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Monday, 14 October 2019

Dear Sir/Madam

STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

A meeting of the Strategic (Overview and Scrutiny) Committee has been arranged to take place **TUESDAY, 22ND OCTOBER, 2019 at 6.00 PM IN THE COMMITTEE ROOM** District Council House, Lichfield to consider the following business.

Access to the Committee Room is via the Members' Entrance.

Yours Faithfully

A handwritten signature in black ink, appearing to read 'Neil Turner', is written over a light blue horizontal line.

Neil Turner BSc (Hons) MSc
Director of Transformation & Resources

To: Members of Strategic (Overview and Scrutiny) Committee

Councillors A Little (Chairman), Norman (Vice-Chair), Ball, Banevicius, Checkland, Grange, Greatorex, Matthews, Spruce, Tapper, Warfield, White and S Wilcox



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AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 4
4. New Strategic Plan Process & Timeline 5 - 22
5. **Exclusion of Press and Public**

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972"

IN PRIVATE

6. Confidential Minutes of the Previous Meeting 23 - 24



STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

12 SEPTEMBER 2019

PRESENT:

Councillors A Little (Chairman), Norman (Vice-Chair), Ball, Banevicius, Grange, Greatorex, Matthews, Spruce, Warfield and White.

(In accordance with Council Procedure Rule No.17 Councillors Eadie, Pullen and Strachan attended the meeting).

8 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Checkland, Tapper and S. Wilcox

9 DECLARATIONS OF INTEREST

There were no declarations of interest

10 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting were signed as a correct record.

11 WORK PROGRAMME

It was noted that the Revenues and Benefits Fundamental Review item had been moved to be considered at the November meeting. It was reported more accurate figures had been obtained and preliminary findings were showing that the service was running well with a leading collection rate. It had also found that the IT infrastructure was ok however more efficiencies could be realised. It was asked if the service could be offered to other Local Authorities and it was reported that it would be part of the review.

The Committee also noted that there would be a special meeting in October to consider the Strategic Plan.

RESOLVED: That the work programme be noted.

12 COMMERCIAL PROPERTY ACQUISITION

Prior to the consideration of the Commercial Property Acquisition, the Committee discussed the Property Investment Strategy (PIS). It was asked what the progress of the PIS had been to date and it was reported that it was approved in 2017 with the delivery process adopted in 2018. It was also reported that although in place, no properties had met the criteria until now. Following this, it was asked if it was felt whether this suggested that the target set in the PIS was unrealistic and it was noted that it was a fair observation and the MTFS could be amended if this became the case.

It was then asked if the current level of gross and net yield as approved in the PIS was now too ambitious and it was reported that it could be considered the case however as a property had been found, it suggested that that the Strategy was still satisfactory. When asked, it was also confirmed that the matrix used to test the viability was appropriate for Lichfield's needs.

It was suggested that the PIS could benefit from a review to investigate whether and changes were required to reflect the current climate.

It was noted by the Committee that a report on confidentiality and access to information would be considered by the Audit and Member Standards Committee.

13 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That, as publicity would be prejudicial to public interest by reason of the confidential nature of the business to be transacted the public and press be excluded from the meeting for the following item of business which would involve the likely disclosure of exempt information as defined in **Paragraph 3 of Part 1 of Schedule 12A** of the Local Government Act 1972 as amended.

IN PRIVATE

14 COMMERCIAL PROPERTY ACQUISITION

This item was confidential and considered in private.

(The Meeting closed at 7.20 pm)

CHAIRMAN

NEW STRATEGIC PLAN PROCESS & TIMELINE

Cllr Doug Pullen, Leader of Lichfield District Council, and Cllr Andrew Smith, Cabinet Member for Customer Services and Innovation



Date: 22 October 2019

Contact Officer: Christie Tims

Tel Number: 01543 308100

Email: Christie.tims@lichfielddc.gov.uk

Key Decision? NO

Strategic Overview & Scrutiny Committee

1. Executive Summary

- 1.1 The council's current strategic plan period ends in April 2020.
- 1.2 This report sets out a draft of the council's new strategic plan developed by a cross-party O&S Member Task Group, supported by an officer working group.
- 1.3 This report also provides recommendations for consultation of the new plan before it is finalised and formally adopted in spring 2020.

2. Recommendations

- 2.1 To endorse the draft Strategic Plan 2020- 2024 for adoption by Cabinet to begin formal consultation.
- 2.2 To recommend the preferred design option to Cabinet.
- 2.3 To recommend the consultation approach and timeline to Cabinet.

3. Background

- 3.1 A new strategic plan for 2020 – 2024, that sets out what the council wants to achieve over the next four year period and why, needs to be created in advance of the end of the current plan period, and considered in line with the medium term financial strategy (MTFS) to ensure its viability and deliverability
- 3.2 The council's draft strategic plan has been informed by a number of key elements:
 - The aspirations of the council.
 - The views of local residents.
 - Existing commitments, such as the Local Plan and existing strategies that extend beyond the current plan period.
 - The current and future financial situation of the council – the Medium Term Financial Strategy.
 - Local statistics that highlight areas of concern/focus.
 - The views of partners (including Parish forum).
 - The views of staff.
- 3.3 Resident workshops took place in autumn 2018. Participants were asked to consider the current strategic plan, give their views on which priorities they feel should be carried forward into a new plan, and propose new projects and priorities for the new plan.
- 3.4 Staff workshops, that adopted the same format as the resident workshops, also took place in winter 2018.

- 3.5 The council's corporate indicators, (identified as the indicators/statistics that reflect the outcomes of the services/activities the council delivers), were reported to Cabinet in July 2019, and provided vital information to inform decisions in relation to the new plan. These have since been updated as further information became available and are set out in **Appendix A**.
- 3.6 District statistics published by the county council (in the form of a district profile) were also used to provide a baseline to help shape a narrative to the plan. This is set out in **Appendix B**.
- 3.7 A cross party O&S Member Task Group was created/overseen by the council's Strategic O&S Committee, to lead the creation of the plan, in partnership with Cabinet. It met on 23 July and 24 September to consider the issues, consultation, evidence and recommend approaches. **Appendix C** and **Appendix D** outline the work and discussions that took place at the sessions and the members who were present and involved.
- 3.8 An officer working group was also established to support the drafting of the new plan, in partnership with the council's Leadership Team.
- 3.9 The timeline we have followed so far is:

Date	Meeting	Notes
9 July 2019	Cabinet review process for creating new strategic plan.	Approved approach
15 July 2019, 5.30pm – 7.30pm 16 July 2019, 2pm – 4pm	Councillor strategic plan workshops, open to all councillors, which will follow the format of the resident/ staff/ Cabinet workshops.	12 members attended these sessions
23 July 2019, 24 Sept 2019	Meetings of the O&S Member Task Group (with Cabinet members invited to attend) to consider reports from the workshops/data sets/start to refine priorities and agree consultation plan/approach.	Session 1 output Appendix C. Session 2 output Appendix D.
22 October 2019 12 November 2019	First draft of new strategic plan taken to Strategic O&S (22 October 2019) and Cabinet (12 November 2019).	

