

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
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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