

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

Present: Cllrs Grange, Pullen and Leytham. Apologies: Cllrs Ray, Baker, Smith, Norman and Checkland **Supported by:** Lizzie Barton & Christie Tims

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The first meeting of the O&S task group which is supporting the creation of the new strategic plan 2020 – 2024 took place on 23 July 2019. The task group agreed to deliver three key tasks:

- 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 outcome reflects the district's needs/evidence base (this is still ongoing)

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 more catchy/memorable. They considered planet (vs place) and thriving (vs prosperity) and are open to discussion open to different words for the themes, but advise that they are kept simple and to a single word format. The task force also felt that a fourth underpinning theme needs to be introduced and recommended a 'good council'. This echoes the existing plan's 'a council that's fit for the future', which the task group felt is too forward looking, as the council should aspire to be good now.

The task group went one step further and created sub themes that grouped together linked ideas. The task group's recommendation is that these sub themes, coupled with the overarching themes, should form the basis of the strategic plan, and the detailed ideas/projects (see appendix 1) should be filtered, tested against local evidence and deliverability, and then reflected in the new delivery plan that will be launched alongside the new strategic plan. In place of specific projects being listed in the strategic plan, the task group feel that outcomes should be listed under each of the themes and sub themes to demonstrate the difference the council will make/foster over the new plan period.

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		
<ul style="list-style-type: none"> • We will be a brave and visionary council that is led by local need and a passion to make Lichfield District a great place to live and work. • We will be a digital first council that delivers great online services, freeing up time for us to help those who need extra support. • We will be a transparent and accountable council. • We will be a financially sound council. • We will carry out meaningful, inclusive and welcoming consultation and ensure we ask local people for their views before we make decisions that will affect them. • We will be a listening council that talks to its residents and learns from feedback. 	<ul style="list-style-type: none"> • We will develop open and robust policies that support others to deliver services that achieve our strategic ambitions for the district. • We will develop strong relationships with partners and review them regularly to ensure they are delivering benefits to our local residents and businesses. • We will innovate and make robust decisions where we believe they will benefit our communities. • We will be a commercial council that delivers innovative service solutions and generates income to support local service delivery. • We will make the most of our assets and develop a strong investment portfolio that supports local service delivery and priorities. 	<ul style="list-style-type: none"> • We will nurture and encourage organisations we support financially to become more self-sufficient. • We will recognise the strengths of others to deliver and work with partners and the third sector to transfer assets and services, where it is clear that doing so will deliver better local services or facilities. • We will create a nurturing culture and caring policies that support existing staff and attract new staff with the skills and passion to deliver great local services. • We will be a flexible council and our workforce will be able to work from anywhere on any device. • We will encourage and support people into employment through a range of modern apprenticeships.

Appendix 1

Workshop ideas filtering

The task group filtered all the ideas that were generated at the workshops into the themes and sub themes they created. Whilst some of the wording has changed (i.e. we have combined some similar suggestions and removed duplicates or very tactical projects – such as deliver a communications plan around street cleansing), the projects listed below directly reflect the new ideas from the workshop and the existing priorities (from the council’s current delivery plan) that the workshops felt should be carried forward into the new plan. The task group recommend that the detailed projects below should be filtered, tested against local evidence and deliverability, and then reflected in the new delivery plan that will be launched alongside the new strategic plan. The good council ideas are all reflected in the table on page 1.

