

**SUBJECT: VISION 2025 STRATEGIC PLAN**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**REPORT AUTHOR: ANGELA ANDREWS, CHIEF EXECUTIVE AND TOWN CLERK**

## 1. Purpose of Report

- 1.1 To present to members the final draft Vision 2025 content, which details where the council will focus its resources between now and 2025. **(Appendix A)**

## 2. Executive Summary

- 2.1 Vision 2025 Strategic Plan outlines the direction for the City of Lincoln Council for the period 2020-2025, forming phase two of the council's wider vision for the city to be delivered by 2030.
- 2.2 With a new strategic priority around addressing climate change added to the priorities from Vision 2020, each strategic priority continues to be underpinned by five aspirations and a range of cross cutting projects which will help the council and partners to deliver our vision for the city.

## 3. Background

- 3.1 Vision 2020 was published in January 2017 and formed the first three-year phase of a wider plan for the city to be delivered by 2030. This vision brought what we wanted to achieve over the longer term, and how we were going to start achieving it, together into the same document.
- 3.2 As we approach the end of the first phase, working with staff, residents, businesses, elected members and key partners across the city, the council has been developing the second phase of the plan, Vision 2025. The aim is to show the continuation of the long-term vision, by retaining and building on the branding created with Vision 2020.
- 3.3 To ensure the plan is reflective of the requirements of the city, consideration was given to evidence bases showing the needs in the city, followed by formal consultation which was undertaken between October 2019 and January 2020.

Whilst the overall plan is covering a five-year period, it is fully expected that at least one interim review will be conducted part way through this period to ensure that the direction is still as required.

- 3.4 It is proposed that this new plan for the city will be launched in March 2020 at the Lincoln 'Delivering a Sustainable and Inclusive Future' Growth Conference. It will be supported each year by an Annual Delivery Plan which will detail which of the projects will be started/continued in that year.

## 4. Continuing Priorities

4.1 Building on the success of Vision 2020, during the life of Vision 2025, the council will continue to deliver a range of projects which support the four existing priorities –

- Let's drive inclusive economic growth
- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's enhance our remarkable place

4.2 In addition as a result of evidence presented and opinions collected, the council has introduced a new priority which focuses on the emerging need to take action to reduce the effects of climate change. This new priority is

- Let's address the challenge of climate change

4.3 A number of projects will be delivered under this new priority to specifically address the challenge of climate change. In addition they will be supported by a range of projects under each of the other four priorities which also contribute to this priority either directly or indirectly.

## 5. Aspirations

5.1 Supporting each of the priorities above are five aspirations. For the continuing four priorities, the aspirations have remained the same with just minor word changes taking on board feedback from a number of stakeholders.

5.2 The aspirations under each of the continuing priorities are:

### **Let's reduce all kinds of inequality**

- Let's improve the health and quality of life for people living in Lincoln
- Let's help people succeed
- Let's provide help to the most vulnerable in our city
- Let's help people feel safe and welcome in their communities
- Let's help more businesses embrace corporate social responsibility

### **Let's deliver quality housing**

- Let's provide housing which meets the varied needs of our residents
- Let's work together to tackle homeless in Lincoln
- Let's improve housing standards for all
- Let's build thriving communities
- Let's help people have a sense of belonging

### **Let's enhance our remarkable place**

- Let's show the world what Lincoln has to offer
- Let's cherish and enhance our natural environment
- Let's preserve the unique character of our city
- Let's deliver a rich and varied cultural experience
- Let's provide interesting, exciting and vibrant places to enjoy

## **Let's drive inclusive economic growth**

- Let's build a strong, viable and prosperous future for Lincoln
- Let's continue to help businesses prosper
- Let's create a culture of innovation
- Let's attract investment
- Let's continue to make things happen

