

**AGENDA MANAGEMENT SHEET**

**Name of Committee**                      **The Council**

**Date of Committee**                      **12 December 2006**

**Report Title**                                **The Vision**

**Summary**                                      The Council is asked to endorse the enclosed Vision Statement to take the Organisation forward towards 2015. The purpose of the Vision is to guide the setting of Council priorities and policies and to act as a reference point in the allocation of resources. The Vision has been developed by the Cabinet as a result of consultation with officers of the Council and drawing upon the existing priorities such as those influencing key plans such as the emerging Local Area Agreement and the Council's own Corporate Business Plan.

**For further information  
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**Would the recommended  
decision be contrary to the  
Budget and Policy  
Framework?**                                No.

**Background papers**                      The Corporate Business Plan 2005/2008

**CONSULTATION ALREADY UNDERTAKEN:-**                      Details to be specified

- Other Committees                          The Cabinet 2 November 2006
- Local Member(s)
- Other Elected Members
- Cabinet Member
- Chief Executive
- Legal
- Finance

- Other Chief Officers  Strategic Directors Management Team 25  
October 2006
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

**FINAL DECISION**

**YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by  
this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

## The Council - 12 December 2006.

### The Vision

#### Report of the Chief Executive

##### Recommendation

The Council is asked to approve and adopt the Vision Statement for the period 2006 – 2015.

#### 1. Background

- 1.1 The County Council adopted its present 'Vision' in 2004, and whilst that Vision still holds a degree of currency, recent discussions have suggested the need for a refresh.
- 1.2 The purpose of a vision statement is to provide a guiding source on the strategic direction of the Council – setting its purpose and aspirations. The Vision will aid the Council in retaining a focus on its direction, achievement of objectives and in planning the deployment of resource and effort accordingly.
- 1.3 Recently, the County Council has undergone significant structural change and is now in the midst of longer-term cultural change. Over the early part of the New Ways of Working Programme, discussions with Group Leaders and Deputies recognised the need for a refreshed vision. In addition, the New Ways of Working programme in itself will be essential to ensure that the culture and capacity of the Council is best placed to deliver on the key Vision outcomes.
- 1.4 The purpose of this paper is to offer a new Vision Statement to the Council for approval and adoption.

#### 2. Current position

- 2.1 The recent structural changes have gone part way to ensuring that the Organisation has a structure that is fit for purpose in meeting the challenges it faces. However unsettling, the changes to structure are very much the beginning of a process to build the culture and ways of working that a modern county council needs.
- 2.2 Hence the need for a clear 'Vision' is paramount. A binding vision, behind which Members and Officers alike can coalesce, will be of huge benefit in building a common focus on the future and the collective sense of purpose that comes from being part of one organisation.

2.3 The value of a 'Vision Statement' to staff is not to be underestimated. A vision statement forms the centrepiece to key plans, priorities and also signals far and wide the ethos and spirit of the Council. Presently, officers are awaiting confirmation of the Vision in order that the practicalities of service planning can commence. In particular the Vision is seen as essential to presenting a clear picture of: -

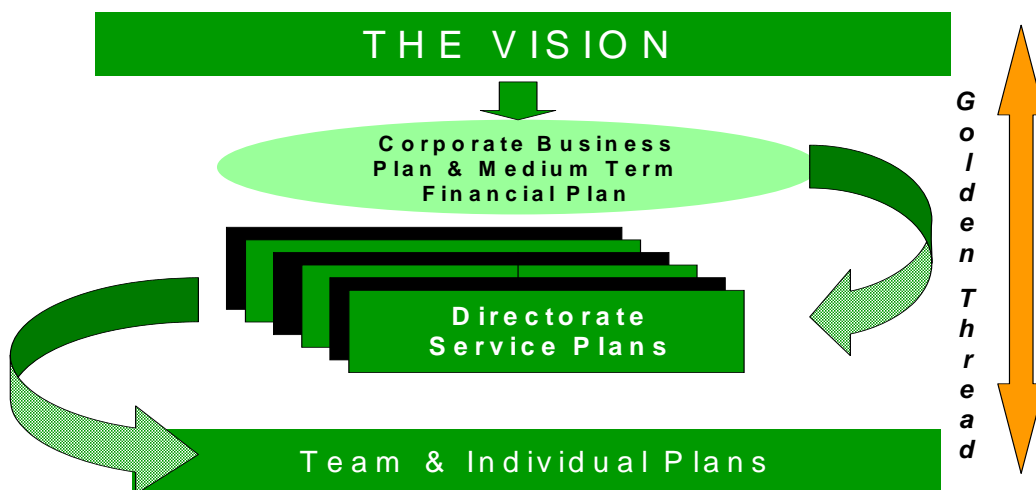
- *Where the Council wants to get to*
- *What the Council stands for;*
- *What the Council wants to achieve;*
- *How we want to be regarded by our public;*
- *How we want staff to identify with their Council*
- *How we want to work with and influence other agencies*

2.4 All of the above calls for clarity on objectives and direction, and the approaches, styles and ways of working we wish to adopt to get there. The adoption of the Vision will allow the Council to put in place a roadmap, through an integrated Corporate Business Plan and Medium Term Financial Strategy, which will direct the development of its New Ways of Working Programme as a key enabling element in delivery.