- 3.10 As a result of the sessions a refined set of strategic priorities have been developed (as detailed in **Appendix D**). Several designs of the plan on a page will be available for the Overview & Scrutiny Committee to consider the version to recommend to Cabinet.
- 3.11 During the O&S Member Task Group various consultation approaches were considered including an interactive system, standard questionnaires as well as more qualitative approaches.
- 3.12 A budget of £2,500 had been set aside for the consultation approach, however the O&S Member Task Group did not feel that this would be a good use of Council resources.
- 3.13 Instead the O&S Task Group felt that the draft plan should be published as soon as it is approved by Cabinet and comments sought from residents via email or written comments. This should be bolstered by a series of resident and partner focus groups in late November/early December.
- 3.14 The resulting timeline now states:

14 November – 13 December	Councillors, residents, staff, business community and partners consultation on the draft strategic plan 2020 – 2024.	LDC news published November. Social media and other
25 November to 6 December	Consultative focus group sessions	Resident panel and partners
13 December	Consultation window closes	

W/c 16 December 2019	Meetings of the O&S Member Task Group (with Cabinet members invited to attend) to review feedback from public consultation.	Second draft of the Strategic Plan prepared.
January/February 2020	Final draft of new strategic plan considered by Strategic O&S (28 January 2020) and Cabinet (11 February), with approval sought from Full Council (18 February 2020) alongside the MTFS.	

Alternative options	<ol style="list-style-type: none"> 1. Alternative layouts of the plan on a page are provided for consideration. 2. Adopt an alternative consultation process and timeline.
Consultation	<ol style="list-style-type: none"> 1. Residents and staff have been consulted on the new strategic plan. 2. Further consultation will take place with Cabinet, members, residents, partners and staff.
Financial implications	<ol style="list-style-type: none"> 1. There are no financial implications arising from the timeline/process of the creation of the strategic plan. 2. Costs including consultation, design and print that will be associated with the production of the plan can be met from existing corporate services budgets. 3. The strategic plan will be reviewed against the Medium Term Financial Strategy, as part of the drafting process, to ensure any financial implications are captured and addressed.
Contribution to the delivery of the strategic plan	<ol style="list-style-type: none"> 1. The process will support the delivery of the new Strategic Plan 2020 – 2024.
Equality, diversity and human rights implications	<ol style="list-style-type: none"> 1. There are no equality, diversity or human rights implications arising from the production of the strategic plan. 2. An equality/community impact assessment of the new strategic plan will be carried out as part of the drafting process to ensure any issues are identified and addressed/mitigated.
Crime & safety issues	<ol style="list-style-type: none"> 1. There are no crime and safety issues arising from the production of the strategic plan.
GDPR/privacy impact assessment	<ol style="list-style-type: none"> 1. There are no GDPR/privacy issues arising from the production process of the strategic plan.

	Risk description	How we manage it	Severity of risk (Red, yellow or green)
A	The timescale is relatively tight and resources to deliver the plan are limited.	We are creating a dedicated officer working group with a project manager and project director.	Green
B	The process does not reflect the full spectrum of political views.	Cross party O&S working group and the councillor consultation will enable cross party views to be collected.	Green
C	The plan is not evidence led	We are feeding a local evidence base into the process through corporate indicators the district profiles – see 3.5	Green
D	The plan does not reflect local views	We are feeding local views from resident workshops into the process and conducting a public consultation.	Green
E	The plan is not financially deliverable	We are working closely with the team developing the MTFS (officer working group) and the cabinet member responsible for finance (O&S Member Task Group)	Green

F	The plan does not take account of existing plans/commitments	An overview of existing plans/commitments will be shared with the working groups (Members and officers) to enable them to consider existing commitments. Existing commitments are already reflected in the MTFS.	Green
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Relevant web links

