



# corporate strategy

## 2003 - 2007



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**In this document, we present the Corporate Strategy for Warwick District Council 2003 - 2007. It sets out a clear statement of Council priorities.**

The new Corporate Strategy comprises seven corporate objectives beneath each of which lie three priorities for action and associated targets for improvement which the Council will be aiming to deliver over the next 4 years.

This takes the authority forward from the 'sister' document, Corporate Strategy Review 2003 (available on request and at [www.warwickdc.gov.uk](http://www.warwickdc.gov.uk)), which looked back over the four years of the previous corporate strategy. This new four year strategy is part of the Council's longer term vision for the District's future.

This vision, summarised in the sentence "We want Warwick District to be safe, healthy, fair and prosperous, now and in the future", is all about working together to ensure that a consistently high quality of life is enjoyed by all local residents and visitors to the area.

## **By 2015 our Vision seeks to create a district with the following characteristics:**

### **Social**

An inclusive community with equality and accessibility at its heart, realistic provision of affordable housing, and no areas falling within the bottom bands nationally for levels of poverty or deprivation.

### **Economic**

An economically active and prosperous economy with high levels of employment, inward investment and business profitability.

### **Environmental**

A high quality built and natural environment with conservation and recycling at its heart to protect our heritage and ensure that future generations will not be prevented from enjoying it by our actions today.

Appended to this document is information on our current position in relation to a number of Quality of Life indicators. This gives a snapshot picture of how Warwick District is performing. We have much to be proud of and have positive results in many areas, but there is still work to be done to achieve our Vision.

Performance on progress and improvements will be reported in public to the Council's Executive, and scrutinised by the Overview and Scrutiny Committees on a quarterly basis. Annual results will be published in the Best Value Performance Plan which is made widely available in July each year.

If you have any questions or comments about the Corporate Strategy please contact - Assistant Chief Executive (Policy & Performance) John McGowan, (Email: [john.mcgowan@warwickdc.gov.uk](mailto:john.mcgowan@warwickdc.gov.uk) or Tel: 01926 456018)



## **Our vision for the district is:**

*We want Warwick District to be  
Safe, healthy, fair and prosperous,  
now and in the future*

## **Our corporate objectives to support our vision are:**

- **Manage our services openly, effectively and efficiently**
- **Promote and contribute to a safer and healthier community**
- **Enhance the culture of the area**
- **Improve our services to provide a cleaner and greener environment**
- **Support a prosperous mixed economy**
- **Meet the housing need**
- **Target resources to the areas of greatest need**

## To achieve the above we will organise our services so that we are:

- Customer focussed
- A community leader
- Providing high quality services
- A good employer
- Working in Partnership where this adds value

We will monitor we have organised our services in these ways through the Council's Corporate improvement Plan. In setting out our Corporate Strategy for 2003-2007 we recognise that your staff are essential to achieving not only our corporate objectives and improvement in services but also a range of important statutory and non statutory services. Some of these may not be directly referred to in this document but nevertheless contribute to the well being of people whom live or work in or visit the District.

## To support the Corporate Objectives we will operate using the following values

<b>Democratic:</b>	take decisions in the public interest
<b>Accountable:</b>	accept responsibility for and explain our decisions
<b>Accessible:</b>	listen and respond to the needs of people
<b>Equality:</b>	ensure that everyone is treated equally and with dignity
<b>Ethical:</b>	behave with integrity
<b>Open:</b>	tell people about what the Council does
<b>Equitable:</b>	be fair in dealing with people and making decisions
<b>Sustainable:</b>	to minimise the adverse impact of our actions





# Corporate Objectives 2003 - 2007

## **Manage our services openly, effectively & efficiently**

### **The priorities for 2003 - 2007**

- Use robust performance management to improve the quality of key services
- Make the greatest use of new technology to improve efficiency and customer access to services
- Involve partners and the public in Council business to help inform decision making

### **The targets for 2003 - 2007**

- 85% of corporate strategy targets achieved by 2007
- 80% of all telephone contacts received via the Contact Centre by 2007 and of those 80% to be resolved at the first point of contact
- To produce a Community Plan which has the support of all local strategic partners, plus community groups, by October 2004

## **Improve our services to provide a cleaner and greener environment**

### **The priorities for 2003 - 2007**

- To conserve, recycle and encourage others to conserve and recycle resources
- To regulate and influence land use to achieve sustainable development
- To improve the cleanliness of Public environment

