

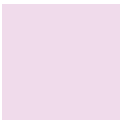
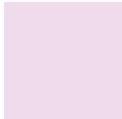
Lichfield District Council Strategic plan 2016 - 2020





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Foreword

We are pleased to present our strategic plan which sets out our vision for the district and the priorities we will focus on between 2016 and 2020.

The plan has been developed with the input of councillors, residents, partners and staff. It summarises what we will do, sets out where we will seek to influence other organisations, and suggests how communities can help to make sure our district has:

- **A vibrant and prosperous economy**
- **Healthy and safe communities**
- **Clean, green and welcoming places to live**

Our plan sets out how we think we can best contribute to these three priorities. We know people who are in employment, stay active and healthy, and have somewhere safe and affordable to live, need less support and services from the council and other public sector organisations. Our overall aim is to help our communities become more self-sufficient and resilient and ensure people have the support and opportunities to help themselves, so that we can better support those most in need.

It is more important than ever that we are clear on how we allocate resources, and that we are confident we are focussing on the right things. Central government funding of local government continues to reduce. Our current budget is £3.5 million less than it was when we published our last strategic plan in 2012. We know funding will reduce even further, and that changes to our population will mean demand for some services will increase and customer expectations will change.

As part of our approach to being **a council that is fit for the future**, we need to continue to find new ways to deliver our services, adopt different approaches to using our resources, and influence more organisations and individuals to help achieve what we know are the most important outcomes for our district and communities.

We need and expect other organisations to do their bit. We remain committed to working collaboratively with a range of partners across the district including schools and colleges, the county council, health, police and fire services to achieve what is needed for our district. We also need the continued support of the voluntary, business and community sectors, to maximise the huge contribution they make to the quality of life of local communities and residents.

Local councillors play a vital role and are the voice of our communities at council. Our councillors keep in touch with residents, help to solve local problems and represent ward needs and interests in council decisions. As part of the democratic process, councillors drive through changes to improve the quality of life for everyone.

Given the rapidly changing environment we are operating in, we are committed to reviewing our plan each year through our annual action plan process to ensure it continues to reflect the needs of our district. We will also publish an annual action plan that sets out the key activities, programmes and projects we will deliver to help us achieve the outcomes set out in our plan.

Thank you for reading our plan. If you would like to contact us to give any feedback please email feedback@lichfielddc.gov.uk



Councillor Mike Wilcox
Leader of
Lichfield District Council



Diane Tilley
Chief Executive of
Lichfield District Council

our vision

To be a strong, flexible council that delivers good value, quality services and helps to support a **vibrant and prosperous economy**, **healthy and safe communities** and **clean, green and welcoming places to live**.

How it all fits together

Vibrant & prosperous economy By 2020

- More local jobs and more people in employment.
- More new businesses locate in our district.
- More businesses succeed.
- More visitors and greater visitor spend in our district.
- A regenerated Lichfield City centre and an improved retail offer in Burntwood.

A council that is fit for the future

Clean, green & welcoming places to live By 2020

- More affordable homes in the district.
- Our heritage and open spaces will be well maintained or enhanced.
- Our streets will be clean and well maintained.
- More people will use parks and open spaces
- New homes, office, retail and manufacturing spaces will be built or developed in line with our Local Plan and planning guidance.

Healthy & safe communities By 2020

- More people will be active and healthy.
- More people will be involved in volunteering and community activity.
- Fewer people and families will be homeless.
- More people will feel safer and less worried about crime and anti-social behaviour.
- More people will be living independently at home.