### 3. Planning and Performance Management

3.1 The Council will also need and wish to demonstrate its progress and achievements in pursuing its Vision. Delivery on planned outcomes and commitments is the means by which the performance of the Council will be judged. The continued development and operation of a robust performance management approach is essential to be able to demonstrate success, whilst also ensuring the best return on investment for resources deployed.

3.2 In the hierarchy of key plans, the Vision sits atop the Corporate Business Plan and Directorate Service Plans. The priorities set out in the Vision need to be reflected in clearly-resourced delivery plans reproduced in the integrated Corporate Business Plan and Medium Term Financial Plan. This ensures that the Council is truly policy, rather than financially, driven.



- 3.3 The Local Public Services Agreement (LPSA2) and the emerging Local Area Agreement (LAA) mean that the Council needs now more than ever, to be clear on its priorities, the targets it commits to, the allocation of resources accordingly, and the ability to evidence delivery
- 3.4 In order to ensure that the Council's performance management approach is truly robust and effective, work is currently underway to re-develop and replace the existing performance management framework. Whilst our established approach has served the Council well, proposals will be forthcoming on an exception-based style of performance management which is centred around corporate and directorate level 'report cards'.
- 3.5 The Council Performance Report Card will ensure that the Council has a clear grip on the delivery areas that are important – for a range of reasons such as - being of high national or local priority; historically poor performance; forthcoming priority or local political imperative. A 'golden thread' will be ensured through performance monitoring and management from the Vision right through to targets to be achieved by directorates, teams and individual members of staff.
- 3.6 The emerging Council Performance Reportcard will be a key means of performance managing the direction of service delivery towards achievement of the Vision and its priorities. In addition the Corporate Business Plan will be the pivotal mechanism for aligning the Medium Term Financial Plan with delivery plans for objectives. Clearly, a corporate, collective approach to achieving the key outcomes through joint working and shared accountability is essential.

#### **4. Progress so far.**

- 4.1 Officers have considered the current vision elements that are in place. Strategic Directors have offered their views as to future priorities for the Council as a whole and also for each service area.
- 4.2 The wider senior management group – all Heads of Service - has also dedicated time to articulating their view of 'what the Council of the future could look like'. The result of these discussions is offered to the Council as the draft Vision Statement which is set out as Appendix A.
- 4.3 The Vision Statement as presented, is unlikely to present any surprises in terms of the priorities identified. The content is consistent with the existing commitments the Council needs to uphold e.g., the targets and priorities of the LPSA2, existing service plans, the Strategic Plan for Warwickshire etc. As stated earlier, it is also essential that the Vision be reflected in the priority areas of the emerging LAA and vice versa.
- 4.4 Underneath the priorities of the Vision a range of actions and targets will need to be agreed to ensure those priorities are delivered and consequently a great amount of additional detail sits behind this rather brief Vision Statement.
- 4.5 The Statement is brief and straightforward as it is increasingly considered that such documents need to be short in order for people to read and digest the

content. The Vision Statement holds eight key priorities. The average person will read and retain up to six key points – not much more. To add further detail to a public Vision Statement such as this would detract from its accessibility. In any event it may well be necessary to translate the Vision into language that is friendlier for wider communication.

## **5. Recommendation**

- 5.1 On November 2 2006, Cabinet considered and accepted the draft Vision which is attached at Appendix A. In keeping with the resolution of that meeting, the Vision Statement is now submitted to full Council for approval and adoption.

Jim Graham  
Chief Executive  
Shire Hall  
Warwick

## Core Vision Statement 2006 – 2015

### Warwickshire County Council:-

*Putting Customers first; Improving Services  
& Leading our Communities*

The Council's Priorities\* in striving for this Vision are:-

- Giving every Child and Family the best opportunities in life and raising levels of Educational Attainment
- Improving Community Safety and reducing fear of Crime
- Promoting Healthy Lifestyles
- Supporting Older People to live independently
- Strengthening the Warwickshire Economy
- Improving and Sustaining our Environment
- Strengthening our Communities and celebrating our Heritage
- Raising standards of Customer Service and Access to our Services

We will work to achieve these outcomes by:-

- Working in partnership with others
- Engaging with the Community
- Confronting Inequalities and narrowing the gap by raising standards
- Ensuring Value for Money by making best use of public resources
- Providing Local Services

So that in dealing with us the Experience will be:-

- ❖ For our **Citizens** - community leadership with quality services, in the right place at the right time.
- ❖ For our **Partners** - being good to do business with and willing to share resources, power and risk
- ❖ For our **Staff** - providing the culture, development and tools to do the job well so they can be proud to work for Warwickshire

\* Our Corporate Business Plan will set out specific targets and actions to deliver on our VISION