

Strategic Plan 2020 - 2024

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

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Key Decision? Y

Local Ward (All Wards)

Members



Cabinet

1. Executive Summary

- 1.1 This report sets out the council's new strategic plan ready for approval by Cabinet and formal adoption by full Council.

2. Recommendations

- 2.1 To endorse the final Strategic Plan 2020- 2024 (**Appendix A**) and recommend its adoption to Full Council.
- 2.2 To note consultations received and amendments made to the draft plan as a result.

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.
- 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. Once our strategic plan is approved a DP will be developed to identify how the outcomes will be achieved for approval and monitoring by Cabinet.
- 3.4 The new strategic plan has been informed by a number of key elements:
- The aspirations of the council.
 - The views of local residents gathered in consultations since October 2018.
 - 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 and stakeholders (including via the Parish forum).
 - The views of staff and an officer working group.
 - Formal consultation via resident and stakeholder focus groups.
 - Input and shaping by a cross-party Strategic Overview and Scrutiny member task group.

- 3.5 The 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 originally met on 23 July and 24 September 2019 to consider the issues, consultation, and evidence and recommend approaches and the draft plan which was approved by Cabinet in November for formal consultation. A further meeting took place on 20 January 2020 to review the consultation responses and make recommendations to the Strategic O&S Committee and Cabinet. Notes from this task group meeting are at **Appendix B**.
- 3.6 As a result the O&S Committee has recommended the final strategic plan for approval as detailed in **Appendix A**.

Alternative Options	<ol style="list-style-type: none"> 1. Alternative wording or layouts have been considered and discounted as part of the development and consultation process. 2. Cabinet can choose not to adopt or update a Strategic Plan but this may render the current objectives irrelevant. 3. Cabinet can choose to opt for a more detailed Strategic Plan but this will delay approval and adoption before April 2020.
Consultation	<ol style="list-style-type: none"> 1. Residents, stakeholders, members and staff have been consulted on the development of the new strategic plan. 2. Strategic O&S Committee have been consulted following development by a member task group.
Financial Implications	<ol style="list-style-type: none"> 1. There are no direct financial implications arising from creation of the strategic plan. All plan activities will need to be built into financial planning. 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 specific crime and safety issues arising from the production of the strategic plan.
Environmental Issues	<ol style="list-style-type: none"> 2. There are no specific environmental issues arising from the production of the strategic plan.
GDPR/Privacy Impact Assessment	<ol style="list-style-type: none"> 3. 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 Strategic Plan is too ambitious and sets out aspirations we do not have the resources to achieve	The Strategic Plan will be delivered through a delivery plan that will be assessed and prioritised to deliver within our resources.	Green
B	The Strategic Plan does not reflect the aspirations of members, stakeholders	Cross party O&S working group and the councillor consultation have	Green

	or residents.	enabled cross party views to be collected and tested via resident and stakeholder focus groups.	
C	The plan is not evidence led.	The plan will continue to be evidenced through a set of corporate indicators.	Green
F	The plan is not financially deliverable.	We have worked 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>

Cabinet Agenda Pack November 2019

<https://lichfieldintranet.moderngov.co.uk/ieListDocuments.aspx?CId=138&MId=1533&Ver=4>

Relevant web links

Strategic Plan 2020-2024

We will work collaboratively
to **enable people, shape place and
develop prosperity** across Lichfield District.
We will be a good council that innovates and puts our
customers at the heart of all we do.



Enabling people

- to help themselves and others
- to collaborate and engage with us
- to live healthy and active lives



Shaping Place

- to keep it clean, green and safe
- to preserve the characteristics
- to ensure sustainability and infrastructure needs are balanced



Developing Prosperity

- to encourage economic growth
- to enhance the district for all (visitors/residents/employers)
- to invest in the future



A good council that is:

- financially sound
- transparent and accountable
- responsive and customer focussed

Lichfield District Council

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

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

Date: 20 January 2020

The third and final meeting of the O&S task group which is supporting the creation of the new strategic plan 2020 – 2024 took place on 20 January 2019. The group met to consider the consultation responses received and determine what changes if any, should be made to the draft plan.

Consultation had been carried out informally from 15th November 2019, with key recruitment phases postponed until after the election – beginning 16 December, culminating in stakeholder and resident focus groups on 9 January 2020.

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.

Stakeholders	Residents	Residents
Attendance from Lichfield BID, Chamber of Commerce, South Staffs College, Freedom Leisure, Sport England, Voluntary Sector, SCC, Police	Universal support for enabling people	Financially sound was felt to be key
Interesting and lively debate – welcomed collaborative approach and new emphasis on people	Some scepticism over level of collaboration and engagement	Respect is part of customer service
Challenged some terminology – shaping places seen as a community initiative by some professionals	Confusion over some terms in shaping place – valuable assets?	Innovation is repeated from the vision and not linked to customer service so needs to be separate
Challenged our level of aspiration – why be 'good' when we could be 'great'	Universal dislike of growth without definition	

Therefore the recommended changes suggested by the group are:

We will work **collaboratively** to enable people, shape place and develop prosperity across Lichfield District.

Enabling people – no change

Shaping place - to protect our most valuable assets becomes:

- **to preserve the characteristics**

Developing prosperity

- to encourage **economic** growth
- to enhance the district for **all (visitors/residents/employers)**

A good council that is: **financially sound**

- **responsible, responsive and customer focussed**