A snapshot of our services

 **540**
inspections
WE MAKE SURE RESTAURANTS
ARE CLEAN AND SAFE


55.3% of all waste
RECYCLED


5,500 inspections
of building work to keep people
SAFE & SOUND

 £192,000 a year
FUNDING
for community services

850+
APPLICATIONS
for planning approval

900,000 metres
of roads, streets and green areas
CLEANED

**4 SITES OF SPECIAL
SCIENTIFIC INTEREST**
and hundreds of acres of heathland
maintained and protected

600,000
visits to leisure centres


Three million visitors spend
£90 million
in the local economy

 **6,000**
claims for housing benefit
& council tax support


Advice & support
offered to 4,500 businesses

602
properties named
and numbered

Fly-tipping, graffiti
& flyposting **cleaned
and removed**

**75 DISABLED
ADAPTATIONS**
We help to keep people
in their homes for longer

 **60** new affordable
homes

 **150**
**We stopped households
from becoming homeless**

 **111,000 BINS**
emptied every week across
Tamworth and Lichfield 

These facts and figures are taken from 2015 and give a good flavour of what we help to deliver in an average year.

Vibrant & prosperous economy

We work to support and strengthen our local economy, with high employment, good local jobs, growing visitor numbers and thriving local businesses. We want people to be able to live and work locally and have the choice of great jobs and training opportunities – from apprenticeships through to high-skilled senior roles – so that they can fulfil their potential. We want our town and city centres and rural areas to be thriving and sustainable, and we want new businesses to start up, innovate and succeed.

What we know

This is a snapshot of some of the key issues facing our local communities:

- Communities recognise that both our major retail centres, Lichfield City and Sankeys Corner in Burntwood, need a new destination led shopping and leisure offer.
- In general residents' salaries are higher than the national average (£29,276 compared to £27,195 nationally). However, 4% of the population (nearly 4,000 people) live in areas of relative deprivation (Chadsmead and Chasetown wards).
- Relatively few people claim Job Seekers Allowance. However, unemployment is above the national average in Chadsmead, Chasetown and Curborough.
- 11.5% of children live in income deprived households.
- The number of adults with NVQ3 qualifications is in line with the national average, and the number with NVQ4 qualifications is below.
- Relatively high numbers of young people leave the district for education and employment.
- Half of our residents work in the district and half commute to places, including Birmingham, Walsall and North Warwickshire, for work.

This is just a snapshot of the key local issues. We commissioned Staffordshire Intelligence Hub to identify the challenges, issues and needs of our district. To read the full evidence base visit www.lichfielddc.gov.uk/strategievidence

Our services

We deliver a range of services which we adapt and review to meet local needs and opportunities and to take account of our funding situation. Current services (as at 2016) we deliver that support a vibrant and prosperous economy include:

- licensing • food safety inspections • business support
- economic regeneration • CCTV
- car park management • business waste recycling
- tourist information • arts and culture support
- tourism development • business rates and relief
- planning • building control • land charges
- asset management • street trading





What we will do

Between 2016 and 2020 we will place particular importance on:

- Promoting Lichfield District as a good place to invest through the roll out of the Local Plan.
- Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and succeed in our key business centres and rural areas.
- Delivering support, signposting and networking opportunities to existing businesses to help them thrive.
- Making it easy for businesses to interact with us.
- Understanding, monitoring and adapting to business needs and issues across the district.
- Encouraging increased visitors to our district, increased spend in the local economy and more overnight stays.
- Delivering good quality, accessible and safe car parking in our key retail areas.

How the community, voluntary and business sectors can help

- Provide mutual support, networking and learning.
- Actively support BIDs.
- Become ambassadors and champions for the district at home, regionally, nationally and overseas.
- Continuing to support and develop our thriving arts, culture and tourism offer.

We will influence and encourage

We will work with a range of partners to:

- Help to deliver Friarsgate, a mixed use retail, leisure and housing development in Lichfield City centre, and ensure it meets the needs of our community, particularly young people.
- Help to support the delivery of an improved retail experience in Burntwood.
- Work with our two Local Enterprise Partnerships to attract growth funding into the district, bringing more jobs into the area.
- Work with, influence and encourage landowners to make better use of under-used or derelict brownfield sites.
- Encourage more visitors by enhancing and better promoting the arts, heritage, retail and cultural offer of the city and district with partnerships including the Lichfield Business Improvement District (BID), Lichfield City Centre Development Partnership and the Burntwood Business Community.
- Foster and encourage other BIDs in key areas.
- Work with partners, including Staffordshire County Council and developers, to deliver infrastructure improvements in line with the Local Plan.
- Encourage apprenticeships and other youth based work schemes.
- Encourage improved broadband services, particularly in our rural areas.

