 Executive 3 April 2019		Agenda Item No. 5
Title	Warwick District Council Strategic Business Plan Template	
For further information about this report please contact	Chris Elliott Chief Executive Email: chris.elliott@warwickdc.gov.uk	
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	6 th February 2019 Report to Executive minute number 141	
Background Papers	LGA Peer Review Follow Up Report October 2018; iIP Report 2018.	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	12/03/19	Chris Elliott
Head of Service	12/03/19	Lisa Barker, Rose Winship, Robert Hoof, Marianne Rolfe, Mike Snow, Dave Barber
CMT	12/03/19	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	12/03/19	Mike Snow
Monitoring Officer	12/03/19	Andrew Jones
Portfolio Holder(s)	12/03/19	Councillor Andrew Mobbs
Consultation & Community Engagement		
None at this stage		
Final Decision?	No	
Suggested next steps (if not final decision please set out below)		
To report back on a Strategic Business Plan for consideration at the earliest opportunity.		

1. Summary

- 1.1 This report seeks agreement to a template for a Strategic Business Plan to update the Fit for the Future Strategy for a new Administration and for a report back on content at the earliest opportunity after the May elections.

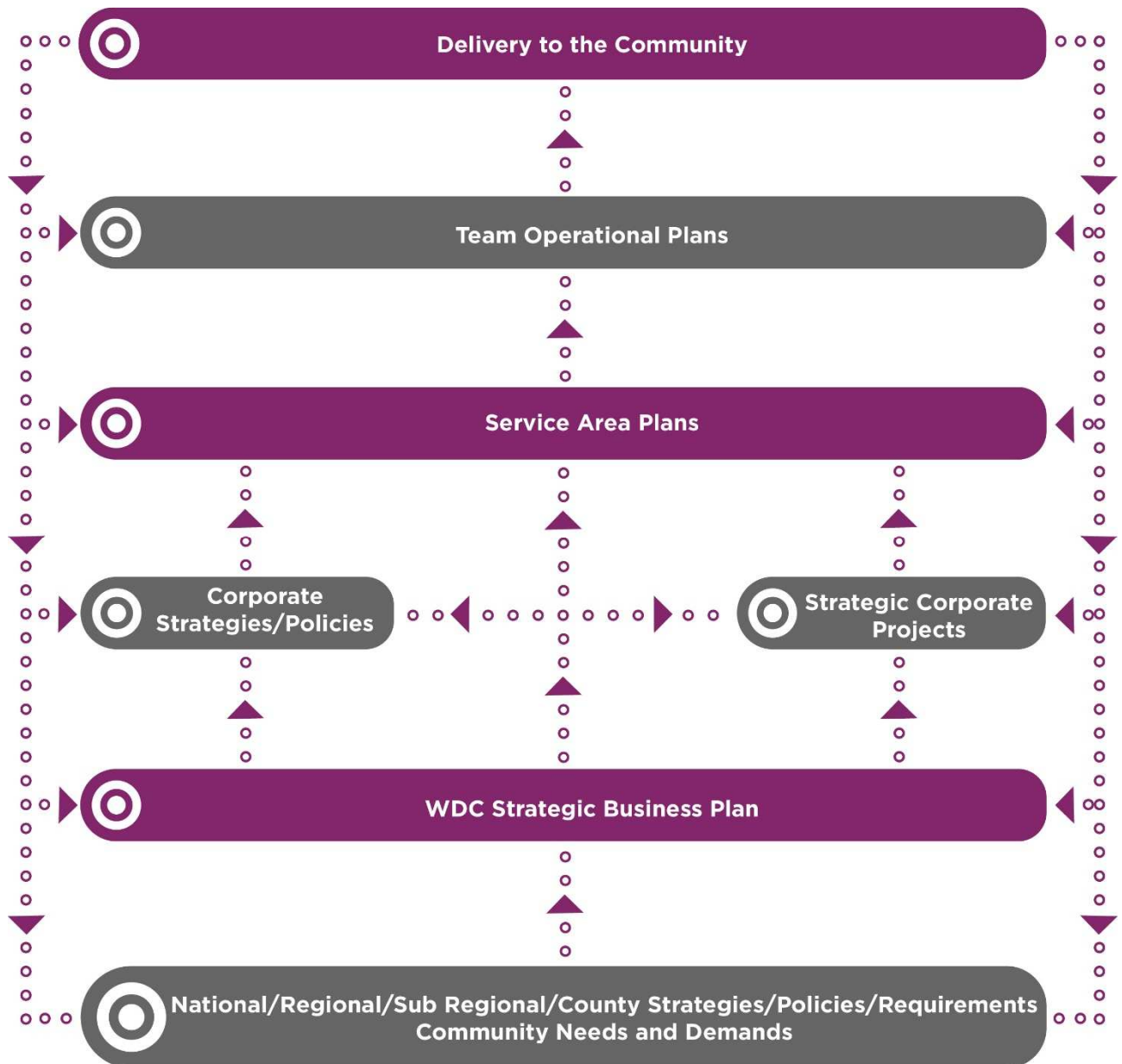
2. Recommendations

- 2.1 The template attached at Appendix 1 is agreed as the template for a Strategic Business Plan to update the Fit for the Future Strategy for the District Council to cover the period of the next Administration but if any detailed minor amendments to the template are raised by members, consideration of them is delegated to the Chief Executive in consultation with the Group Leaders.
- 2.2 That following the May 2019 elections a report on the content of the Strategic Business Plan updating the Fit for the Future Strategy is brought forward for consideration at the earliest opportunity.

3. Reasons for the Recommendations

- 3.1 In response the LGA Peer Review follow up reported in February 2019, the Executive agreed that the new Council should prepare a Strategic Business Plan to update the fit for the Future Strategy for the lifetime of the next Administration and that a report on the template should be brought forward for agreement allowing officers to prepare baseline information to help expedite the Strategic Business Plan.
- 3.2 The template attached at Appendix 1 is considered by officers to be appropriate in terms of the aspects such a Strategic Business Plan should cover for a Local Authority. This is based upon feedback from the Local Government Association (LGA) and examples from other Local Authorities. Examples can be seen at the following links:
