

Lancaster City Council | Report Cover Sheet

Meeting	Cabinet	Date	7 December 2021
Report	Plan 2030: Priorities and Outcomes		
Report of	Chief Executive		
Purpose of Report			
To provide an update on Cabinet's strategic planning activity, and refer the 'Core' Plan 2030 content to Council for adoption as part of its Policy Framework.			
Key Decision (Y/N)	Y	Date of Notice	11 October 2021
Exempt (Y/N)	N		

Report Summary

The report describes the strategic planning activity undertaken so far- building on activity from January 2020 which was interrupted by the Covid-19 pandemic- and sets out the proposed context and structure for the development and delivery of a comprehensive strategic plan for the Lancaster district.

Recommendations of Councillor Caroline Jackson

- (1) That Cabinet refer the 'Core' Strategic Plan to Council, to consider adopting as the basis for its Policy Framework.
- (2) That subject to the adoption of the 'Core' Plan by Council, Cabinet agree to pursue the development of a comprehensive Plan alongside local partners, stakeholders and communities.

Relationship to Policy Framework

The 'Core' Plan 2030 content, if adopted, would supersede the Priorities agreed by Council in January 2020. The high-level 'Core' Plan would form the heart of the Council's Policy Framework, informing its strategic and financial decision-making.

Further development activity would then be undertaken to develop a comprehensive Plan, which would be recommended to Council for adoption into the Policy Framework.

Conclusion of Impact Assessment(s) where applicable

Climate	Wellbeing & Social Value
Digital	Health & Safety
Equality	Community Safety

Whilst the adoption of a strategic plan would have a substantial impact on many of the Council's future activities, the content of the 'Core' Plan itself at this stage does not have a direct impact in itself.

Details of Consultation

The consultation activity undertaken in developing the January 2020 version of the Council's Priorities is documented in the report to Council of 29 January 2020. Subsequent activity during summer 2021 has focused on Cabinet's refinement of these Priorities, and therefore builds on the consultation undertaken at that time.

Adopting the 'Core' Plan would provide a platform for further development of a comprehensive plan, including a substantial degree of engagement, consultation, and partnership.

A member briefing took place on 28 October 2021, giving all members opportunity to discuss the proposed approach and content of the 'Core' Plan.

Legal Implications

No legal implications arising directly from this report.

Financial Implications

No financial implications arising directly from this report.

Other Resource or Risk Implications

No additional implications arising directly from this report.

Section 151 Officer's Comments

The Section 151 Officer has been consulted and has no further comments.

Monitoring Officer's Comments

By law the Council must have a Policy Framework. The Council Plan forms part of that Policy Framework and is to be decided by Full Council.

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Links to Background Papers

[Report of Cabinet](#), referred to Council 29 January 2020 and [Appendix](#)

Appendix A: Plan 2030 Priorities and Outcomes

1.0 Introduction

1.1 On 29 January 2020, the Council agreed its strategic priorities in outline form, on the basis that further activity would follow to develop these into a comprehensive strategic plan.

1.2 This activity was put on hiatus while the Council diverted its resources toward supporting local residents and businesses through the Covid-19 pandemic. During summer 2021, Cabinet resumed its consideration of strategic planning activity, in order to put in place a vision of the Council's goals up to 2030 and a plan for achieving these. The working title for this planning activity is 'Plan 2030'.

2.0 Wider Strategic Development

2.1 Plan 2030 is considered to be a key pillar for achieving the Council's strategic goals, but it is recognised that a written Plan in and of itself will not guarantee the delivery of ambitious strategic goals for the local environment, economy, communities and the Council.

2.2 The Plan should be viewed in the context of a number of wider strategic development activities that will support the delivery of wide-ranging local transformation, including:

- **Partnership:** convening and enabling the structures and relationships that will enable all those - across public, private and community sectors - with an interest in the success of the Lancaster district to contribute to shared goals
- **Policy:** facilitating conversations across the district to develop considered, achievable and practical policies and action plans to support the achievement of strategic priorities

3.0 Plan 2030 Structure

3.1 These activities will be underpinned by a structured Plan, the content of which will shape the overall direction of the Council's activities- and where appropriate those of its partners- via a strategic partnership approach.

3.2 The proposed elements of the Plan are described below:

- **Vision:** a summarising statement setting out the scope of the Council's ambition for the district
- **Priorities:** statements covering the Council's key aims for the district's environment, economy, communities and the Council itself
- **Strategy:** the overall strategic approach to delivering the Priorities
- **Principles:** the ways in which all the Council's activities will be shaped by specific ideas and ways of working
- **Outcomes:** the tangible elements of change that will be seen and experienced across the district in achieving the Priorities
- **Indicators & Measures:** the measures by which success will be evaluated in achieving the Priorities and Outcomes
- **Activities & Projects:** the work which will be undertaken, by the Council and its partners, to deliver the Priorities and Outcomes
- **Sustainable Development Goals:** the ways in which the Priorities and Outcomes contribute to each of the UN Sustainable Development Goals, reflecting the Council's commitment to achieving these locally

4.0 'Core' Plan 2030

4.1 Whilst Cabinet has so far shaped the Plan 2030 development activity, its intention is to take an inclusive approach to developing further stages of the Plan.

4.2 As shown at Appendix A, Cabinet has developed the Priorities, Strategy, Outcomes, and Principles, which collectively are described as the 'Core' Plan 2030. The content at Appendix A could be described as an evolution of the

Priorities adopted by the Council in January 2020, rather than a wholesale review.

- 4.3 At this point it is recommended that Cabinet refer the 'Core' Plan to Council for adoption as the heart of the Council's Policy Framework, as a platform for further development work into a comprehensive Plan.

5.0 Options and Analysis

	Option 1: Refer the 'Core' Plan 2030 to Council for adoption.	Option 2: Take no action.
Advantages	An up-to-date articulation of the Council's priorities will have been considered by the Council, with opportunity for valuable comment and feedback. If adopted, subsequent strategic and financial decisions will be based on the most up-to-date ideas of Cabinet.	No specific advantages are identified for this option; if no action is taken, the Policy Framework would continue to be represented by the Priorities agreed in January 2020.
Disadvantages	No specific disadvantages are identified for this option.	The update of January 2020 committed to further development of the priorities and plan; taking no action at this time, after a hiatus due to the pandemic, would inhibit the Council's ability to act on its latest perspectives and learning in partnership with others.
Risks	There is a slight risk that a further update of the Council's priorities could result in a lack of clarity between different versions and updates; to be mitigated by clear and widespread communication around the update.	The development and delivery of strategic priorities would be compromised by this option.

6.0 Officer Preferred Option

- 6.1 The recommended option is to proceed with referring the 'Core' Plan to Council (Option 1), and subsequently developing a comprehensive strategic plan.