

Lancaster City Council | Report Cover Sheet

Meeting	Cabinet	Date	9 th June 2020		
Title	Lancaster District Plan 2030- Beyond the Crisis				
Report of	Chief Executive				
Purpose of Report					
To set out a high level plan for the achievement of the Council's strategic priorities, through the COVID crisis and beyond.					
Key Decision (Y/N)	Y	Date of Notice		Exempt (Y/N)	N

Report Summary
<p>The report sets the key strategic groupings that Cabinet will use to deliver achievement of the Council's priorities, within the context of the emergency phase and likely next phases of the COVID pandemic.</p> <p>If adopted these will be used as the basis for further consultation, development and decision making and long term planning, and be referred to Full Council</p>

Recommendations of Councillor Lewis / Sinclair
<ol style="list-style-type: none"> 1. That Cabinet adopt the strategic groupings (circles) as set out in Document B as the means of further progressing the agreed Council's priorities. 2. That Cabinet work with officers on the development of the plan which when finalised will be recommended to Council.

Relationship to Policy Framework	
As set out in the report	
Conclusion of Impact Assessment(s) where applicable – The impacts of the funding allocations will be consistent with the policy framework.	
Climate	Wellbeing & Social Value –
Digital	Health & Safety
Equality	Community Safety
Details of Consultation	
Legal Implications	
Legal Services have been consulted and have no further comments.	
Financial Implications	

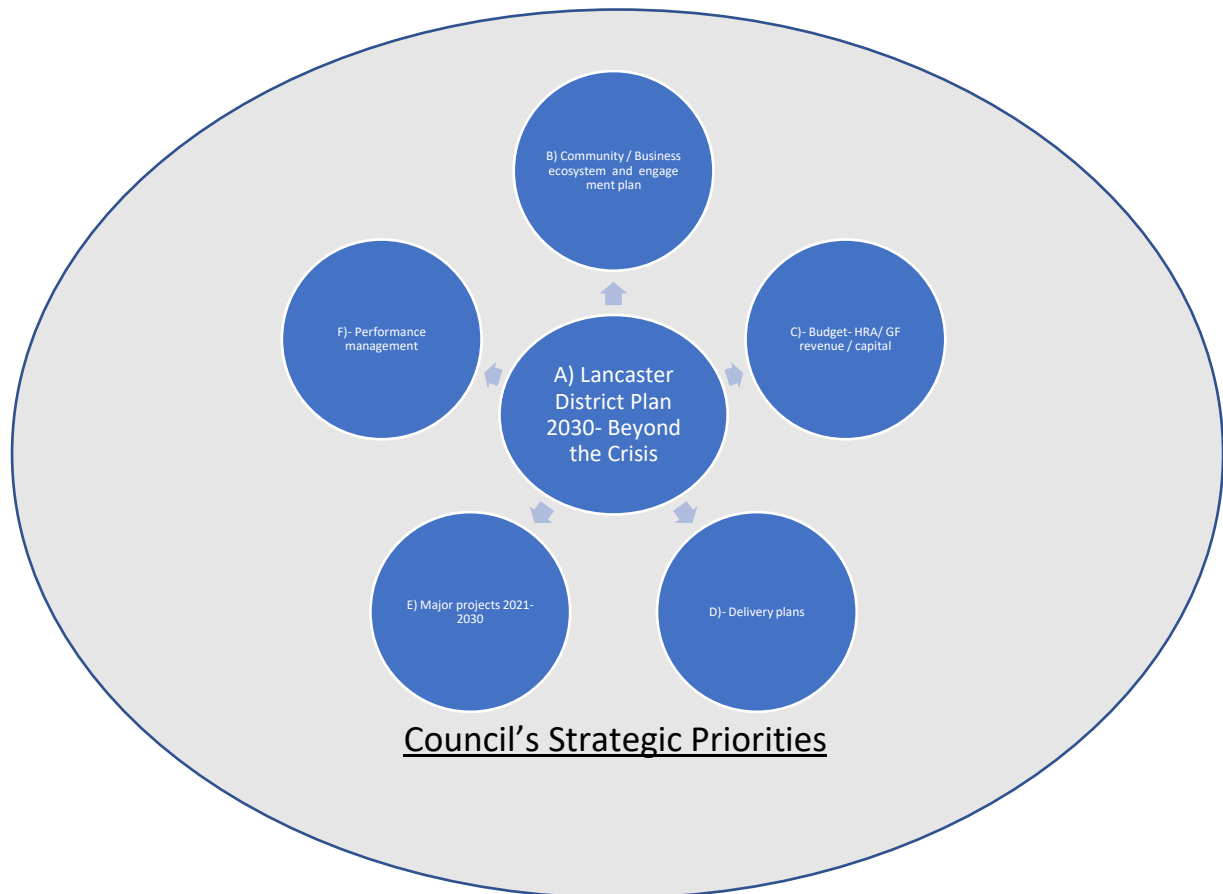
Other Resource or Risk Implications	
None identified at this stage	
Section 151 Officer's Comments	
Although there are no financial implications directly arising from this report, further decisions that will need to be made undoubtedly carry budgetary pressure and those will need to be considered on their own merits and built into the Council's future budgets projections at the appropriate time.	
Monitoring Officer's Comments	
This Plan, when finalised, will form part of the Policy Framework of the Council, adoption of which will be by Full Council following a recommendation from Cabinet.	
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Links to Background Papers	

2.0 Introduction

- 1.1 Council (29th Jan, 2020) adopted the priorities set out in Document B of this report as the basis for development of its policy framework including budget decisions that were taken for 2020/21 and will be taken in future years.
- 1.2 Cabinet have since then been planning how to deliver these priorities for the period to 2030.
- 1.3 The Council's response to the emergency phase of the COVID-19 pandemic was to focus on delivering vital services, protecting vulnerable people and supporting businesses.
- 1.4 In a disaster like a flood or fire once the emergency has been dealt with an effective recovery plan will return things to how they were as quickly as normal.
- 1.5 In this case it clear the effects of the emergency will be long-term. Returning things to how they were will in many cases make things worse and also fail to deliver the Council's priorities.
- 1.6 The Council priorities cover the period to 2030. There is a need to put in place an immediate plan that will support the recovery of the District and also set the path for the delivery of the Council's priorities.