www.lichfielddc.gov.uk/strategicplan

Lichfield District Council corporate indicators

Draft Strategic Plan - September 2019

Corporate Indicators	CI no	Source	2015/16	2016/17	2017/18	2018/19	Short term direction of travel (last two years)	Overall direction of travel (4 year period)	Staffordshire 2018/2019 average where available	Above or below Staffs average?	England 2018/19 average where available	Above or below national average?	Is there a better comparison set?	Comments
Employment														
Number of jobs (total employment)	VPE001	ONS	48,000	56,000	Not yet available - see WM comparator	Not yet available - see WM comparator	■	↑	51,125	↓	N/A	■		Lastest district level figures are not yet avialable form the ONS and the West Midlands data has been reorded as a comparator - see below.
Number of jobs (total employment) West Midlands		ONS	2,850,389	2,914,352	2,957,488	2,957,166	↓	↑	N/A	■	N/A	■		
Percentage increase in occupational sector (major groups 1 - 3)	VPE002	ONS	11.01%	-10.70%	4%	21.37%	↑	↓	N/A	■	N/A	■		('Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical'). Figure for 2018/19 is as at Dec 2018.
% of the working age population (16-64) in employment	VPE003	ONS	79.10%	76.50%	77.00%	76.40%	↓	↓	78.60%	↓	75.10%			
Expected job ratio		LDC	40	73	731	759	↑	↑	Not available	Not available	Not available			
Skills														
The percentage of adults 16-64 with NVQ level 3 or above	VPE005	ONS	55.10%	55.90%	60.40%	57.70%	↓	↑	56.40%	↑	57.70%	↔		
Unemployment														
Number of working age population claimants of Job Seekers Allowance including Universal Credit	VPE004	ONS	284	275	229	995	↑	↑	1,009	↓	3,119	■		Prior to April 2018 this was only the number of JSA claimants. More people are required to seek work under UC than JSA which is why figures have increased dramatically from April 2018.
Business														
Total value of RV	VPE006	LDC	£82,594,000	£88,145,000	£89,859,000	£90,105,038	↑	↑	£90,718,250	↓	N/A	■		
New measure of retail floorspace	VPE007	LDC	0	260	0 m²	1465m2	↑	↑	N/A	■	N/A	■		
New measure of office floorspace		LDC	455	200	0	180	↑	↓	Not available		Not available			
New measure - manufacturing and warehouse floorspace		LDC	4065	6740	62954	23699	↓	↑	Not available		Not available			
Number of business start-ups	VPE008	ONS	760	585	Not yet available	Not yet available	N/A	N/A	N/A	■	N/A	■		
New businesses 2 year survival rate		Nomis	78.70%	79.50%	73.20%	Not yet available	N/A	N/A	74.2% (2017/18)	↓	71.4% (2017/18)	↑		
Completed employment floorspace (m²)		LDC	4,520	7,000	62,954	23,879	↓	↑	Not available		Not available			
Tourism and town centre														
Number of visitors to the district	VPE010	LDC	2,500,900	2,551,800	2,601,200	Not yet available	↑	↑	N/A	■	N/A	■		Figures are for calendar years, not financial years
Visitor spending	VPE011	LDC	£119,118,000	£121,551,000	£123,332,000	Not yet available	↑	↑	N/A	■	N/A	■		Figures are for calendar years, not financial years
Number of non domestic premises/ properties	VPE012	LDC	2,890	3,010	3,011	3,038	↑	↑	3,306	↓	1,932,620	↓		
Vacancy rates - Lichfield city centre	VPE009a	LDC	9.15%	6.29%	6%	6.21%	↑	↓	N/A	■	N/A	■		
Vacancy rates - Burntwood town centre	VPE009b	LDC	4.55%	4.47%	6%	4.50%	↓	↓	N/A	■	N/A	■		
Health and wellbeing														
Percentage of adults (aged 19+) that meet the Chief Medical Officer's recommendations for physical activity (150+ moderate intensity equivalent minutes per week)	HSC 001	Active Lives Survey	N/A	N/A	58%	57.60%	↓	N/A	58.70%	↓	62.30%	↓		
Percentage of respondents in Lichfield District who feel happy	HSC 002	Feeling the difference survey (Staffs Police)	N/A	N/A	83%	81%	↓	N/A	73%	↑	N/A	■		
% residents who are satisfied with their area as a place to live	CGW005	Feeling the difference survey (Staffs Police)	89%	94%	93%	94%	↑	↑	95%	↓	N/A	■		
Reception: Prevalence of overweight (including obesity)		Public Health Profiles	N/A	N/A	23.70%	N/A	■	■	23.4%(West Mids)	↑	22.40%	↑		
Year 6: Prevalence of overweight (including obesity)		Public Health Profiles	N/A	N/A	30.10%	N/A	■	■	37.1% (West Mids)	↓	34.30%	↓		
Low income														
Children in low income households		Public Health Profiles	11.10%	Not yet available	Not yet avaiable	Not yet available			20.2% (West Mids)		17.00%			

% of the population who find it difficult or very difficult to cope on current income	HSC 004	Experian Data	N/A	23%	23%	7%	■	■	N/A	■	N/A	■		Latest figure is for percentage of households (3,038 in number), previous figures were for percentage of population, so are not comparable.
Percentage of households in fuel poverty	HSC 005	Department for Business, Energy & Industrial Statistics	9.5%	9.5%	10.8%	Awaiting data	↑	↑	N/A	■	11.1% (17/18)	↓		
Children in receipt of free school meals		SCC	emailed scc											Colin sourcing, but not sure this is available, Checked with free school meals people, not held. Checked with Intellignce Hub, and they are not confident.
Children in receipt of free school meals (secondary schools)		SCC	emailed scc											Colin sourcing, but not sure this is available, Checked with free school meals people, not held. Checked with Intelligence Hub, and they are not confident.
Number of discretionary housing payments		LDC	128	152	146	172	↕	↕	N/A		N/A			No comparator available
Proportion of households in council tax arrears	HSC 007	LDC	2,895	2,723	2,440	2,493	↑	↕	N/A	■	N/A	■		

Homelessness														
Rough sleeping rate per 10,000 households	HSC 006	LDC	0.7	0.23	0.07	1.2	↑	↑	N/A	■	2.0	↓		
Homeless applications	LH31	LDC	97	114	127	237	↑	↑	322		N/A			Lucy is there a staffordshire/national comparator source - please provide
Homeless acceptances	LH33	LDC	69	68	56	25	↕	↕	13.25		N/A			Lucy is there a staffordshire/national comparator source - please provide
Average length of stay in temporary accommodation (weeks)		LDC	0.59	0.91	1.33	2.05	↑	↑	N/A		N/A		From Donna - Maybe better to record no. of households in TA as have figures for other Staffs LA's	Lucy is there a staffordshire/national comparator source - please provide

Community action														
% or respondents who have given unpaid help to groups, clubs or organisations	HSC 003	Feeling the difference survey (Staffs Police)	N/A	N/A	14%	10%	↓	N/A	12%	↓	N/A	■		

Community safety														
% of respondents who feel fairly/very safe in their local area during the day	HSC 008	Feeling the difference survey (Staffs Police)	99%	99%	99%	98%	↓	↓	99%	↓	N/A	■		
% of respondents who feel fairly/very safe in their local area after dark	HSC 009	Feeling the difference survey (Staffs Police)	83%	88%	87%	98%	↕	↕	87%	↕	N/A	■		
% of residents who feel that there is a fairly/very big problem with ASB in their local area	HSC 010	Feeling the difference survey (Staffs Police)	12%	10%	10%	7%	↕	↕	12%	↕	N/A	■		
Overall rate of reported anti-social behaviour	HSC 011	Staffs Police	2,382	2,294	2,179	Awaiting data	↕	↕	N/A	■	N/A	■		
Rate of recorded crime per 1,000 population	HSC 012	Staffs Police	42.56 (4345)	49.18 (5051)	55.89 (5760)	Awaiting data	↑	↑	N/A	■	N/A	■		
ASB cases (annual)		LDC	34	40	47	34	↕	N/A						Colin chasing Lucie F on whether there is a comparator national and staffs
Noise complaints (annual)		LDC	452	488	436	563	↑	↑						Used to be national figures, no longer available - could get Staffs by asking each LA individually

