

DRAFT STRATEGIC PLAN 2020 to 2024

Narrative Evidence Base

1. Executive Summary

- 1.1 This document details the draft strategic plan for 2020 – 2024 setting out what the council wants to achieve over the next four year period.
- 1.2 In July Cabinet approved a development timeline that requires a draft plan to be presented to Strategic O&S by 22 October 2019 as set out below.

| Date | Meeting | Notes |
|--|--|---|
| 9 July 2019 | Cabinet review process for creating new strategic plan. | / |
| Early July (date TBC) | First meeting of O&S Member Task Group (with Cabinet members invited to attend) to scope out the process for creating the new plan in detail, consider various formats of plans, and set future meeting dates. | / |
| 11 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. | First draft of Strategic Plan prepared. |
| July/August 2019 (date TBC) | 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. | |
| 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). | |
| 13 November – 13 December 2019 | Councillors, residents, staff, business community and partners consultation on the draft strategic plan 2020 – 2024. | LDC news published November |
| 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. | |

2. Evidence narrative

2.1 Corporate Indicators – have been analysed as a starting point for the evidence base of the new Strategic Plan. These have been reviewed against other information sources and census data to provide the following narrative observations:

2.2 Population projections

- Lichfield District has a resident population of 103,500.
- The overall population for Lichfield is projected to increase by 1.25% between 2019 and 2024. The population is projected to see significant growth in people aged 65 and over (25,200 to 27,100 in 2024).
- Whilst it is clearly positive that individuals are living longer, this demographic change presents many challenges to Lichfield and other districts across the county.
- It may lead to increased costs, or the growing number of older people may create new economic and social opportunities, or a combination of both.
- Housing within the district will need to reflect what will be a very different demographic in twenty years' time.
- Analysis has already highlighted the ageing population in Lichfield, one which is exacerbated by older people moving into the district and staying into retirement.

2.3 Housing, health and wellbeing

- Three out of four homes are owner occupied in Lichfield District; this is higher than the national average. Lichfield District also has fewer social rented properties than the national average.
- The average median house price in Lichfield in 2018/9 was £232,250 (increased from £192,000 in 2014). The ratio of median house price to median gross annual salary in Lichfield during 2018/19 was 8.89, an increase from 8.2 in 2014 and this compares with 7.7 across England and Wales. These highlight affordability issues in Lichfield.
- Around 1370 households were on Lichfield District's waiting list as at 1 April 2019. It has increased to 1379.
- Homelessness applications have increased to 237 in 2018/19 following new legislation, though this is well below the Staffordshire average of 322. Stays in temporary accommodation has increased from a few days to over 2 weeks due to demand.
- Census data (2011) suggests that nearly one in two households in Lichfield District (46%) have two or more spare bedrooms and this is significantly higher than the national average (34%).
- Relationship breakdown remains the highest cause of homelessness in the district and is the most common reason that people make a housing enquiry. Loss of tenancy being the second highest.
- The proportion of children with excess weight (overweight and obese) in Lichfield at age four to five is marginally higher than England whilst rates for children aged 10-11 are lower than average.
- Percentage of adults (aged 19+) that meet the Chief Medical Officer's recommendations for physical activity (150+ minutes per week moderate intensity) is 57.6% which now falls below Staffordshire average.
- The percentage of homes in fuel poverty has shown an increasing trend in recent years, however this is still below national average.

2.4 Better communities

- Around 4% of Lichfield District's population (3,800 people) live in the most deprived fifth of areas nationally.
- More of the population live in a rural area (29%) compared with the national average (17%).
- Mosaic profiling suggests that the proportion of the population who are willing to volunteer for a good cause is higher than both county and national figures. This is reinforced when comparing the percentages of the population who have given unpaid help in the last 12 months as the figure is higher than county figures.
- Volunteering levels appear to have dropped with fewer respondents (Feeling the Difference Survey – FDS) stating they have given unpaid help to groups, clubs or organisations.
- Based on data from the 2011 Census, 11% of Lichfield residents provide unpaid care which is higher than the England average of 10%. 15% (3,100 people) of residents aged 65 and over provide unpaid care which is again higher than the England average of 14%. Estimates suggest that this number will grow even further by 2030.

