

STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

Date: 28th November 2011

Agenda item: 9

Contact Officer: Rita Booth

Phone: 01543 308100

SUBMISSION BY THE LEADER AND CHIEF EXECUTIVE

STRATEGIC PLAN 2012/16 A PLAN FOR LICHFIELD DISTRICT

1. Purpose of the report

- 1.1 To ask Members to scrutinise the proposed Strategic Plan outcomes. There will be a further opportunity to scrutinise a more complete version of the Plan at the Committee meeting on 7th February 2012.

2. Background

- 2.1 Now that the requirement to be formally assessed on our performance by external auditors has changed, it is crucial that we have the correct tools and processes in place to manage our performance and drive improvement to suit the needs of the Council and our community. The Strategic Plan is at the heart of this process, and we are currently consulting on what this should include for 2012/16.
- 2.2 The work undertaken so far has sought to reflect the aspirations set out in the Conservative Group Manifesto, the evidence base that we and our partners hold about the needs of our area, the feedback from the consultations we carry out with our community, national/corporate performance indicators and other related areas of strategic planning e.g. compliance with the Public Sector Equality Duty.
- 2.3 We have identified 4 strategic themes of Supporting People, Shaping Place, Boosting Business and our Economy, and Being a Well Managed Council. It provides the framework for setting out what we want to achieve as an organisation and with partners as well as providing the context for our one year Action Plan and internal Service Plans. It is intended to become a plan for Lichfield District, and input from partners through workshops and the District Board is a key component of developing the Plan.
- 2.4 Long-term outcomes have been identified under each of the themes. This Committee held a workshop on 2nd November to test out the outcomes that had been proposed, and this report provides a further opportunity to look at the refinements that have taken place as a result of those discussions. The outcomes are still being developed and will go through further consultation stages before coming back to this Committee for final scrutiny in February 2012. Please see attached at **Appendix A** the background to our performance management framework and proposed list of outcomes in a format which has been shared with the Council's employees and at **Appendix B** the timeline for taking the Plan through to approval by Council.
- 2.5 The detail of what will be delivered and measured under each of the Outcomes is done through the One Year Action Plan. This will be also come to the Committee for scrutiny in February 2012.
- 2.6 The approval of the Plan is aligned with that of the Four Year Medium Term Financial Strategy as it is important that we resource our activities appropriately and that we are realistic about what we are trying to achieve. In tandem with the development of the Strategic Plan we are preparing the budgets and developing service and financial plans. These processes will ensure that the resources available match the tasks that the Strategic Plan sets for the Council.

3. Recommendation

3.1 Members are requested to scrutinise the proposed Strategic Plan outcomes as set out at **Appendix A** and make recommendations regarding the content.

4. Community Benefits

4.1 The Strategic Plan sets out the activities that the Council intends to take over the next four years to improve Lichfield District. The priorities identified are based on research and consultation to ensure that they are in line with the benefits that the community expects.

5. Financial Implications

5.1 The Strategic Plan has been developed alongside the budget process and is aligned to the Medium Term Financial Strategy. Therefore both revenue and capital resource are aligned to the priorities.

6. Strategic Plan Implications

6.1 The new Plan will be the document that is used to determine what are and what are not Council priorities for the next four years.

7. Sustainability Issues

7.1 The Strategic Plan increases the focus on such matters and reflects the importance of making it at the heart of what we do.

8. Risk Management Issues

10.1 The following risk has been identified as relevant to this report. The Plan itself as identified above will be managed through the Council's Performance Management Framework and therefore the risks associated with delivery of the Plan will be managed through the corporate risk register. Once the plan has been agreed the register will be fully refreshed to take account of the changes in priorities and focus.