Older and vulnerable residents														
Number of SCC supported people living in residential or nursing care	HSC 013	Staffs County Council	305	320	322	314	↓	↕	389	↓	N/A	■		
Number of SCC supported people newly admitted to residential or nursing care	HSC 014	Staffs County Council	113	123	122	90	↓	↓	134	↓	N/A	■		
Number of people receiving short term support to maximise independence	HSC 015	Staffs County Council	455	385	321	317	↓	↓	256	↕	N/A	■		
Excess winter deaths		ONS	70	70	Not yet available	Not yet available	■	■	81 (2016/17)	↕	93 (2016/17)	↕		

Population growth														
Population projections (thousands) all ages		ONS	103.5 (2019)	104.8 (2024)	105.7 (2029)	106.4 (2034)			112 (2034)	↓	171 (2034)	↓		Comparator figures are averages - not sure how useful these actually are.
Population projections (thousands) age 65+		ONS	25.2 (2019)	27.1 (2024)	29.4 (2029)	31.7 (2034)			31 (2034)	↕	39 (2034)	↕		Comparator figures are averages - not sure how useful these actually are.
DFG's number of people helped		LDC	49	90	102	73	↕	↕	N/A		N/A		Could consider rate per 1,000 population	Data provided is for the number completions within the given year. County and national figures are not available.

Affordable and available homes														
Housing affordability ratio (house price in relation to average salary)	CGW001	ONS	7.78	8.46	8.89	Awaiting data	↑	↑	6.45	↑	7.7	↑		
Number of new affordable houses built	CGW002	LDC	50	28	135	235	↕	↕	N/A	■	123	↕		Based on 43,498 (national fig) divided by 353 local authority areas. May need checking.
Net change in the number of houses	CGW003	LDC	200	322	552	Awaiting data	↕	↕	N/A	■	N/A	■		

							↑	↑		■		■		
Median house prices	CGW003	ONS	£199,975	£220,000	£227,500	£232,250	↑	↑	£185,750	↑	£239,000	↓		
Long term empty properties (annually)		LDC	64.72	74.3	78.18	75.47	↓	↑	85.57	↓	89.44	↓		England and Staffordshire figures derived from MHCLG tables LT100 and LT615, all converted to rates per 10,000 to enable comparison

Clean and green (street cleansing and waste)														
% of respondents who identify clean streets as a factor that most needs improving	CGW006	Feeling the difference survey (Staffs Police)	N/A	N/A	28%	30%	↑	↑	25%	↑	N/A	■		
% of respondents who identify well maintained roads and pavements as a factor that most needs improving	CGW007	Feeling the difference survey (Staffs Police)	N/A	N/A	36%	47%	↑	↑	44%	↑	N/A	■		
% of respondents who identify parks and open spaces as a factor in making somewhere a good place to live	CGW009	Feeling the difference survey (Staffs Police)	N/A	N/A	N/A	30%	N/A	N/A	29%	↑	N/A	■		
% of respondents who identify parks and open spaces as a factor that most needs improving	CGW010	Feeling the difference survey (Staffs Police)	N/A	N/A	N/A	10%	N/A	N/A	10%	↔	N/A	■		
% waste recycled	CGW008	LDC	28.20%	27.30%	27.50%	27.80%	↑	↑	25.82%	?	?	?		Colin to speak to Nigel re staffs and national comparison
Residual waste (kg per household)		LDC	472.1	472.5	467.7	465.57	↓	↓	467.4	↓	494.71 (17/18)	↓		
Number of LDC garden waste subscriptions	F4F 004	LDC	N/A	N/A	N/A	40,135	■	■	N/A	■	N/A	■		Garden waste is sold in calendar years. On target to achieve similar figures in 2018/2019

Infrastructure delivery														
Level of investment - CIL/ Section 106 (CIL spent)		LDC	£0.00	£0.00	£0.00	£68,146.61	↑		Not available		Not available			
No of projects - CIL/ Section 106		LDC	20	6	37	4	↓	↓	Not available		Not available			

Digital customers														
Number of customer accounts (Jadu)	F4F 005	LDC	System not in place	System not in place	System not in place	22627	↑	↑	N/A	■	N/A	■		
Number of self-serve transactions carried out by customers (Jadu)	F4F 006	LDC	0	0	0	36560	↑	↑	N/A	■	N/A	■		
Number of self-serve transactions carried out by customers (revenues & benefits)	F4F 007	LDC	System not in place	System not in place	System not in place	1319	N/A	N/A	N/A	■	N/A	■		
Number of digital 'self-serve' services offered via the council's website	F4F 008	LDC	Not recorded	Not recorded	9	23	↑	↑	N/A	■	N/A	■		

Customer satisfaction														
Number of complaints	F4F 001	LDC	113	449	362	119	↓	↑	N/A	■	N/A	■		A change in the way complaints regarding the Joint Waste Service are recorded has resulted in a reduction in numbers.
% residents satisfied with overall level of service provided by LDC	F4F 002	Feeling the difference survey (Staffs Police)	63%	63%	65%	68%	↑	↑	66%	■	N/A	■		

Happy skilled workforce														
% of employees who enjoy their job	CHI 008	LDC	67%	N/A	N/A	82%	N/A	↑	N/A	■	N/A	■		
% of employees who feel well informed	CHI 009	LDC	73%	N/A	N/A	78%	N/A	↑	N/A	■	N/A	■		
% of employees who feel valued by the organisation	CHI 010	LDC	28%	N/A	N/A	39%	N/A	↑	N/A	■	N/A	■		
% employees who feel fit for the future is helping to positively shape the council.	CHI 011	LDC	31%	N/A	N/A	38%	N/A	N/A	N/A	■	N/A	■		
% employees who know what being a commercial council means	CHI 012	LDC	Not recorded	Not recorded	Not recorded	72%	N/A	N/A	N/A	■	N/A	■		
Average number of days lost to sickness	CHI 013	LDC	8.99	3.14	2.84	2.63	↓	↓	N/A	■	N/A	■		
Number of staff accidents	CHI 014	LDC	27	27	15	11	↓	↓	N/A	■	N/A	■		Reduction in numbers due to the outsourcing of leisure. Figures vary slightly from source data due to late reporting and corrections.
Number of training days	CHI 015	LDC	N/A	639	650	Awaiting data	↑	↑	N/A	■	N/A	■		
% staff turnover	CHI 016	LDC	12.12%	14.21%	12.95%	13%	↑	↑	N/A	■	N/A	■		
% of annual Performance Development Reviews (PDRs) completed.	CHI 020	LDC	64%	52%	88%	88.9%	↑	↑	N/A	■	N/A	■		