### **The targets for 2003 - 2007**

- 27% of household waste recycled by 2005
- Achieve 60% of new homes built on brown field sites by 2007
- Achieve top quartile performance in relation to national cleanliness standard BU 199 by 2007





## Promote and contribute to a safer and healthier community

### The priorities for 2003 - 2007

- To create a safer environment
- To reduce the threat of flooding
- To promote healthier lifestyles

### The targets for 2003 - 2007

- Reduce the % of those very or fairly worried by being a victim of: a) domestic burglary to 53% (from 60%) b) violent crime to 40% (from 46%) and c) vehicle crime to 48% (from 50%)
- Alleviate 40 properties per annum from flooding from critical ordinary watercourses through capital expenditure.
- To actively support 1000 new smoking cessation attempts per year in the district.

## Support a prosperous mixed economy

### The priorities for 2003 - 2007

- To contribute to regeneration and economic activity by encouraging a diverse range of businesses
- To promote accessibility to and the vitality of the town centres
- To support tourism

### The targets for 2003 - 2007

- To ensure that unemployment in Warwick District remains at or below 66% of the national unemployment rate each year.
- To improve the performance of each of the three town centres by 1% in front of the regional performance.
- To Increase the numbers of visitors to tourist attractions in the District by 2% by 2006/7



## Enhance the culture of the area

### The priorities for 2003 - 2007

- To improve the quality and accessibility of open spaces
- To promote sport and physical activity
- To promote cultural activities

### The targets for 2003 - 2007

- To achieve Green Flag accreditation for two District Council green spaces by 2007
- To increase to 60% the number of residents participating in sport or physical activities run or supported by the Council by 2007
- 65% of residents taking part or attending cultural activities run by or supported by the Council by 2007

## Meet the housing need

### **The priorities for 2003 - 2007**

- To deal effectively with the decision on the future options for managing the Council's housing stock.
- To increase the number of affordable houses in the district
- To improve the quality of housing

### **The targets for 2003 - 2007**

- To have made a decision by the end of 2003 in accordance with the statutory guidance
- To increase the number of affordable homes completed to 100 per year
- To meet the Decent Homes Standard for Council homes for 70% of houses by 2007 and 100% by 2010



## Target resources to the areas of greatest need

### **The priorities for 2003 - 2007**

- To support voluntary organisations to meet the objectives in this Corporate Strategy within the framework of the Warwickshire voluntary sector compact
- To ensure that benefits distributed by the Council reach those entitled
- To promote equality of opportunity and good relations between persons of different groups

### **The targets for 2003 - 2007**

- By 2004/2005 agree outcome based Service Level Agreements (with clear measures and targets) with all partners to whom we provide significant levels of funding
- To undertake a benefit and council tax campaign that results in the Council receiving 10% more benefit applications by March 2007
- Achieve the Equality Standards level 3 by 2007

## Resources

In order to achieve the targets in the Corporate Strategy the Council has and will continue to ensure that resources are deployed to meet them.

Our existing capital programme indicates expenditure of £17.84m in 2003/4 and between £6 - 8m for 2004/5, 2005/6, 2006/7 and 2007/8.

This includes major expenditure on items such as regeneration, e-government, leisure development, the Housing Investment Programme and flood alleviation.

In order to maintain this level of expenditure and address issues such as the split between the operational and strategic housing function, single status negotiations and the outcome of best value reviews, expenditure will have to be effectively monitored and managed

## Monitoring

For 2003/2004 the Corporate Strategy objectives and targets will not relate to the Best Value Performance Plan 2003/2004 because the statutory date for publishing the Performance Plan was before the publication of the Corporate Strategy. Achievement against targets for 2003/2004 will therefore be monitored in addition to the targets in the Performance Plan and will be published when available and monitored on a quarterly basis.

For 2004/2005 onwards the objectives, targets and performance indicators in the Corporate Strategy will be included in the Best Value Performance Plan and monitored on a quarterly basis.



## Assessment and Review

The Corporate Strategy will be assessed and reviewed on an annual basis each September and the relevant Portfolio Holders will produce a statement of progress on those targets within their portfolio.

As part of the assessment and review the Council will continue to use annual customer satisfaction surveys.