By 2020

- More local jobs and more people in employment.
- More new businesses locate in our district.
- More businesses succeed.
- More visitors and greater visitor spend in our district.
- A regenerated Lichfield City centre and an improved retail offer in Burntwood.

Healthy & safe communities

We want local people to have access to opportunities to be active and live healthy, fulfilled lives. We want to prevent social isolation and loneliness, particularly in older members of our community. We want our communities to be even safer and for people to be less worried about crime and anti-social behaviour. We want to encourage and support people to volunteer and help shape their communities, and be an active part of local life.

What we know

This is a snapshot of some of the key issues facing our local communities:

- Our population will increase by 5% to 107,400 by 2024.
- We have an ageing population – 23% of our residents are over 65, 9.5% are over 75, 2.7% are over 85.
- The number of residents aged over 75 is set to increase by 62% by 2024.
- The risk of social isolation and loneliness is high, with a reducing occupancy per house.
- Over 1,400 households seek housing advice every year and around 3,000 households are registered with the social housing register.
- We have a greater number of lone pensioners living with limiting long-term illnesses in and around Burntwood.
- One quarter of people living here consider themselves inactive (24,400 residents).
- Two thirds of adults are overweight and a quarter are obese.
- 25% of residents aged 18 to 64 are estimated to have a mental health condition.
- A relatively high number of households live in temporary accommodation.
- With partners we provide more than 200 households with homelessness prevention advice every year.
- While there is only a 3.6% chance of becoming a victim of crime, 21% of residents are worried about this.
- Lots of people volunteer for good causes – more than the county and national average.

This is just a snapshot of the key local issues. We commissioned Staffordshire Intelligence Hub to identify the challenges, issues and needs of our district. To read the full evidence base visit www.lichfielddc.gov.uk/strategievidence

Our services

We deliver a range of services which we adapt and review to meet local needs and opportunities and to take account of our funding situation. Current services (as at 2016) we deliver that support healthy and safe communities include:

- homelessness prevention
- housing options • housing adaptations
- community grant funding and support
- community safety • CCTV • building control
- planning • licensing • food safety inspections
- leisure services • parks and open spaces
- countryside maintenance • events and festivals
- promotion of local events and groups
- health and safety inspections • accident inspections
- pollution control and response • shopmobility
- community transport • safeguarding
- partnership support • street trading
- energy efficiency advice and guidance





What we will do

Between 2016 and 2020 we will place particular importance on:

- Creating policies and events that promote healthy and active lifestyles for all, including young people – from cycle and safe walking routes, through to events, community activities and more.
- Providing support to help those with disabilities and older people stay healthy and active.
- Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups.
- Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure and cultural opportunities across the district.
- Delivering a programme of disabled facilities grants to help people remain living safely at home.
- Providing help and advice to prevent homelessness.

How the community, voluntary and business sectors can help

- Look out for neighbours, especially the elderly and vulnerable.
- Pursue a healthy lifestyle and take responsibility for personal and family health.
- Take responsibility for sustaining projects and activities which the council initiates.
- Be responsible for personal safety and property.
- Volunteer to help good causes, from sports clubs to projects that support the elderly.
- Encourage employers to create healthy workplaces.