Organisation size														
Number of staff in 1 -3 groups ('Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical')	CHI 018	LDC	N/A	N/A	N/A	4%	N/A	N/A	N/A	■	N/A	■		
Number of full time equivalent (FTE) staff	CHI 017	LDC	330	326	310	278	↓	↓	N/A	■	N/A	■		
Number of council apprentices	CHI 019	LDC	2	2	4	3	↓	↑	N/A	■	N/A	■		

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DRAFT STRATEGIC PLAN 2020 to 2024

Narrative Evidence Base

1. Executive Summary

- 1.1 This document details the draft strategic plan for 2020 – 2024 setting out what the council wants to achieve over the next four year period.
- 1.2 In July Cabinet approved a development timeline that requires a draft plan to be presented to Strategic O&S by 22 October 2019 as set out below.

Date	Meeting	Notes
9 July 2019	Cabinet review process for creating new strategic plan.	/
Early July (date TBC)	First meeting of O&S Member Task Group (with Cabinet members invited to attend) to scope out the process for creating the new plan in detail, consider various formats of plans, and set future meeting dates.	/
11 July 2019 , 5.30pm – 7.30pm 16 July 2019 , 2pm – 4pm	Councillor strategic plan workshops, open to all councillors, which will follow the format of the resident/staff/Cabinet workshops.	First draft of Strategic Plan prepared.
July/August 2019 (date TBC)	Meetings of the O&S Member Task Group (with Cabinet members invited to attend) to consider reports from the workshops/data sets/start to refine priorities and agree consultation plan/approach.	
22 October 2019 12 November 2019	First draft of new strategic plan taken to Strategic O&S (22 October 2019) and Cabinet (12 November 2019).	
13 November – 13 December 2019	Councillors, residents, staff, business community and partners consultation on the draft strategic plan 2020 – 2024.	LDC news published November
W/c 16 December 2019	Meetings of the O&S Member Task Group (with Cabinet members invited to attend) to review feedback from public consultation.	Second draft of the Strategic Plan prepared.
January/February 2020	Final draft of new strategic plan considered by Strategic O&S (28 January 2020) and Cabinet (11 February), with approval sought from Full Council (18 February 2020) alongside the MTFS.	

2. Evidence narrative

2.1 Corporate Indicators – have been analysed as a starting point for the evidence base of the new Strategic Plan. These have been reviewed against other information sources and census data to provide the following narrative observations:

2.2 Population projections

- Lichfield District has a resident population of 103,500.
- The overall population for Lichfield is projected to increase by 1.25% between 2019 and 2024. The population is projected to see significant growth in people aged 65 and over (25,200 to 27,100 in 2024).
- Whilst it is clearly positive that individuals are living longer, this demographic change presents many challenges to Lichfield and other districts across the county.
- It may lead to increased costs, or the growing number of older people may create new economic and social opportunities, or a combination of both.
- Housing within the district will need to reflect what will be a very different demographic in twenty years' time.
- Analysis has already highlighted the ageing population in Lichfield, one which is exacerbated by older people moving into the district and staying into retirement.

2.3 Housing, health and wellbeing

- Three out of four homes are owner occupied in Lichfield District; this is higher than the national average. Lichfield District also has fewer social rented properties than the national average.
- The average median house price in Lichfield in 2018/9 was £232,250 (increased from £192,000 in 2014). The ratio of median house price to median gross annual salary in Lichfield during 2018/19 was 8.89, an increase from 8.2 in 2014 and this compares with 7.7 across England and Wales. These highlight affordability issues in Lichfield.
- Around 1370 households were on Lichfield District's waiting list as at 1 April 2019. It has increased to 1379.
- Homelessness applications have increased to 237 in 2018/19 following new legislation, though this is well below the Staffordshire average of 322. Stays in temporary accommodation has increased from a few days to over 2 weeks due to demand.
- Census data (2011) suggests that nearly one in two households in Lichfield District (46%) have two or more spare bedrooms and this is significantly higher than the national average (34%).
- Relationship breakdown remains the highest cause of homelessness in the district and is the most common reason that people make a housing enquiry. Loss of tenancy being the second highest.
- The proportion of children with excess weight (overweight and obese) in Lichfield at age four to five is marginally higher than England whilst rates for children aged 10-11 are lower than average.
- Percentage of adults (aged 19+) that meet the Chief Medical Officer's recommendations for physical activity (150+ minutes per week moderate intensity) is 57.6% which now falls below Staffordshire average.
- The percentage of homes in fuel poverty has shown an increasing trend in recent years, however this is still below national average.

2.4 Better communities

- Around 4% of Lichfield District's population (3,800 people) live in the most deprived fifth of areas nationally.
- More of the population live in a rural area (29%) compared with the national average (17%).
- Mosaic profiling suggests that the proportion of the population who are willing to volunteer for a good cause is higher than both county and national figures. This is reinforced when comparing the percentages of the population who have given unpaid help in the last 12 months as the figure is higher than county figures.
- Volunteering levels appear to have dropped with fewer respondents (Feeling the Difference Survey – FDS) stating they have given unpaid help to groups, clubs or organisations.
- Based on data from the 2011 Census, 11% of Lichfield residents provide unpaid care which is higher than the England average of 10%. 15% (3,100 people) of residents aged 65 and over provide unpaid care which is again higher than the England average of 14%. Estimates suggest that this number will grow even further by 2030.

- Latest FDS data suggest that the percentage of residents (89%) satisfied with local area as a place to live is decreasing. This is the lowest satisfaction rating across Staffordshire; and also lower than the county average overall (93%).
- Around two thirds of respondents in the FDS identified level of crime as the top factor that influences a good place to live.
- Generally Noise complaints and crime rates are increasing, however reported rates of anti-social behaviour are decreasing.
- Findings from previous consultations stressed that all statutory services provided by Lichfield District Council included in the consultation were regarded as important by the majority of participants but universal services, including recycling and rubbish/fly tipping, were the services that residents considered the most important of all.
- Participants were keen to protect discretionary services too; including the provision and maintenance of toilets and the management and maintenance of parks and open spaces. Any changes to these services would be unpopular.

