

Strategic Plan 2020 - 2024

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



Date: Tuesday, 12 November 2019

Contact Officer: Christie Tims

Tel Number: 01543 308100

Email: christie.tims@lichfielddc.gov.uk

Key Decision? Y

Local Ward (All Wards)

Members

Cabinet

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 ready for formal consultation.
- 1.3 This report also provides details of public consultation for the new plan before it is finalised and formally adopted in spring 2020.

2. Recommendations

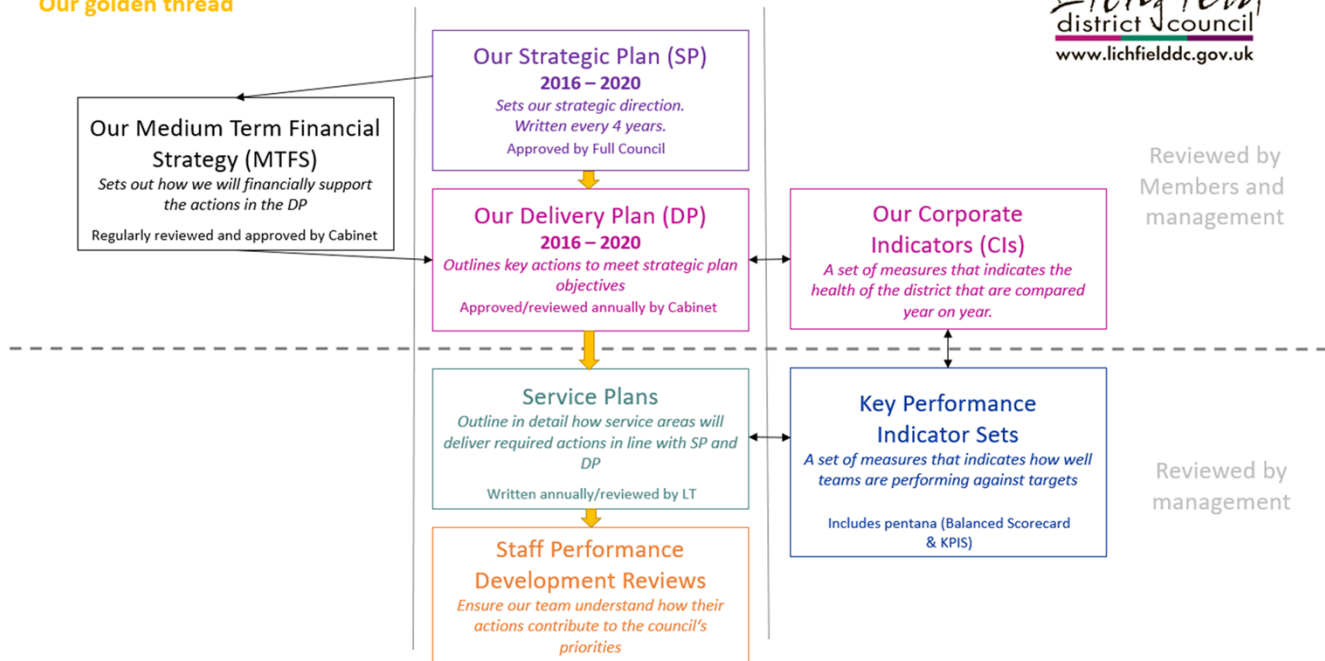
- 2.1 To endorse the draft Strategic Plan 2020- 2024 (**Appendix E**) and begin formal consultation.
- 2.2 To approve the consultation approach and draft timeline as set out in paragraph 3.15.

3. Background

- 3.1 A strategic plan sets out the long term vision for the council, that shapes its activities and the impact it expects to make. It is high level and should be memorable for officers and residents to understand and remember.
- 3.2 The strategic plan is supported by our Delivery Plan (DP) which details all the activity which will take place as part of our performance management framework. This is informed by our corporate indicators (CIs). This framework enables the council to have plans that can change and adapt over the term of the council rather than being fixed for the entire four year period and as such, allows the council to plan effectively but also to respond to external factors and the changing needs of our community.