- [Malvern Hills](#)
[Ryedale DC](#)
[South Cambridgeshire DC](#) (currently consulting on the update too)
[East Suffolk](#)
- 3.3 In considering the template it is important to understand the purpose of the Strategic Business Plan which should be Strategic in nature (hence referred to as the Strategic Business Plan) and should allow the Administration to set out clearly its priorities for its lifetime, i.e. the next 4 years. This would then enable high level decisions to be made about what the Council will and will not do and the resources (people, money and property, etc.) it will allocate in order to achieve those priorities.
- 3.4 The Strategic Business Plan would then set the direction for Service Area Plans; Strategic Projects and the other Supporting Strategies of the Council. This will then filter through to Team Operational Plans and to individual performance objectives so providing a proverbial golden thread. It will act not as the apex of the performance management pyramid but rather as the bedrock. This is shown illustratively in Table 1 overleaf.

Table 1: Overall Framework



- 3.5 It's expected that, once agreed, the performance of the Council on the Strategic Business Plan would be reported quarterly, be open to scrutiny and subject to an annual update in association with agreement to the annual budget. This reporting process would need to be integrated with that on the budget to avoid duplication of process but also to be clear about the financial performance of the Strategic Business Plan. The same issue arises in respect of integrating the Strategic Business Risk Register (SBRR) process with reporting on risks of the Strategic Business Plan.
- 3.6 The Strategic Business Plan will be the written manifestation of the long standing Fit for the Future change programme (FFF). Effectively this will mean that the Strategic Business Plan will be the FFF Strategy version 2.0. The detail of how this will be done will be set out in the report to follow if this report's recommendations are agreed.

- 3.7 Once the template is agreed Officers can prepare any relevant baseline information (no existing organisation can start with a blank sheet of paper, there are matters ongoing that will have to be dealt with regardless of the outcome of an election though it will determine how those issues are dealt with). This should enable, following the election in May, the new Administration can then shape the content of the Strategic Business Plan to reflect its priorities.
- 3.8 It's suggested that if there are any detailed comments that arise from Members the Chief Executive be delegated authority to agree any such detailed changes in consultation with all Group Leaders.