2.5 Economy, employment and skills

- NVQ Levels 3 to 4 and above for adults between 16 and 64 is on a par with the national average.
- The nature of employment in Lichfield has shifted away from engineering industries towards administration and professional services; latest data demonstrates that this trend has continued with a notable increase in warehousing and distribution.
- On the whole, unemployment levels in Lichfield are better than average and in the last year we have seen a big increase in 'Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical' occupations to double that of 2016.
- Lichfield continues to have a high level of business start-ups, whilst business survival rates suggests that those created in Lichfield are more likely to survive than other areas nationally. However over the last 4 years this has reduced slightly each year and is now below staffs average and may fall below national rates.
- Aside from Lichfield, the most common workplace destinations are Birmingham, Walsall and North Warwickshire. Most people whether they live and work in Lichfield, or the wider LEP and beyond, travel to work by car. In rural areas, few other viable options exist.

3. Member task group findings

- 3.1 A Member Task Group was established in July 2019 to:
- Consider/define the key strategic themes the council should consider adopting in its 2020 – 2024 strategic plan
 - Group ideas and priorities from the resident, cabinet, member and staff workshops held in 2018/2019 into the chosen themes.
 - Review, reflect and consider what is missing and whether the themes and sub themes reflect the district's needs/evidence base.
- 3.2 At the task group three key themes of people, place and prosperity emerged. It was acknowledged that these echo the previous plan themes, but the task group felt the council needs to adopt a simpler approach, that is less wordy. The task group recommended that the council should develop a 'plan on a page' vs a weighty document
- 3.3 The task group were open to rejigging the themes and not settled entirely on the titles, in particular prosperity, if others feel different words/theme would work better once all the evidence was analysed. The task force also felt that a fourth underpinning theme needs to be introduced and recommended a 'good council'.

People	Place	Prosperity
We will aim to support vulnerable people and those who need additional help to live independently in our district.	We will aim to ensure that our city, towns, villages and new developments have the right infrastructure in place to support residents' needs.	We will aim to support existing local businesses with great advice, strong and inclusive policies and we will buy local first.
We will aim to deliver targeted health and wellbeing policies and initiatives to help our residents live healthier lives.	We will aim to be a greener council, make ethical and more environmentally conscious decisions, and encourage and support our residents to do the same.	We will aim to encourage and support new businesses and enterprises to set up and relocate in our district.
We will aim to deliver arts and leisure initiatives across the district that provide residents with a range of health and wellbeing opportunities and boost our economy.	We will aim to make sure there are the right housing choices for people of all ages, so they can choose to grow up, relocate and remain in our district, regardless of their needs.	We will aim to work with partners to develop Burntwood and Lichfield centres in the right way for local people, with the good local facilities, good employment opportunities and a strong community feel.
We will aim to work with and support a strong voluntary and third sector to deliver services and opportunities across our district.	We will aim to look after our historic built environment and ensure that new developments are built to high standards.	We will aim to work with partners to ensure our villages and hamlets have access to good nearby facilities and a strong community feel.
We will aim to address health and wellbeing inequalities across the district with policies that support people to thrive healthily and economically.	We will aim to ensure our district is clean and safe.	We will aim to work to enhance and develop Lichfield city's reputation as a premier tourist destination that supports visitors, local employment, local businesses and our heritage assets.
A good council – underpinning theme		

3.5 At the second session the task group further refined the initial themes:

Enabling People	Shaping Place	Developing Prosperity
To help themselves and others	Keeping it clean, green and safe	Encourage growth
To collaborate and engage with us	Protecting our most valuable assets	Enhancing the district for visitors
To live healthy and active lives	Ensuring sustainability and infrastructure needs are balanced	Investing in the future
A good council that:		
<ul style="list-style-type: none"> Is financially sound, transparent and accountable 	<ul style="list-style-type: none"> Is innovative and customer focussed 	<ul style="list-style-type: none"> Has respect for everyone

Strategic Plan 2020 – 2024 O&S task group - session one outcome

Present: Cllrs Grange, Pullen and Leytham. Apologies: Cllrs Ray, Baker, Smith, Norman and Checkland **Supported by:** Lizzie Barton & Christie Tims
Date: 25 July 2019

The first meeting of the O&S task group which is supporting the creation of the new strategic plan 2020 – 2024 took place on 23 July 2019. The task group agreed to deliver three key tasks:

- Consider/define the key strategic themes the council should consider adopting in its 2020 – 2024 strategic plan
- Group ideas and priorities from the resident, cabinet, member and staff workshops held in 2018/2019 into the chosen themes
- Review, reflect and consider what is missing and whether the outcome reflects the district’s needs/evidence base (this is still ongoing)

At the task group three key themes of people, place and prosperity emerged. It was acknowledged that these echo the previous plan themes, but the task group felt the council needs to adopt a simpler approach, that is more catchy/memorable. They considered planet (vs place) and thriving (vs prosperity) and are open to discussion open to different words for the themes, but advise that they are kept simple and to a single word format. The task force also felt that a fourth underpinning theme needs to be introduced and recommended a ‘good council’. This echoes the existing plan’s ‘a council that’s fit for the future’, which the task group felt is too forward looking, as the council should aspire to be good now.

The task group went one step further and created sub themes that grouped together linked ideas. The task group’s recommendation is that these sub themes, coupled with the overarching themes, should form the basis of the strategic plan, and the detailed ideas/projects (see appendix 1) should be filtered, tested against local evidence and deliverability, and then reflected in the new delivery plan that will be launched alongside the new strategic plan. In place of specific projects being listed in the strategic plan, the task group feel that outcomes should be listed under each of the themes and sub themes to demonstrate the difference the council will make/foster over the new plan period.