2.0 The Plan

2.1 The plan when completed will show how the Council will deliver its agreed priorities. In doing so the plan will be developed to show how it will deliver from a number of different perspectives. These include-



- A) -Lancaster District 2030- Beyond the Crisis Plan- High level strategic / policy
- B) Community / Business ecosystem and engagement plan
- C) Budget- HRA/ GF revenue / capital
- D) Delivery plans- including matching of capacity /resource- (showing detail one financial year ahead).
- E) Major projects 2021-2030- showing (where possible) outline resource requirement and indicative timescales
- F) Performance management- focussed on strategic outcomes

- 2.2 A) – is most important as it sets out the high level strategic / policy direction. This plan shows how the Council gets from where it is now to the achievement of the Council's agreed priorities.
- 2.3 Subject to agreement this plan will then inform B-F, each of which will in turn be produced in plan form. In most cases these plans already exist (eg budget) but will be reviewed to ensure they fully align.
- 2.4 The positive outcomes that the Council has seen from the strategy used to respond to the COVID-19 emergency has provided a sound foundation on which to develop the high level strategic direction plan.
- 2.5 The Council's response to the COVID-19 emergency was to adopt a three pronged strategy-
- Protect our most vulnerable people
 - Support businesses
 - Continue to deliver our most vital services
- 2.6 Whilst this strategy was necessary to respond to the emergency it was also designed to continue to contribute the Council's most important priorities. The evidence shows that it works well and is resulting in genuine engagement with communities, partnerships that deliver outcomes, practical support to businesses and real transformation in the way the Council works.
- 2.7 As we leave the crisis phase of the pandemic it is very clear that the emergency and its impacts will last for a sustained period and the basic strategy described above will continue to be very relevant.
- 2.8 It is important that in looking beyond the crisis we build on the good work done so far and design a plan that will continue to provide for the immediate needs of our communities as we recover from the wide ranging effects of the pandemic but also fully deliver the Council's agreed strategic priorities.
- 2.9 The developing plan very much recognises that engagement with our communities and businesses is key to successful delivery of the Council's priorities. Much work has already taken place mapping the different eco-systems that exist within the District. The vital role communities play has been highly evident during the COVID-19 emergency and community engagement has been an integral part of the response to the crisis.
- 2.10 As such a high level plan that sets the immediate policy direction of the Council and is then further developed to deliver over the longer term to 2030 is proposed.

3.0 Proposal

- 3.1 The diagram of the plan is set out in document B.
- 3.2 The plan recognises that significant effort over the next few years will be taken up in recovering from the impact of the COVID pandemic.
- 3.3 Its overall aim is to deliver the Council's strategic priorities and to support recovery to a sustainable, safe and socially just District that is healthy, connected, empowered and enabled.

- 3.4 The plan is delivered through 5 themed groups, all of which are interdependent-

- Group 1- Climate Emergency
- Group 2- Finance and Resources (internal focus)
- Group 3a- Healthy and Happy Communities
- Group 3b- Community Power and Resilience
- Group 4- Regenerative and Distributive Economy

Figure 1- shows how each group contributes to and supports Plan 2030
Figure 2- shows the interdependency of the groups.

- 3.5 Each of these groups will cover a number of the Council's strategic priorities
All of the Council's strategic priorities are covered.
- 3.6 Each group will be led by 2 Cabinet Members and be supported by a Chief Officer. Each group will have officers assigned to support the workstreams of the group. Officers will be drawn from the range of services that the Council provides.
- 3.7 For this to deliver real change it is vitally important that the Council engages with its communities and businesses and utilises the knowledge and community wealth that exists in the district. Councillors, organisations, community groups and individuals from outside the Council will be invited to contribute to the work of these groups. Figures 3-6 show some examples of internal and external engagement. These are only examples and will be developed as plans progress.
- 3.8 The role of the groups will be to-
- Assist in the development of policy and set objectives
 - Engage with communities / businesses / organisations etc
 - Assist in the defining of strategic outcomes
 - Prioritise resources
 - Agree and deliver projects
 - Deliver real outcomes
- 3.9 The themes and activities in the groups have been identified as development areas that will significantly contribute, in partnership with the community, to the achieving of the council's key priorities. They do not represent the totality of what the Council delivers. Core statutory services will continue to be delivered. However each group will be allocated officers from right across the

Council's services. Some staff will work across groups (eg delivering specialised support) some will be allocated to key projects.

- 3.10 Each group will agree a detailed delivery plan.
 - 3.11 As the plan is developed consideration needs to be given to ensuring democratic accountability and fit with the Council constitution. An example of how this might work is included in document B.
 - 3.12 A worked up example of the work programme to March 2021 of the Group 1 – Climate Change is shown in Figure 8.
- 4.0 Options and Options Analysis (including risk assessment)**
- 4.1 The plan outlined has been developed by Cabinet and Officers
 - 4.2 The risk is not delivering the Council's priorities. This plan is intended as a means of mitigating that risk.