

STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

Date: 7th February 2013

Agenda Item: 7

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SUBMISSION BY THE CABINET MEMBER FOR COMMUNITY AND ORGANISATIONAL DEVELOPMENT

2013/14 ACTION PLAN TO ACHIEVE THE PLAN FOR LICHFIELD DISTRICT 2012-16

1. Purpose of Report

- 1.1 To provide the Strategic Overview and Scrutiny Committee with an opportunity to consider and comment on the draft Action Plan for 2013/14. This sets out how it is intended that the outcomes in the Plan for the District 2012-16 will be progressed during the next financial year. However, given the financial challenges being faced by the District Council, the Action Plan will be reviewed and where appropriate revised in the autumn.

2. Summary

- 2.1 The Council's Plan for the District 2012-16 (approved by Council in February 2012) sets out the key themes and outcomes that the Council wishes to achieve over the next 4 years. The Action Plan turns this into activities, projects and measures that will be delivered to ensure that performance is on track in these areas. The activities and projects have been identified through the service and financial planning process which has been undertaken over the last few weeks. This has enabled the four Overview and Scrutiny Committees to understand and to challenge the performance and targets at service level and to agree which areas of activity should be included in the 13/14 Action Plan
- 2.2 The Action Plan is set out at **APPENDIX A** and also includes information regarding related strategies and the relevant Overview and Scrutiny Committee(s) involved in the governance of the activities listed to provide a complete picture to this Committee.
- 2.3 A review of how the One Year Action Plan is performance managed is currently underway and will be reported to this Committee in due course. It is important for Strategic Overview and Scrutiny to recognise that there will be a need to prioritise the review of council services to ensure Lichfield District Council is able to meet future service delivery and financial challenges and the needs of its communities. This will also include the following activities and projects which specifically fall within the terms of reference of this Committee:
- Undertake Treasury Management activities to monitor our cash flow and investments with the assistance of the Council's Treasury Management Advisors
 - Administer the Council's approved Localisation of Council Tax Support Scheme
 - Continue to work with partners to share accommodation and property asset resources
 - Improve the ways we use technology to deliver savings and efficiencies
- 2.4 At the mid year point, the 13/14 Action Plan will be reviewed to consider whether any of the

projects / initiatives need to be amended in the light of the review referred to in 2.4 above.

3. Community Benefits

- 3.1 The 2013-14 Action Plan helps to ensure that the Council's resources and energies are directed to those areas that most support the priorities agreed in the four-year Plan. This means that Members can be assured that the activities are in line with agreed community outcomes that are founded in the research that underpins the Plan.
- 3.2 Sound resource planning helps to ensure the Council is able to continue to deliver services that offer Value for Money.

4. Recommendation

- 4.1 That the Committee scrutinises the table at **APPENDIX A** and considers if it wishes to draw any matters to the attention of the Cabinet prior to the Action Plan being submitted to Council.
- 4.2 That the list of activities and projects be approved

5. Financial Implications

- 5.1 The Action Plan is the main operational document by which the Council delivers on the outcomes in the four-year Plan which is resourced through the annual budget and Medium Term Financial Forecast.

6. Plan for the District 2012-16 Implications

- 6.1 The Action Plan is the delivery mechanism for the four-year Plan and converts the outcomes into operational activities that can be measured and managed.

7. Sustainability Issues

- 7.1 The activities in the Action Plan include those which seek to improve performance in this area.

8. Human Rights Issues

- 8.1 The Action Plan takes account of equalities related considerations and sets out to deliver services and other activities in ways that are fair to all.

9. Crime and Community Safety Issues

- 9.1 The Action Plan includes activities that address issues in this area and which seek to bring about improvement.

10. Risk Management Issues

- 10.1 The high level risks relevant to the report are set out below:

Risk	Likelihood/ Impact	Risk Status	Countermeasure
That the Action Plan fails to be specific and measurable thereby reducing the ability of Members and the wider community to ascertain if real progress is being made.	Medium/High	Material	The actions have been developed by each Service, agreed with Cabinet Members and scrutinised by Members.