5.3 To support the new priority focused on climate change, five new aspirations have been developed as outlined below:

### **Let's address the challenge of climate change**

- Let's set the Lincoln standard for sustainable zero carbon development
- Let's ensure our development approach reduces our carbon footprint
- Let's make walking, cycling and the use of public transport the best and favourite way to move around Lincoln
- Let's make our existing housing and business premises energy efficient
- Let's ensure the city's infrastructure is fully adaptable and resilient to the challenges of climate change

5.4 These five strategic priorities will be supported in Vision 2025 by a programme called One Council, which replaces the Professional High Performing Service Delivery section in Vision 2020. One Council is made up of the following pillars:

- Organisational development
- Best use of assets
- Technology
- Create value processes

It aims to put the customer at the heart of everything we do, understanding their needs, wants and preferences. One Council will also define how we will need to work in the future to meet those changing demands and to work in an effective and efficient way.

## **6. Consultation**

6.1 To ensure Vision 2025 captures the views of key stakeholders within the city, consultation was undertaken with the following groups between October 2019 and January 2020.

- Staff
- Elected members
- Residents
- Businesses

6.2 Key highlights from the consultation include:

- 532 stakeholders responded to the consultation.
- 487 (92%) felt the priority of Climate Change was 'Somewhat Important', 'Important' or 'Very Important'.

- 390 (74%) of respondents felt this vision was the right direction for the city.

6.3 As part of the consultation residents were asked to identify the top three projects which were of most important to them. These top projects have been highlighted below under each priority:

**Let's reduce all kinds of inequality**

- 1) Supporting people who are rough sleeping
- 2) Promotion of our existing investment in health and wellbeing through our parks, green spaces and leisure facilities
- 3) Supporting the third sector to develop innovative solutions to support, train and upskill our communities

**Let's deliver quality housing**

- 1) Estate improvements
- 2) Continue to increase net council house numbers
- 3) Improve temporary accommodation options across all sectors

**Let's enhance our remarkable place**

- 1) Increasing recycling of waste, food waste and green waste levels
- 2) Embark on an ambitious tree planting scheme
- 3) Deliver a multi-agency Events and Festivals Strategy

**Let's drive inclusive economic growth**

- 1) City Centre Vibrancy – Central Market and City Square
- 2) Review of the Central Lincolnshire Local Plan
- 3) Growth Strategy and City Investment Plan

**Let's address the challenge of climate change**

- 1) Stop using single use plastics and encourage our partners to do the same
- 2) Create a strategy for the city which ensures a joined-up approach to all energy, transport, water and digital projects
- 3) Promote sustainable transport initiatives

This feedback will be built into the annual delivery plans.

## **7. Strategic Priorities**

Vision 2025 identifies the new strategic priorities, setting the vision and direction for the council and the city for the next five years.

## **8. Organisational Impacts**

### **8.1 Finance**

There are no direct financial implications arising from this report. Each of the projects identified will have the financial implications detailed as the project is put forward for formal approval.

## 8.2 Legal Implications including Procurement Rules

There are no legal implications arising from this report.

## 8.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

There are no direct E&D implications arising from this report, however E&D will be considered during the implementation of projects and throughout the life of Vision 2025.

## 8.4 Significant Community Impact

Collectively, the priorities, aspirations and projects included within Vision 2025 will have significant impact of improving the day to day lives of our residents.

## 8.5 Corporate Health and Safety implications

There are no Corporate Health and Safety implications arising from this report.

## 9. Risk Implications

### 9.1 (i) Options Explored –

Not applicable, Risk will be explored as part of all project plans

### 9.2 (ii) Key Risks Associated with the Preferred Approach –

Has been covered through the identification of needs for the city and will be re-assessed in any interim review

## 10. Recommendation

### 10.1 Executive approve the final draft contents of Vision 2025 Strategic Plan, which can be found at Appendix A.

<b>Is this a key decision?</b>	YES
<b>Do the exempt information categories apply?</b>	No
<b>Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?</b>	No
<b>How many appendices does the report contain?</b>	One
<b>List of Background Papers:</b>	None

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