How our performance is managed

Our golden thread



- 3.3 Because of this approach, we can develop a much more concise and high level plan than the previous iteration, which will be able to adapt through the DP in the next 4 years.
- 3.4 The revised 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 via the Parish forum).
 - The views of staff.
- 3.5 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.
- 3.6 Staff workshops, that adopted the same format as the resident workshops, also took place in winter 2018.
- 3.7 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**.
- 3.8 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**.
- 3.9 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 2019 to consider the issues, consultation, and 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.

3.10 An officer working group was also established to support the drafting of the new plan, in partnership with the council's Leadership Team.

3.11 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	First draft of new strategic plan taken to Strategic Overview & Scrutiny Committee (O&S)	

3.12 As a result the O&S Committee has recommended the draft strategic plan for approval as detailed in **Appendix E.**

3.13 The O&S Committee also recommended for approval a qualitative approach to consult on the new plan. This includes the publication of the draft plan on our website and through LDC News and the opportunity for residents to comment via email or send written responses. This will be bolstered by a series of resident and stakeholder focus groups and consultation events for residents.

3.14 Due to the upcoming general election and the resulting purdah period the focus group events will now need to take place after 12th December.

3.15 The resulting draft consultation timeline is:

Date	Meeting	Notes
12 November 2019	First draft of new strategic plan Cabinet approved for consultation.	
13 November 2019	Web page to go live.	
13 November – 13 January 2020	Consultation Page open for councillors, residents, staff, business community and partners consultation on the draft strategic plan 2020 – 2024.	
December 2019	Stakeholder Focus Group	
13 December 2019	LDC News distribution target date	
Early January 2020	Consultation events for residents at various locations around the district.	To be publicised in the LDC news
W/c 13 January 2020	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 Committee (28 January 2020) and Cabinet (11 February), with approval sought from Full Council (18 February 2020) alongside the MTFS.	

Alternative Options

1. Alternative wording or layouts of the priorities can be considered as part of the consultation process.

	<ol style="list-style-type: none"> 2. Cabinet can choose to adopt an alternative consultation process and timeline but this may delay publication and adoption in time for the next financial year. 3. Cabinet can choose not to adopt or update a Strategic Plan but this may render the current objective irrelevant.
Consultation	<ol style="list-style-type: none"> 1. Residents, members and staff have been consulted on the development of the new strategic plan. 2. Further consultation will take place with residents, partners, service users and stakeholders. 3. The purdah period will delay the active consultation of the plan until 13 December.
Financial Implications	<ol style="list-style-type: none"> 1. There are no direct financial implications arising from 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, to ensure any financial implications are captured and addressed and resources are effectively targeted to help achieve the strategic aims.
Contribution to the Strategic Plan	<ol style="list-style-type: none"> 1. The process will support the delivery of the new Strategic Plan 2020 – 2024.
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"> 2. There are no GDPR/privacy issues arising from the production process of the strategic plan.

	Risk Description	How We Manage It	Severity of Risk (RYG)
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.	Green
B	The process does not reflect the full spectrum of political views.	Cross party O&S working group and the councillor consultation have enabled 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 and the district profiles.	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	A general election is called before the consultation is launched and may be impacted by purdah	Consultation of the strategic plan should be a-political as it will represent the aspiration of the whole council, not a specific group.	Green
F	The plan is not financially deliverable	We are working closely with the team developing the MTFs.	Green

Background documents

Cabinet Agenda Pack 9 July 2019

<https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?CId=138&Mid=1499&Ver=4>

Strategic (Overview and Scrutiny) Committee Agenda Pack 22 October 2019

<https://democracy.lichfielddc.gov.uk/ieListDocuments.aspx?CId=142&Mid=1615&Ver=4>

Relevant web links