People	Place	Prosperity
We will aim to support vulnerable people and those who need additional help to live independently in our district.	We will aim to ensure that our city, towns, villages and new developments have the right infrastructure in place to support residents’ needs.	We will aim to support existing local businesses with great advice, strong and inclusive policies and we will buy local first.
We will aim to deliver targeted health and wellbeing policies and initiatives to help our residents live healthier lives.	We will aim to be a greener council, make ethical and more environmentally conscious decisions, and encourage and support our residents to do the same.	We will aim to encourage and support new businesses and enterprises to set up and relocate in our district.
We will aim to deliver arts and leisure initiatives across the district that provide residents with a range of health and wellbeing opportunities and boost our economy.	We will aim to make sure there are the right housing choices for people of all ages, so they can choose to grow up, relocate and remain in our district, regardless of their needs.	We will aim to work with partners to develop Burntwood and Lichfield centres in the right way for local people, with the good local facilities, good employment opportunities and a strong community feel.
We will aim to work with and support a strong voluntary and third sector to deliver services and opportunities across our district.	We will aim to look after our historic built environment and ensure that new developments are built to high standards.	We will aim to work with partners to ensure our villages and hamlets have access to good nearby facilities and a strong community feel.
We will aim to address health and wellbeing inequalities across the district with policies that support people to thrive healthily and economically.	We will aim to ensure our district is clean and safe.	We will aim to work to enhance and develop Lichfield city’s reputation as a premier tourist destination that supports visitors, local employment, local businesses and our heritage assets.
A good council		
<ul style="list-style-type: none">• We will be a brave and visionary council that is led by local need and a passion to make Lichfield District a great place to live and work.• We will be a digital first council that delivers great online services, freeing up time for us to help those who need extra support.• We will be a transparent and accountable council.• We will be a financially sound council.• We will carry out meaningful, inclusive and welcoming consultation and ensure we ask local people for their views before we make decisions that will affect them.• We will be a listening council that talks to its residents and learns from feedback.	<ul style="list-style-type: none">• We will develop open and robust policies that support others to deliver services that achieve our strategic ambitions for the district.• We will develop strong relationships with partners and review them regularly to ensure they are delivering benefits to our local residents and businesses.• We will innovate and make robust decisions where we believe they will benefit our communities.• We will be a commercial council that delivers innovative service solutions and generates income to support local service delivery.• We will make the most of our assets and develop a strong investment portfolio that supports local service delivery and priorities.	<ul style="list-style-type: none">• We will nurture and encourage organisations we support financially to become more self-sufficient.• We will recognise the strengths of others to deliver and work with partners and the third sector to transfer assets and services, where it is clear that doing so will deliver better local services or facilities.• We will create a nurturing culture and caring policies that support existing staff and attract new staff with the skills and passion to deliver great local services.• We will be a flexible council and our workforce will be able to work from anywhere on any device.• We will encourage and support people into employment through a range of modern apprenticeships.

Appendix 1

Workshop ideas filtering

The task group filtered all the ideas that were generated at the workshops into the themes and sub themes they created. Whilst some of the wording has changed (i.e. we have combined some similar suggestions and removed duplicates or very tactical projects – such as deliver a communications plan around street cleansing), the projects listed below directly reflect the new ideas from the workshop and the existing priorities (from the council’s current delivery plan) that the workshops felt should be carried forward into the new plan. The task group recommend that the detailed projects below should be filtered, tested against local evidence and deliverability, and then reflected in the new delivery plan that will be launched alongside the new strategic plan. The good council ideas are all reflected in the table on page 1.

People	Place	Prosperity
<p>Support vulnerable people</p> <ul style="list-style-type: none"> Help local people to live independently for longer by investing in disabled adaptations in their homes. Support people living in rented accommodation to pay their housing costs through a robust discretionary housing payment policy. Support more people to move from our streets by developing robust pathways into a home and employment. Ensure we are supporting those with housing issues through a robust housing and homelessness strategy. <p>Targeted health and wellbeing</p> <ul style="list-style-type: none"> Develop a public health partnership to tackle obesity. Deliver tailored health based programmes. Support doctors to prescribe health living/alternatives to drugs through parks, open spaces and leisure centres, to address mental health, obesity and wider issues. Support people with specific health needs to help them live longer and healthier lives by providing tailored health based programmes through our health and wellbeing strategy. <p>Arts and leisure</p> <ul style="list-style-type: none"> Create a leisure corridor along the Lichfield to Walsall disused rail line (think Tissington or Monsall Trail), bringing leisure, economic benefits and health benefits to residents and tourists. Develop a new leisure centre – ensure it is state of the art to attract wider audiences/sporting events and not just bog standard. Make it a focal point that will attract investment and people – a world class pool? Improve the pitches in the district and stop using them for too many different types of sports, so they are the right standard for improving play – deliver the 10 year plan. A fully developed/restored canal that delivers tourism, leisure and economic benefits for all residents. Better support a wider range of arts in the city – do not exclusively support the Lichfield Garrick. Ensure the city provides entertainment for all ages – young and old (cinema, climbing wall, trampolining etc). Ensure we are providing the right type of sporting activity to help our communities get active and work with Sport England to review our strategy/approach. <p>Voluntary and third sector</p> <ul style="list-style-type: none"> Foster a strong voluntary sector delivering community services, supported by targeted grant funding. Foster better connected communities by better linking up residents, parish councils and the voluntary sector. 	<p>Infrastructure</p> <ul style="list-style-type: none"> The right type of infrastructure will be developed alongside new houses/businesses, including schools, roads, play areas, community facilities, street lights and doctors’ surgeries through agreements and funding. Enhanced public transport and footpaths/cycling routes. A less congested city with safer roads, less heavy traffic, leading to better wellbeing and decrease volume of traffic from A51 and town to A5 and A38. Launch a Fradley and Burntwood to Lichfield park and ride scheme. Reconsider reopening disused rail lines for public transport – including Lichfield to Walsall and Lichfield to Burton. <p>Green</p> <ul style="list-style-type: none"> A council that encourages green transport – better public transport, park and ride, better provision for bikes/parking and electric charging points. Require new developments to be more environmentally friendly – be a policy trailblazer – water recycling, local power generation, solar power etc. Introduce better city/town centre recycling. Support local residents to recycle more and waste less– better information, incentives, recycling wardens/champions. Work to become a carbon neutral council. Deliver more electric charging bays in every car park in the city and key parks across the district. Introduce smart bins and charge residents and businesses for generating certain types of waste. Help businesses to recycle better through a greener, more friendly, more accessible trade recycling service. We will adopt green technologies and transport to underpin our services. <p>Housing choices</p> <ul style="list-style-type: none"> A council that supports the delivery of our local plan requirements, including a minimum of 10,030 new homes over the local plan period. Stop only encouraging/supporting development for old and retired people – the city needs enough affordable housing of the right type to attract/retain young and vibrant residents to deliver jobs and opportunities. Enough affordable homes with the right type of facilities for older and more vulnerable residents. Enough of the right type of housing, with the right types of facilities, for young and growing families. Enough executive homes to encourage professionals to relocate to and remain in our district, bringing income, investment and enterprise. Encourage developers to complete sites with planning permission and encourage empty homes back into reuse through a robust and high profile empty homes programme, and ensure key sites are developed. Provide or develop additional housing options for those people with complex needs. Ensure development is district wide and not just focussed in urban areas. 	<p>Support existing businesses</p> <ul style="list-style-type: none"> Be a local first council – buy local products and services to support local business prosperity and jobs. Provide targeted funding and advice, and the right policies, to support more businesses to set up in our district, protecting jobs and supporting services/products. Lower business rates/give more discretionary reductions to support business survival. <p>Encourage new businesses</p> <ul style="list-style-type: none"> Provide targeted funding and advice, and the right policies, to encourage more businesses to set up in our district, bring more jobs and more services/products. Actively support business start-ups. Encourage high skilled/high tech jobs/enterprises into our district to encourage professionals to relocate and remain in the district. Target the property arm of the council towards delivering start up units for new business to encourage growth. Lower business rates/give more discretionary reductions to encourage more new business start-ups. Develop policies that encourage businesses that require high head count per sqm, (vs low head count such as warehousing) and support businesses that have high labour requirements. Encourage quality businesses that meet local needs to set up in new developments – make sure spaces are right and flexible and policies are open. <p>Develop Lichfield and Burntwood for local people</p> <ul style="list-style-type: none"> Create an enhanced Burntwood that meets the needs of local residents, offers the right local facilities and creates jobs and opportunities for all. Develop a new masterplan for Lichfield city centre, including integrated plans for the Birmingham Road site and Bird Street car park site. Develop policies to ensure the city centre has the right balance of shops, retail, leisure and housing and will support a vibrant centre. Ensure policies encourage and nurture small independent businesses. Develop parking initiatives in Lichfield city centre – from pay on exit, through to overnight parking, through to free parking initiatives. Improve the transport interchange in Lichfield to welcome more buses and a greater use of public transport. Ensure we make the most of HS2 and the opportunities it presents and work to minimise its impact – rather than always fighting against it. <p>Villages and hamlets</p> <ul style="list-style-type: none"> Enhance villages and hamlets across the district with policies and developments that meets the needs of local residents, offer the right local facilities and create jobs and opportunities for all. <p>Enhance Lichfield as a tourist destination</p>