We will influence and encourage

We will work with a range of partners to:

- Deliver joined up, cohesive plans and funding decisions across partners.
- Encourage the prioritisation of preventative physical and mental health and social activities through the Staffordshire Health and Wellbeing Board.
- Lobby NHS England and Staffordshire County Council to ensure a new health centre is delivered in Burntwood.
- Make sure our police service is open and transparent through the Office of the Police & Crime Commissioner.
- Deliver a coordinated approach to Prevent (anti-terrorism duty), safeguarding, child sexual exploitation, anti-social behaviour and other linked issues.
- Reduce the fear of crime by promoting and communicating successes in community safety and crime trends.
- Encourage volunteering and recruitment opportunities, particularly for older people.
- Encourage cycle route improvements, improved public transport and better walking routes.

By 2020

- More people will be active and healthy.
- More people will be involved in volunteering and community activity.
- Fewer people and families will be homeless.
- More people will feel safer and less worried about crime and anti-social behaviour.
- More people will be living independently at home.

Clean, green & welcoming places to live

We want to create great communities where people want to and can afford to live. We want a good balance of homes, including enough affordable homes, and we want the right mix and quantity of office, retail and manufacturing spaces. We want to protect our stunning heritage and make sure our green spaces, streets and public areas are looked after and well managed.

What we know

This is a snapshot of some of the key issues facing our local communities:

- It's more expensive to privately rent in our district than anywhere else in Staffordshire.
- We don't have enough affordable homes, especially for young people, which is putting pressure on social rented housing.
- Over 300 people are on the top priority need band for social rented housing.
- It's estimated that a third of private homes need repairs, maintenance or improved insulation to meet national standards.
- One in ten households are in fuel poverty and spend more than 10% of their household income on keeping warm.
- We have a large rural population - 29% of our residents live in rural areas, compared with a 17% national average.
- Our heritage and our rural landscape are important to our residents.

This is just a snapshot of the key local issues. We commissioned Staffordshire Intelligence Hub to identify the challenges, issues and needs of our district. To read the full evidence base visit www.lichfielddc.gov.uk/strategievidence

Our services

We deliver a range of services which we adapt and review to meet local needs and opportunities and to take account of our funding situation. Current services (as at 2016) we deliver that help to create clean, green and welcoming places include:

- street cleaning
- waste collection and recycling
- parks and open spaces
- facilitating delivery of the local plan
- supporting neighbourhood planning
- housing benefits
- council tax support
- public toilets
- planning
- countryside management
- events and festivals
- promotion of local events and groups
- housing strategy
- landlord support and enforcement
- removal of abandoned cars and fly-tipping
- council tax collection
- asset management
- street naming and numbering





Vibrant & prosperous economy

A council that is fit for the future

Healthy & safe communities

Clean, green & welcoming places to live

What we will do

Between 2016 and 2020 we will place particular importance on:

- Implementing our Local Plan which will ensure a controlled and balanced growth of the district.
- Developing supplementary planning guidance which will help to preserve our historic environment, support rural communities, and ensure the district continues to be an attractive place.
- Maintaining our parks and open spaces which encourage residents to enjoy the outdoors.
- Restoring the historic features of Stowe Pool and Fields.
- Continuing to help our residents recycle a large percentage of waste.
- Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields).

How the community, voluntary and business sectors can help

- Residents can recycle as much as possible and compost at home. Where it's not possible to recycle onsite, residents can help by taking their rubbish home.
- Parish councils to continue to develop and deliver Neighbourhood Plans for their areas.
- Help to keep the local environment clean and tidy through community gardens and volunteer clean-ups.
- Local groups can take on the responsibility for the management of open spaces and other assets.

We will influence and encourage

We will work with a range of partners to:

- Work with developers and social landlords to encourage investment in affordable housing.
- Encourage the development of owner occupied, shared ownership and rented housing to meet the needs of local people.
- Work to mitigate the adverse impact of HS2 on communities and businesses across the district.
- Work with Staffordshire County Council on how local waste is processed.

By 2020

- More affordable homes in the district.
- Our heritage and open spaces will be well maintained or enhanced.
- Our streets will be clean and well maintained.
- More people will use parks and open spaces.
- New homes, office, retail and manufacturing spaces will be built or developed in line with our Local Plan and planning guidance.