- Latest FDS data suggest that the percentage of residents (89%) satisfied with local area as a place to live is decreasing. This is the lowest satisfaction rating across Staffordshire; and also lower than the county average overall (93%).
- Around two thirds of respondents in the FDS identified level of crime as the top factor that influences a good place to live.
- Generally Noise complaints and crime rates are increasing, however reported rates of anti-social behaviour are decreasing.
- Findings from previous consultations stressed that all statutory services provided by Lichfield District Council included in the consultation were regarded as important by the majority of participants but universal services, including recycling and rubbish/fly tipping, were the services that residents considered the most important of all.
- Participants were keen to protect discretionary services too; including the provision and maintenance of toilets and the management and maintenance of parks and open spaces. Any changes to these services would be unpopular.

2.5 Economy, employment and skills

- NVQ Levels 3 to 4 and above for adults between 16 and 64 is on a par with the national average.
- The nature of employment in Lichfield has shifted away from engineering industries towards administration and professional services; latest data demonstrates that this trend has continued with a notable increase in warehousing and distribution.
- On the whole, unemployment levels in Lichfield are better than average and in the last year we have seen a big increase in 'Managers, directors and senior officials', 'Professional occupations' and 'Associate profession and technical' occupations to double that of 2016.
- Lichfield continues to have a high level of business start-ups, whilst business survival rates suggests that those created in Lichfield are more likely to survive than other areas nationally. However over the last 4 years this has reduced slightly each year and is now below staffs average and may fall below national rates.
- Aside from Lichfield, the most common workplace destinations are Birmingham, Walsall and North Warwickshire. Most people whether they live and work in Lichfield, or the wider LEP and beyond, travel to work by car. In rural areas, few other viable options exist.

3. Member task group findings

- 3.1 A Member Task Group was established in July 2019 to:
- Consider/define the key strategic themes the council should consider adopting in its 2020 – 2024 strategic plan
 - Group ideas and priorities from the resident, cabinet, member and staff workshops held in 2018/2019 into the chosen themes.
 - Review, reflect and consider what is missing and whether the themes and sub themes reflect the district's needs/evidence base.
- 3.2 At the task group three key themes of people, place and prosperity emerged. It was acknowledged that these echo the previous plan themes, but the task group felt the council needs to adopt a simpler approach, that is less wordy. The task group recommended that the council should develop a 'plan on a page' vs a weighty document
- 3.3 The task group were open to rejigging the themes and not settled entirely on the titles, in particular prosperity, if others feel different words/theme would work better once all the evidence was analysed. The task force also felt that a fourth underpinning theme needs to be introduced and recommended a 'good council'.

| People | Place | Prosperity |
|--|---|--|
| We will aim to support vulnerable people and those who need additional help to live independently in our district. | We will aim to ensure that our city, towns, villages and new developments have the right infrastructure in place to support residents' needs. | We will aim to support existing local businesses with great advice, strong and inclusive policies and we will buy local first. |
| We will aim to deliver targeted health and wellbeing policies and initiatives to help our residents live healthier lives. | We will aim to be a greener council, make ethical and more environmentally conscious decisions, and encourage and support our residents to do the same. | We will aim to encourage and support new businesses and enterprises to set up and relocate in our district. |
| We will aim to deliver arts and leisure initiatives across the district that provide residents with a range of health and wellbeing opportunities and boost our economy. | We will aim to make sure there are the right housing choices for people of all ages, so they can choose to grow up, relocate and remain in our district, regardless of their needs. | We will aim to work with partners to develop Burntwood and Lichfield centres in the right way for local people, with the good local facilities, good employment opportunities and a strong community feel. |
| We will aim to work with and support a strong voluntary and third sector to deliver services and opportunities across our district. | We will aim to look after our historic built environment and ensure that new developments are built to high standards. | We will aim to work with partners to ensure our villages and hamlets have access to good nearby facilities and a strong community feel. |
| We will aim to address health and wellbeing inequalities across the district with policies that support people to thrive healthily and economically. | We will aim to ensure our district is clean and safe. | We will aim to work to enhance and develop Lichfield city's reputation as a premier tourist destination that supports visitors, local employment, local businesses and our heritage assets. |
| A good council – underpinning theme | | |

3.5 At the second session the task group further refined the initial themes:

| Enabling People | Shaping Place | Developing Prosperity |
|---|---|--|
| To help themselves and others | Keeping it clean, green and safe | Encourage growth |
| To collaborate and engage with us | Protecting our most valuable assets | Enhancing the district for visitors |
| To live healthy and active lives | Ensuring sustainability and infrastructure needs are balanced | Investing in the future |
| A good council that: | | |
| <ul style="list-style-type: none"> Is financially sound, transparent and accountable | <ul style="list-style-type: none"> Is innovative and customer focussed | <ul style="list-style-type: none"> Has respect for everyone |