Risk Description	Likelihood / Impact	Status	Countermeasures
That the Strategic Plan is fit for purpose for the next four years.	Low / High	Material	Ensure that the outcomes are clearly based on evidence regarding the needs and aspirations for Lichfield District

Background Documents:

Appendix A – Draft Strategic Plan framework and outcomes 2012/16 (in a booklet format that has been shared with employees)

Appendix B – Timeline for approval

Our draft strategic plan 2012 - 2016 ... so far

STRATEGIC THEME SUPPORTING PEOPLE

A district where everyone shares in an improved quality of life and community wellbeing

STRATEGIC THEME SHAPING PLACE

A district where people love to live work and visit with a high quality natural and built environment

STRATEGIC THEME BOOSTING BUSINESS & OUR ECONOMY

A district where businesses and enterprise can flourish and there is a vibrant local economy

STRATEGIC THEME BEING A WELL MANAGED COUNCIL

A good council that provides community leadership and delivers value for money services that people want

So what are we going to do to achieve this – our outcomes

We'll help people to feel safe and secure in their homes, neighbourhoods and town and city centres by tackling crime and anti-social behaviour.

We'll support and encourage individuals and groups to take responsibility for shaping and improving their communities through voluntary effort and social action, and support a thriving and diverse community and voluntary sector.

We'll help and support vulnerable adults, families and children to live independent and fulfilled lives in their own homes and communities, and prevent homelessness wherever we can.

We'll improve the health and well being of the whole population making sure we make the biggest improvement for people with the lowest life expectancy.

We'll work with others to provide access and choice to a range of market, specialist and affordable homes that meet the needs of our existing and future residents.

We'll ensure a cleaner and greener environment with high levels of environmental cleanliness and stewardship.
We'll protect and enhance the district's built environment assets, its historic environment, open spaces and local distinctiveness.

We'll require a range of sustainable transport choices for our communities with good local, regional and national transport links.

We'll reduce carbon emissions and promote energy efficiency and renewable energy within the home & workplace.

We'll grow our local economy with an improved retail offer in both Lichfield and Burntwood and encourage a spread of sectors with more high-quality manufacturing and service sector jobs.

We'll position the district as a good place to do business and maintain its position as one of the highest employment areas in the West Midlands by encouraging entrepreneurship, innovation, inward investment, wealth creation and skills development.

We'll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries.

We'll create a vibrant rural economy and encourage rural enterprise.

We'll strengthen our community leadership role through effective relationships with partner organisations.

We'll keep a tight control and management of the council's finances.

We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services.

Where does our new strategic plan fit in?

It will shape the council's one year action and four-year financial forecast

We set out what we're going to do every year through a one-year action plan. We also use this to measure how well we're doing. Our new strategic plan will help to shape our one-year action plans. It will also shape our four-year financial forecast, which explains how we spend our resources to achieve the outcomes set out in our plan.

Our one-year action plan and our financial forecast are updated every February and shared with our councillors three times a year, to set out what we are going to do, how we're doing and what we've achieved.

It will help to shape your team's service plan Your team's service and financial plans are updated every December for the financial year ahead. The actions outlined in your service plan will be shaped by our new strategic plan and fed into the council's one-year action plan and financial forecast, as explained above.

Will we still have performance indicators? Although the government no longer requires us to collect national performance indicators, it has launched a new single data list, which sets out the information they need us to provide. The single data list includes some data we already collect, as well as some new requirements. In addition to the data we provide to government, we also need to measure how well we're doing against the targets we set in our service and one-year action plans.

We'll need to measure risks Understanding and managing risks is very important to us and this is an area we manage through risk registers and logs. Checks on this are made by both internal and external audit.

Meeting our equality duty New equalities regulations have been agreed by government. As part of this we now have to set one or more objectives about how we are going to meet our new equality duty and publish information annually to show how we are doing this.

How are we going to keep track of our performance? We'll be using Covalent (our online performance management system) which makes it easy to collect updates on how we are doing and to report councillors and partners.

Any questions? email rita.booth@lichfielddc.gov.uk

Help us to develop our new strategic plan



Our current strategic plan comes to an end in April 2012, so we're working with councillors, partners and teams across the council to develop our new strategic plan 2012 – 2016 ... and we want your views!

What is our strategic plan all about? It sets out what we are going to do over the next four years, and we're developing it with our councillors and partners to make sure we get it right. When approved it will shape our service and financial plans.

How have we developed it so far? Our starting point was the aspirations set out in our ruling group's manifesto (Conservative group), the feedback we've had from consultations and surveys, our evidence base, as well as our existing plans, strategies and commitments.

Using all this information as a basis, we held workshops with councillors and partners, to help shape the long-term outcomes we want to achieve over the next four years. We've then grouped these outcomes these together under four main themes: supporting people ■ shaping place ■ boosting business and our economy ■ being a well managed council.