People	Place	Prosperity
<p>Support vulnerable people</p> <ul style="list-style-type: none"> Help local people to live independently for longer by investing in disabled adaptations in their homes. Support people living in rented accommodation to pay their housing costs through a robust discretionary housing payment policy. Support more people to move from our streets by developing robust pathways into a home and employment. Ensure we are supporting those with housing issues through a robust housing and homelessness strategy. <p>Targeted health and wellbeing</p> <ul style="list-style-type: none"> Develop a public health partnership to tackle obesity. Deliver tailored health based programmes. Support doctors to prescribe health living/alternatives to drugs through parks, open spaces and leisure centres, to address mental health, obesity and wider issues. Support people with specific health needs to help them live longer and healthier lives by providing tailored health based programmes through our health and wellbeing strategy. <p>Arts and leisure</p> <ul style="list-style-type: none"> Create a leisure corridor along the Lichfield to Walsall disused rail line (think Tissington or Monsall Trail), bringing leisure, economic benefits and health benefits to residents and tourists. Develop a new leisure centre – ensure it is state of the art to attract wider audiences/sporting events and not just bog standard. Make it a focal point that will attract investment and people – a world class pool? Improve the pitches in the district and stop using them for too many different types of sports, so they are the right standard for improving play – deliver the 10 year plan. A fully developed/restored canal that delivers tourism, leisure and economic benefits for all residents. Better support a wider range of arts in the city – do not exclusively support the Lichfield Garrick. Ensure the city provides entertainment for all ages – young and old (cinema, climbing wall, trampolining etc). Ensure we are providing the right type of sporting activity to help our communities get active and work with Sport England to review our strategy/approach. <p>Voluntary and third sector</p> <ul style="list-style-type: none"> Foster a strong voluntary sector delivering community services, supported by targeted grant funding. Foster better connected communities by better linking up residents, parish councils and the voluntary sector. 	<p>Infrastructure</p> <ul style="list-style-type: none"> The right type of infrastructure will be developed alongside new houses/businesses, including schools, roads, play areas, community facilities, street lights and doctors’ surgeries through agreements and funding. Enhanced public transport and footpaths/cycling routes. A less congested city with safer roads, less heavy traffic, leading to better wellbeing and decrease volume of traffic from A51 and town to A5 and A38. Launch a Fradley and Burntwood to Lichfield park and ride scheme. Reconsider reopening disused rail lines for public transport – including Lichfield to Walsall and Lichfield to Burton. <p>Green</p> <ul style="list-style-type: none"> A council that encourages green transport – better public transport, park and ride, better provision for bikes/parking and electric charging points. Require new developments to be more environmentally friendly – be a policy trailblazer – water recycling, local power generation, solar power etc. Introduce better city/town centre recycling. Support local residents to recycle more and waste less– better information, incentives, recycling wardens/champions. Work to become a carbon neutral council. Deliver more electric charging bays in every car park in the city and key parks across the district. Introduce smart bins and charge residents and businesses for generating certain types of waste. Help businesses to recycle better through a greener, more friendly, more accessible trade recycling service. We will adopt green technologies and transport to underpin our services. <p>Housing choices</p> <ul style="list-style-type: none"> A council that supports the delivery of our local plan requirements, including a minimum of 10,030 new homes over the local plan period. Stop only encouraging/supporting development for old and retired people – the city needs enough affordable housing of the right type to attract/retain young and vibrant residents to deliver jobs and opportunities. Enough affordable homes with the right type of facilities for older and more vulnerable residents. Enough of the right type of housing, with the right types of facilities, for young and growing families. Enough executive homes to encourage professionals to relocate to and remain in our district, bringing income, investment and enterprise. Encourage developers to complete sites with planning permission and encourage empty homes back into reuse through a robust and high profile empty homes programme, and ensure key sites are developed. Provide or develop additional housing options for those people with complex needs. Ensure development is district wide and not just focussed in urban areas. 	<p>Support existing businesses</p> <ul style="list-style-type: none"> Be a local first council – buy local products and services to support local business prosperity and jobs. Provide targeted funding and advice, and the right policies, to support more businesses to set up in our district, protecting jobs and supporting services/products. Lower business rates/give more discretionary reductions to support business survival. <p>Encourage new businesses</p> <ul style="list-style-type: none"> Provide targeted funding and advice, and the right policies, to encourage more businesses to set up in our district, bring more jobs and more services/products. Actively support business start-ups. Encourage high skilled/high tech jobs/enterprises into our district to encourage professionals to relocate and remain in the district. Target the property arm of the council towards delivering start up units for new business to encourage growth. Lower business rates/give more discretionary reductions to encourage more new business start-ups. Develop policies that encourage businesses that require high head count per sqm, (vs low head count such as warehousing) and support businesses that have high labour requirements. Encourage quality businesses that meet local needs to set up in new developments – make sure spaces are right and flexible and policies are open. <p>Develop Lichfield and Burntwood for local people</p> <ul style="list-style-type: none"> Create an enhanced Burntwood that meets the needs of local residents, offers the right local facilities and creates jobs and opportunities for all. Develop a new masterplan for Lichfield city centre, including integrated plans for the Birmingham Road site and Bird Street car park site. Develop policies to ensure the city centre has the right balance of shops, retail, leisure and housing and will support a vibrant centre. Ensure policies encourage and nurture small independent businesses. Develop parking initiatives in Lichfield city centre – from pay on exit, through to overnight parking, through to free parking initiatives. Improve the transport interchange in Lichfield to welcome more buses and a greater use of public transport. Ensure we make the most of HS2 and the opportunities it presents and work to minimise its impact – rather than always fighting against it. <p>Villages and hamlets</p> <ul style="list-style-type: none"> Enhance villages and hamlets across the district with policies and developments that meets the needs of local residents, offer the right local facilities and create jobs and opportunities for all. <p>Enhance Lichfield as a tourist destination</p>

<ul style="list-style-type: none">• Encourage and support residents to deliver community action to boost their neighbourhoods. Promote exemplars such as Whittington and Fisherwick Environmental Group.• Encourage better neighbours that look out for each other through targeted campaigns. <p>Address inequalities</p> <ul style="list-style-type: none">• New theme from Member Task Group	<p>Quality built environment</p> <ul style="list-style-type: none">• Encourage modern, iconic architecture – design for the future, not just for practical needs. Place greater pressure on developers not to build to minimum standards.• Don’t just accept what developers want in terms of build style – they go for cheap and we end up with Friary Outer. Birmingham Road was set to be forgettable, but could have been beautiful. Build to be remembered, not demolished through stronger policies – Bath has done it, why can’t we?• Protect the distinctiveness of local areas and support existing conservation areas and the creation of new ones. Protection of special areas of conservation (SACs).• Avoid mixing industry and housing on new developments – it does not provide for health and wellbeing.• Allow for wildlife in new developments (nesting boxes for Martins etc). <p>Clean and safe</p> <ul style="list-style-type: none">• Lobby for better/improved policing in the district.• Develop programme to tackle drug use in the city centre.• Help our communities to be safer by working with partners to roll out and deliver a new community safety plan.• Develop and deliver a new environmental crime strategy – targeting graffiti and fly tipping.• Boost street cleansing.	<ul style="list-style-type: none">• Develop Lichfield city centre in the right way, so it underpins the city’s ambitions to attract tourists, retain local spend and provide the right facilities to attract retailers, residents, tourists and enterprise.• Work to support and encourage a greater number of visitors and a higher level of spend.• Deliver tourism initiatives – from training shopkeepers to offer tourism advice, through to a public loo scheme in local businesses.• Deliver more coach parking spaces.• Be a council that celebrates and supports local events, with the right regulations and policies and a desire for the third sector to deliver a vibrant events scene.• Deliver more public artwork in city centre developments – fresh, modern and symbolic of a growing and evolving city.• Improve our city centre gateways.
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