<ul style="list-style-type: none">• Encourage and support residents to deliver community action to boost their neighbourhoods. Promote exemplars such as Whittington and Fisherwick Environmental Group.• Encourage better neighbours that look out for each other through targeted campaigns. <p>Address inequalities</p> <ul style="list-style-type: none">• New theme from Member Task Group	<p>Quality built environment</p> <ul style="list-style-type: none">• Encourage modern, iconic architecture – design for the future, not just for practical needs. Place greater pressure on developers not to build to minimum standards.• Don’t just accept what developers want in terms of build style – they go for cheap and we end up with Friary Outer. Birmingham Road was set to be forgettable, but could have been beautiful. Build to be remembered, not demolished through stronger policies – Bath has done it, why can’t we?• Protect the distinctiveness of local areas and support existing conservation areas and the creation of new ones. Protection of special areas of conservation (SACs).• Avoid mixing industry and housing on new developments – it does not provide for health and wellbeing.• Allow for wildlife in new developments (nesting boxes for Martins etc). <p>Clean and safe</p> <ul style="list-style-type: none">• Lobby for better/improved policing in the district.• Develop programme to tackle drug use in the city centre.• Help our communities to be safer by working with partners to roll out and deliver a new community safety plan.• Develop and deliver a new environmental crime strategy – targeting graffiti and fly tipping.• Boost street cleansing.	<ul style="list-style-type: none">• Develop Lichfield city centre in the right way, so it underpins the city’s ambitions to attract tourists, retain local spend and provide the right facilities to attract retailers, residents, tourists and enterprise.• Work to support and encourage a greater number of visitors and a higher level of spend.• Deliver tourism initiatives – from training shopkeepers to offer tourism advice, through to a public loo scheme in local businesses.• Deliver more coach parking spaces.• Be a council that celebrates and supports local events, with the right regulations and policies and a desire for the third sector to deliver a vibrant events scene.• Deliver more public artwork in city centre developments – fresh, modern and symbolic of a growing and evolving city.• Improve our city centre gateways.
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Strategic Plan 2020 – 2024 O&S task group - session two outcome

Present: Cllrs Grange, Leytham, Norman and Tapper. Apologies: Cllrs Baker, Pullen, Ray and Smith **Supported by:** Christie Tims
Date: 24 September 2019

The second meeting of the O&S task group which is supporting the creation of the new strategic plan 2020 – 2024 took place on 24 September 2019. The agenda covered three key tasks:

- Consider refinements to the key strategic themes the council should consider adopting in its 2020 – 2024 strategic plan
- Discuss layout, presentation and look and feel options to maximise the plan on a page
- Review, consider and recommend the consultation options for the strategic plan

Key Themes

At the previous task group three key themes of people, place and prosperity emerged along with a fourth underpinning theme of a ‘good council’. It was acknowledged that these echo the previous plan themes, but the task group still felt the council needs to adopt a simpler approach, that is more catchy/memorable. Regardless of the words selected, it was recognised that the themes would need further description and detail will be provided in the Delivery Plan.

Enabling People	Shaping Place	Developing Prosperity
To help themselves and others	Keeping it clean, green and safe	Encourage growth
To collaborate and engage with us	Protecting our most valuable assets	Enhancing the district for visitors
To live healthy and active lives	Ensuring sustainability and infrastructure needs are balanced	Investing in the future
A good council that:		
• Is financially sound, transparent and accountable	• Is innovative and customer focussed	• Has respect for everyone

Layout, Look and Feel

The group considered several layout options and preferred a portrait style with bold simple graphics and as few words as possible. The group were also keen that any picture used were of people and not necessarily the usual places.



Consultation

The group discussed the options available and reviewed an interactive consultation system. The group felt that there was no added value in carrying out quantitative consultation on the strategic plan as response rates were so low and could not accurately reflect our demographics. Instead the group felt that the document should be available on our website, sent via email to those on our mailing list, links provided on social media and details available in copies of LDC news to ask for feedback.

A more qualitative approach should be taken with some focus groups with key stakeholders and residents once the first draft is approved.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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