# Appendix 1 - Quality of Life Indicators

	Indicator	Trend over time	Compared with national average	Compared with Warwickshire average
<b>Economic Indicators</b>	Unemployment	–	▲	–
	Employment Levels	–	▲	–
	Jobs in Warwickshire	–	▲	▲
	Low Income Household	–	na	–
	Wage Levels	–	–	–
	Affordable Housing	–	–	–
	Key Benefit Claimants	–	▲	–
	Business Viability	▲	–	–
	Inward Investment	▲	na	▲
<b>Social Indicators</b>	Access to Key Services	–	na	▲
	Unfit Homes	▲	▲	▲
	Older People	▲	na	▲
	Older Persons Income Index	na	▲	▲
	Carers	na	–	▲
	Community Well-being	–	na	▲
	Social Participation	–	na	–
	Turnout at Local Elections	–	na	▲
	Fear of Crime	–	na	▲
	Recorded Crime	–	▲	–
	Disorder Incidents	▼	na	–
	Youth Offending	▲	na	–
	Key Stage Attainment	▲	▲	▲
	GCSE Attainment	▲	▲	▲
	School Leaver Destinations	–	na	–
	General Health	▼	▲	▲
	Satisfaction with Health Services	–	na	–
	Infant Mortality	na	▲	▲
	Life Expectancy	▲	▲	▲
	Mortality Rates	–	–	–
Access to Electronic Services	▲	na	▼	
<b>Environmental Indicators</b>	Local Nature Reserves	▲	▲	▲
	Land Use	–	–	–
	Water Quality	–	–	–
	Energy Efficiency in Homes	▲	▲	–
	Household Waste per Head	–	–	–
	Recycling and Composting	▲	▲	▲
	Travel to School	–	na	▼
	Traffic Volumes and Congestion	▼	na	–
	Road Casualties	–	–	▲

## Commentary: Warwick District

As in previous years, quality of life indicators for Warwick District continue to perform well. The local economy in Warwick District continues to thrive, with almost every indicator exceeding local, regional and national averages.

Many of the social indicators have also demonstrated positive shifts in the past year, with encouraging performance in health, education and community - based indicators.

For those environmental indicators that are available at District level, performance is generally strong, with particular improvements in recycling and energy efficiency. The key issue in Warwick District appears to be transport, with modes of travel to school and congestion displaying room for improvement.

Key	
▲	Good Performance
–	Moderate Performance
▼	Poor Performance
na	Information Not Available

Information provided by Warwickshire County Council Research Unit



Warwick District Council strives to ensure that all people regardless of ethnic origin or disability can access its services. All information can be made available in braille, cassette tape or other languages if required.

華威郡地方政府努力確保所有人士，不論種族或殘障，都能得到政府的服務。閣下可要求以失明人士凸字、錄音帶或其他語言取得任何資料。

વૈવિધ્ય કિશોરોને સહાયતા આપવા માટેના અમારા હેતુઓમાં એક છે કે, દરેક વ્યક્તિને સમાજમાં સમાવેશ આપવા માટેની સહાયતાઓ આપવામાં આવી શકે. આ માટે અમારું લક્ષ્ય છે કે, જો કોઈને અન્ય ભાષામાં અથવા અન્ય રીતે સહાયતાની જરૂર હોય તો તેને આપવામાં આવી શકે.

‘Warwick કિશોરોને સહાયતા આપવા માટેના અમારા હેતુઓમાં એક છે કે, દરેક વ્યક્તિને સમાજમાં સમાવેશ આપવા માટેની સહાયતાઓ આપવામાં આવી શકે. આ માટે અમારું લક્ષ્ય છે કે, જો કોઈને અન્ય ભાષામાં અથવા અન્ય રીતે સહાયતાની જરૂર હોય તો તેને આપવામાં આવી શકે.’

ہمارے ہر ایک کھیلنے والے کو اپنی اپنی زبان میں سہولتیں فراہم کرنے کے لیے ہمیں سہولتیں فراہم کرنے کی ضرورت ہے۔ ہمارے ہر ایک کھیلنے والے کو اپنی اپنی زبان میں سہولتیں فراہم کرنے کے لیے ہمیں سہولتیں فراہم کرنے کی ضرورت ہے۔ ہمارے ہر ایک کھیلنے والے کو اپنی اپنی زبان میں سہولتیں فراہم کرنے کے لیے ہمیں سہولتیں فراہم کرنے کی ضرورت ہے۔

INVESTOR IN PEOPLE

POSITIVE ABOUT DISABLED PEOPLE

WARWICK DISTRICT COUNCIL