A council that is fit for the future

We want to be a strong, listening and flexible council, in tune with our customers and able to tailor our services to best suit local needs. We want to operate as 'one council' that doesn't see divisions between services, and works across all teams in a unified way to deliver the best outcomes. Making good decisions based on facts and value for money underpins all that we do.

What we know

This is a snapshot of some of the key issues facing our council:

- Our budget has reduced by nearly £3.5 million since 2012, which means tough choices have had to be made and some services can no longer be delivered.
- During the course of this plan, we aim to become independently financially sustainable and no longer reliant on government funding for our core activities.
- We are among the lowest charging district councils in the country and raise only 9% of our funding through council tax.
- In coming years we will be more reliant on business rates as a source of income and our business rate base will be important to us.
- We handle more than 135,000 customer enquiries every year through our Lichfield Connects customer services team and our teams handle thousands of direct calls, emails and web transactions.
- We receive about 110 complaints and 90 compliments a year.
- In coming years we will need to maximise all income opportunities.

This is just a snapshot of the key local issues. We commissioned Staffordshire Intelligence Hub to identify the challenges, issues and needs of our district. To read the full evidence base visit www.lichfielddc.gov.uk/strategievidence

Our internal services

We deliver a range of internal services that support the many functions of the council, which we adapt and review to meet the organisation's needs and to take account of our funding situation. Current internal services (as at 2016) that support the public facing services we deliver include:

- customer services • HR services • IT services
- communications • data protection • equalities
- complaints and MP enquiries
- freedom of information requests • data protection
- financial services • debt recovery
- legal and democratic services
- member code of conduct • audit • health and safety
- risk management • mapping services
- insurance services • channel shift
- scanning and indexing • enabling democracy
- elections and giving voters their say • equalities
- policy and performance





What we will do

Between 2016 and 2020 we will place particular importance on:

- Being financially stable, developing innovative approaches to generating income, and less reliant on government grant funding.
- Embedding our corporate values throughout the organisation.
- Deliver good customer service in line with our customer promise and ensure information we publish is accessible and available in other formats if needed.
- Making our top service requests fully bookable online and so easy to use that people choose to go online as a first port of call.
- Consulting with local residents in a variety of ways.
- Working together as one council.
- Seeking out ways to increase productivity and efficiency through our Fit for the Future programme and service reviews.

How the community, voluntary and business sectors can help

- Accept that we cannot solve all local issues alone and work with us to deliver initiatives in partnership or independently.
- Understand our resources are reducing and that we will adapt service delivery over the coming years.
- Pay council tax by direct debit.
- Use web and phone apps to do business with us wherever possible.

We will influence and encourage

We will work with a range of partners to help deliver the following:

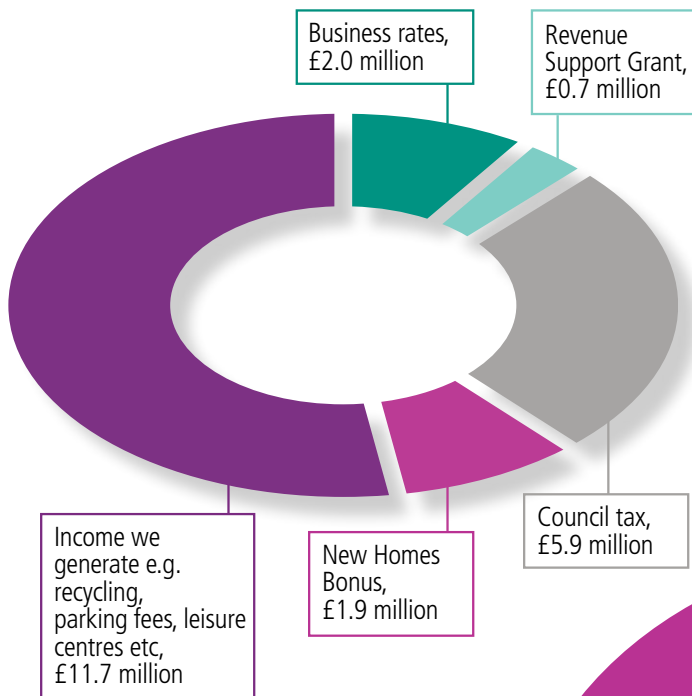
- Efficient public services including joining with others where it makes sense.
- Reduced back office costs through innovative collaborative approaches.
- Transfer of assets to local groups.