4. Policy Framework

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. The Strategic Business Plan will become the tangible and written expression of what will be delivered over the next 4 years through the revised FFF Strategy. To that end amongst other things the FFF Strategy contains several key projects. The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all. Housing needs for all met. Impressive cultural and sports activities. Cohesive and active communities.	<u>Intended outcomes:</u> Area has well looked after public spaces. All communities have access to decent open space. Improved air quality. Low levels of crime and ASB.	<u>Intended outcomes:</u> Dynamic and diverse local economy. Vibrant town centres. Improved performance/productivity of local economy. Increased employment and income levels.
Impacts of Proposal		
The template has no specific implications for any of the above intended outcomes but the completed SBP would enable these outcomes to be delivered as it would form the bedrock of the Council's performance process.		
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained. All staff have the	<u>Intended outcomes:</u> Focusing on our customers' needs. Continuously improve	<u>Intended outcomes:</u> Better return/use of our assets. Full cost accounting.

appropriate tools. All staff are engaged, empowered and supported. The right people are in the right job with the right skills and right behaviours.	our processes. Increase the digital provision of services.	Continued cost management. Maximise income earning opportunities. Seek best value for money.
Impacts of Proposal		
The template has no specific implications for any of the above intended outcomes but the completed SBP would enable these outcomes to be delivered as it would form the bedrock of the Council's performance process.		

4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies. These supporting strategies may well be affected by the completed Strategic Business Plan but at this stage there are no implications as the report only proposes the format of the content rather than the content itself.

4.3 **Changes to Existing Policies**

Not applicable at this stage but as above it may lead to changes to existing policies.

4.4 **Impact Assessments**

An impact assessment has not been completed as the report only refers to the format rather than the content at this stage.

5. **Budgetary Framework**

5.1 This report has no financial implications but the subsequent report may have implications depending on the content. Indeed decisions about priorities will have to reflect the implications of the Medium Term Financial Strategy (MTFS) and also seek to set out measures to resolve the issues created by the MTFS projections.

5.2 In addition, in future the reporting throughout the year on the performance on the budget and on the Strategic Business Plan will be linked.

6. **Risks**

6.1 At this stage there are no risk issues other than failing to agree a template will hinder progress on baseline information for the new Administration and so could delay progress on the development of the Strategic Business Plan. The next Executive is not until 10th July 2019 so any delay would be significant.

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

7.1 The Council has already agreed to develop a Strategic Business Plan so not progressing it, is not an option. The Council could however, vary the format and it is the purpose of this report to seek agreement to the format in whatever shape that takes.

Appendix 1: Proposed Council Strategic Business Plan Template

Introduction, setting out:

- Purpose of document
- Our Vision
- Mission
- Organisational Values and Culture.

A Summary of our Operating Context for the Area and the Council:

- Political/Legal/Partner Issues
- Economic Issues
- Social/Community Issues
- Environmental Issues.

Baseline picture of where we are now as an organisation:

- Money (not just WDC but S106, CIL, etc.)
- People
- Assets
- Givens – commitments/contracts etc.
- Statutory/Discretionary Services
- Partners/Contractors relationships.

SWOT Analysis or Issues/Challenges/Opportunities

- incl. key feedback points from reviews.

Key priorities:

- for the Community (outcomes)
- for the Council (policies, services and projects)
- key measures/success factors for both.

Key Actions:

- for policies – e.g. any that need reviewing/amending as a consequence
- for services
- for projects.

Resource Implications in order to achieve the above:

- for money
- for people
- for assets
- for IT, etc.

High Level Risk Assessment

- Link to SBRR subsequently
- Risk Appetite.

Driving the Organisation setting out links to:

- Council wide corporate strategies e.g. money, people, assets, digital, communications, enterprise. Etc.
- SAPS and, in turn to TOPs and appraisals.

Monitoring Progress/Annual Review/Updates and roll forward

- Key measures – dashboard
- Key Success Factors.