’s Key Projects (Table 2) will also be aligned to the FFF Strategy.

8. Retain the Values as stated in earlier in this report.

3.5 It is suggested that once agreed then the Strategy is published as a short document with narrative and that agreement on the narrative should be delegated to the Chief Executive in consultation with the Leader, Deputy Leader and Finance Portfolio Holder.

3.6 If the revised policy framework is agreed then the Council needs to know if it is making progress in achieving the intended outcomes. It is suggested that this be the subject of a further report to agree the measures that will be used to annually track progress.

3.7 Once complete an update to the Council’s Performance Management Framework (PMF) is required. This is proposed as set out in detail on pages 3 onwards of Appendix 1. This framework will require additional support and it is proposed

that the £60,000 allowed by the Executive in April 2017 be used to achieve this ongoing support.

4. **Policy Framework**

- 4.1 This proposal if agreed will change the Council’s Policy Framework. It is proposed that this section of Reports should be changed so that in future that there will be a short and clear way to see how proposals do or do not impact on the FFF Strategy externally and internally as set out below:

External		
People	Service	Money
<i>Impact</i>	<i>Impact</i>	<i>Impact</i>
Internal		
People	Service	Money
<i>Impact</i>	<i>Impact</i>	<i>Impact</i>

- 4.2 **Impact Assessments** – Equality Impact Assessments will be considered as part of the overall process.

5. **Budgetary Framework**

- 5.1 The report itself will have no impact on the Council’s budgetary framework but it may have consequences subsequently as the Council seeks to focus on its priorities and as a consequence away from its non-priorities.

6. **Risks**

- 6.1 In keeping its well established vision and its well established and successful FFF Strategy the Council minimises the risks inherent in changing any organisations’ strategy, i.e. how to get the message through to all who need to know.
- 6.2 Updating the Council’s PMF enables the Council to manage better what it is doing, and why. Such better management information will enable the Council to manage risks much better.

7. **Alternative Option(s) considered**

- 7.1 The Council could decide not to change its overall strategy in the way set out in this report. However, what is recommended keeps the best of what the Council has had over the past few years but enables the Council to refine and focus its overall strategy.