By 2020

- Our customers will be more satisfied.
- We will continue to be financially responsible.
- Our organisation will have clear corporate values and be committed to openness and transparency.
- More people will interact with us through our website and digital channels.
- We'll be more innovative in how we deliver services and make a difference locally.

Changing the way we do business

We want to maximise the potential of the internet and mobile devices to give our customers the opportunity to contact us and access our services electronically. In order to do this we need to know what customers want, to design how this can be best delivered, and then use the right technology to enable it. This process will form part of all our service reviews. Our website is the first part of this journey giving better access to more information. Mobile applications and the ability to do business with us electronically are our next steps.



Our funding

We are funded by council tax, income from fees and charges, business rates, government core grant and government grant related to New Homes.

During the course of this plan, we aim to become independently financially sustainable and no longer reliant on government funding for our core activities. Our Fit for the Future transformation programme has been designed to help us achieve this and to meet our financial challenges.

Our medium term financial strategy targets our resources to the priorities set out in this plan and is underpinned by sound financial management that helps us to spend wisely, attract external funding and become more efficient.

Our values

We have three core values that all our staff and councillors work towards. These were developed with the input of teams across the council and help us to deliver on a day-to-day basis, as well as work towards our vision and priorities. Our corporate values mean that ...

Put customers first

We are passionate about our customer service. We always listen and work with our customers to meet their needs. We take responsibility for things we can change and improve and encourage our customers to do the same.

Improve & innovate

We challenge each other to look for ways to do things better. We listen to feedback and learn from it so we can improve. We welcome change and move forward with confidence.

Together we...

Have respect for everyone

We listen to one another and understand each other's views and pressures. We appreciate each other and trust our colleagues to do a good job to the best of their ability.

Our way of working

Our way of working is shared by teams across the council, supports our values and underpins the type of council we aim to be.

- We put our customers first in our planning and delivery of services.
- We listen to and involve our communities in our decision making about how we use our resources.
- We focus our work where it's most needed.
- We communicate clearly, honestly and simply.
- We treat people fairly and we seek to make a positive difference to people's quality of life, recognising that some people will need more help than others.
- We work in partnership to achieve value for money and pool our resources to deliver shared goals.
- We aim to innovate and improve what we do by finding new ways to deliver services individually and collectively.

Listening to you

We are committed to improving and modernising the services we deliver to our customers and have developed a customer promise that reflects our wishes – from how quickly we respond to letters and emails, through to how we handles complaints. As part of our customer promise we are committed to listening to your feedback, whether that's through a formal consultation exercise, or when you tell us you can't find the information you are looking for on our website. We use your feedback to improve our services and address any issues. Find out more at

www.lichfielddc.gov.uk/customerpromise
and www.lichfielddc.gov.uk/voiceit

Being accountable

We are committed to providing high quality services to residents and businesses that deliver value for money. To be transparent we publish a range of information so it's easy to see how we spend the money we get, what it delivers, and how well we are performing. Find out more at

www.lichfielddc.gov.uk/accountable

Measuring our outcomes

This plan sets out the high level outcomes we want to achieve over the next four years. Every year we produce a one-year action plan that sets out the key activities we will deliver to drive forward our priorities, and the measures and targets we will use to check how we are doing. Our action plans also cross reference key strategies we have in place, the governance arrangements that keep things on track, and our service plans that show how each of our service areas and teams contribute to our overall ambitions. Read our action plans at www.lichfielddc.gov.uk/actionplans