When approved, our new Strategic plan will provide a framework for what we want to achieve as an organisation and with partners, as well as providing the context for our internal service plans.

Our timeline and how to get involved We'll carry on developing our new plan through workshops, discussion and public consultations until it's approved in February 2012, so what we are sharing now may change! As part of this we'd like you to feedback to your manager, or email rita.booth@lichfielddc.gov.uk if you have any comments on how we've shaped our plan so far.

➔ Turn over to see what we want our new plan to achieve in more detail

ID	Task Name	Duration	Start	Finish	September	October	November	December	January	February	March
1	Development of Plan Base	39 days	Fri 09/09/11	Wed 02/11/11							
2	Produce basis for the Strategic Plan	20 days	Fri 09/09/11	Thu 06/10/11							
3	Leadership check of content for base	15 days	Mon 26/09/11	Fri 14/10/11							
4	Discuss approach internally	10 days	Mon 17/10/11	Fri 28/10/11							
5	Workshop with partners	1 day	Thu 20/10/11	Thu 20/10/11							
6	Updated Base document to Leadership Team	1 day	Wed 02/11/11	Wed 02/11/11							
7	Strategic Overview & Scrutiny Workshop	0 days	Wed 02/11/11	Wed 02/11/11							
8	Prepare Draft Plan	57 days	Wed 02/11/11	Thu 19/01/12							
9	Prepare first draft of Plan	12 days	Wed 02/11/11	Thu 17/11/11							
10	LT discussion on draft plan	0 days	Tue 08/11/11	Tue 08/11/11							
11	Draft plan at Mngrs Forum (+Core Brief)	0 days	Tue 15/11/11	Tue 15/11/11							
12	Discuss draft plan with Cabinet	5 days	Mon 14/11/11	Fri 18/11/11							
13	Report ready for Strategic O&S Comm	0 days	Fri 18/11/11	Fri 18/11/11							
14	Present draft plan to Strategic O&S Comm	0 days	Mon 28/11/11	Mon 28/11/11							
15	Present draft plan to O&S Co-ordinating Group	0 days	Wed 30/11/11	Wed 30/11/11							
16	Discuss draft plan with partners	10 days	Wed 30/11/11	Tue 13/12/11							
17	Share draft plan with Members	10 days	Wed 30/11/11	Tue 13/12/11							
18	Publish draft plan on website for consultation	25 days	Wed 14/12/11	Tue 17/01/12							
19	Presentation at Parish Forum	0 days	Thu 19/01/12	Thu 19/01/12							
20	Strategic Plan Approval	16 days	Fri 27/01/12	Tue 21/02/12							
21	Report ready for Strategic O&S Comm	0 days	Fri 27/01/12	Fri 27/01/12							
22	Final draft of plan to Strategic O&S Comm	0 days	Tue 07/02/12	Tue 07/02/12							
23	Final draft of Plan to go to Cabinet	0 days	Tue 14/02/12	Tue 14/02/12							
24	Final draft of Plan to go to Council	0 days	Tue 21/02/12	Tue 21/02/12							
25	Share plan with employees, partners & website	25 days	Tue 21/02/12	Mon 26/03/12							
26	Publish Plan electronically and hard copy	25 days	Tue 21/02/12	Mon 26/03/12							
27	Identify actions for Strategic Action Plan 12/13	81 days	Mon 31/10/11	Tue 21/02/12							
28	Identify actions from draft Strategic Plan	20 days	Mon 31/10/11	Fri 25/11/11							
29	Ensure they are reflected within Service Plans	15 days	Mon 28/11/11	Fri 16/12/11							
30	Develop Corporate Action Plan	25 days	Mon 19/12/11	Fri 20/01/12							
31	One Year Action Plan to Strategic O & S	0 days	Tue 07/02/12	Tue 07/02/12							
32	One Year Action Plan to Cabinet	0 days	Tue 14/02/12	Tue 14/02/12							
33	One Year Action Plan to Council	0 days	Tue 21/02/12	Tue 21/02/12							

Project: str plan '12-'16
Date: Tue 15/11/11

Task Summary

Progress

Milestone

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Split

External Tasks

Project Summary

Group By Summary

Deadline