Being fair and accessible

We want all our services to be as accessible as possible to people living, working in and visiting our district, while we accept that not everyone will benefit in the same way or at the same time. When we develop new policies and plans, or change our services, we take account of how this may impact on those who use our services. We publish an equalities statement every year. This sets out what we have done to make our services more accessible, as well as what we plan to do. Find out more at

www.lichfielddc.gov.uk/equalities



Feedback

We hope you have found our strategic plan easy to read and that it clearly outlines what we are working to achieve over the next four years. If you would like to feedback on our plan, please email feedback@lichfielddc.gov.uk. We've tried to fit in as much as possible, but of course it's not been possible to fit everything in, so we'll add more to our annual action plans at www.lichfielddc.gov.uk/actionplans

If you don't have access to the internet, you can request a copy of our action plans by calling **01543 308000**.

If you would like our strategic plan in another format, such as large print, please call our Lichfield Connects team on **01543 308000**.

our plan at a glance

To be a strong, flexible council that delivers good value, quality services and helps to support a **vibrant and prosperous economy, healthy and safe communities** and **clean, green and welcoming places to live**.

How we create a vibrant and prosperous economy

How we create healthy and safe communities

How we create clean, green & welcoming places to live

What we will do

Between 2016 and 2020 we will place particular importance on:

- Promoting Lichfield District as a good place to invest through the roll out of the Local Plan.
- Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and succeed in our key business centres and rural areas.
- Delivering support, signposting and networking opportunities to existing businesses to help them thrive.
- Making it easy for businesses to interact with us.
- Understanding, monitoring and adapting to business needs and issues across the district.
- Encouraging increased visitors to our district, increased spend in the local economy and more overnight visitors.
- Delivering good quality and safe car parking in our key retail areas.

- Creating policies and events that promote healthy and active lifestyles for all, including young people – from cycle and safe walking routes, through to events, community activities and more.
- Providing support to help those with disabilities and older people stay healthy and active.
- Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups.
- Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure and cultural opportunities across the district.
- Delivering a programme of disabled facilities grants to help people remain living safely at home
- Providing help and advice to prevent homelessness.

- Implementing our Local Plan which will ensure a controlled and balanced growth of the district.
- Developing supplementary planning guidance which will help to preserve our historic environment, support rural communities, and ensure the district continues to be an attractive place.
- Maintaining our parks and open spaces which encourage residents to enjoy the outdoors.
- Restoring the historic features of Stowe Pool and Fields.
- Our joint waste service continues to help our residents recycle a large percentage of their waste.
- Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields).

By 2020 there will be:

- More local jobs and more people in employment.
- More new businesses locate in our district.
- More businesses succeed.
- More visitors and greater visitor spend in our district.
- A regenerated Lichfield City centre and an improved retail offer in Burntwood.

- More people will be active and healthy.
- More people will be involved in volunteering and community activity.
- Fewer people and families will be homeless.
- More people will feel safer and less worried about crime and anti-social behaviour.
- More people will be living independently at home.

- More affordable homes in the district.
- Our heritage and open spaces will be well maintained or enhanced.
- Our streets will be clean and well maintained.
- More people will use parks and open spaces.
- New homes, office, retail and manufacturing spaces will be built or developed in line with our Local Plan and planning guidance.

Our council By 2020:

- Our customers will be more satisfied.
- We will continue to be financially responsible.
- Our organisation will have clear corporate values and be committed to openness and transparency.
- More people will interact with us through our website and digital channels.
- We'll be more innovative in how we deliver services and make a difference locally.

This plan sets out the high level outcomes we want to achieve over the next four years. Every year we produce a one-year action plan that sets out the key activities we will deliver to drive forward the priorities set out in this plan in detail, and the measures and targets we use to check how we are doing. Read our actions plans at www.lichfielddc.gov.uk/actionplans



Lichfield
district council
www.lichfielddc.gov.uk