Background Documents:

The Plan for Lichfield District 2012 - 16

Medium Term Financial Forecast

A Plan for Lichfield District - 2013/14 One Year Action Plan

Appendix A

Overall Purpose

'Our Council is committed to enhancing the quality of life of the people who live in, work in and visit our district. We do this through the promotion and improvement of economic, social and environmental well-being, working in partnership with others and by targeting our resources towards greatest need. This means sustainable development and communities must be at the heart of everything we do

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
Strategic Theme: Supporting People				
<i>A district where everyone shares in an improved quality of life and community wellbeing</i>				
<p>We'll help people to be and to feel secure in their homes, neighbourhoods and town and city centres by tackling crime and anti-social behaviour</p>	<p>Co-ordinate low level intervention activities (e.g. mediation / problem solving) to prevent escalation of anti social behaviour <i>(Councillor Greatorex)</i></p> <p>Provide positive activities to divert young people from anti social behaviour/crime <i>(Councillor Mrs Richards)</i></p> <p>Support the local implementation of the national Troubled Families programme 'Supporting Families in Lichfield District' <i>(Councillor Greatorex)</i></p>	<p>Incidence of anti social behaviour maintained at performance level achieved in 12/13</p> <p>Build a skatepark in Lichfield city; start on site achieved by September 2013</p> <p>Positive Futures and Aspire programmes implemented including:</p> <ul style="list-style-type: none"> • Anti social behaviour reduced by 5% in priority wards¹ • 20 young people encouraged to gain accreditation / qualifications • 75 young people increased participation levels in sport and physical activity • 5 community focused events delivered by March 2014 <p>Support partners towards reducing school exclusions, anti social and offending behaviour and moving off of out of work benefits in targeted families</p>	<p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Lichfield District Safer Community Partnership Strategic Assessment 2012 ➤ LDSCP Partnership Action Plan 2013/14 ➤ LDC's Licensing Policy ➤ Community Safety Partnership Delivery Plan 2012 ➤ 'Breaking the Cycle' Domestic Abuse Strategy for Staffordshire ➤ The Staffordshire Story

¹ Chasetown, Bunrtwood Central, North Lichfield, Fazeley, Mile Oak and Edingale

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
<p>We'll support and encourage individuals and groups to take responsibility for shaping and improving their communities through voluntary effort and social action, and support a thriving and diverse community and voluntary sector</p>	<p>Performance manage the Service Level Agreements with nine voluntary and community organizations to ensure agreed outcomes and value for money are achieved <i>(Councillor Greatorex)</i></p>	<p>SLA targets achieved by March 2014</p>	<p>Community, Housing and Health (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ The Localism Act 2011 including the Community Right to Challenge & the Community Right to Buy Assets ➤ Links to the plans of local groups – including for the environment, tourism & culture.
<p>We'll help and support vulnerable adults, families and children to live independent and fulfilled lives in their own homes and communities, and prevent homelessness wherever we can</p>	<p>Consider options for alternative sources of funding for Disabled Facilities Grants (DFG's) to supplement the Council's capital programme <i>(Councillor Pritchard)</i></p> <p>Review the methodology used to monitor customer satisfaction with the delivery of DFG's <i>(Councillor Pritchard)</i></p> <p>Continue to deliver the homelessness prevention and assistance policy <i>(Councillor Pritchard)</i></p> <p>Review homelessness and publish a revised Homelessness Strategy <i>(Councillor Pritchard)</i></p> <p>Target the areas identified for improvement in meeting our commitment to the Public Sector Equality Duty <i>(Councillor Greatorex)</i></p>	<p>Options considered and potential opportunities identified for alternative funding sources. September 2013</p> <p>Methodology reviewed September 2013</p> <p>Preventions increased @ 10% from 2012/13 baseline</p> <p>Stakeholder consultation completed September 2013</p> <p>Strategy published December 2013</p> <p>Annual Equality Statement updated and published by January 2014</p>	<p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Localism Act 2011 ➤ Enhance Joint Strategic Needs Assessment ➤ Staffordshire Cares ➤ Staffordshire Health & Wellbeing Strategy 2013-2017 ➤ Lichfield District Housing Strategy 2013-17 ➤ Homelessness Strategy 2008-2013 ➤ Housing Support and Independence Strategy ➤ Equalities Statement 2013 ➤ Armed Forces Community Covenant

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
	<p>Help unemployed people get back to work by supporting and developing Work Clubs across the District <i>(Councillor Greatorex)</i></p> <p>Open Changing Places public convenience in Friary Outer Car Park <i>(Councillor Mrs Flowith)</i></p>	<p>100 unemployed people helped into work, training or volunteering</p> <p>Toilet opened by summer 2013</p>	<p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p>	
<p>We'll improve health and wellbeing of the whole population making sure we make the biggest improvement for people with the lowest life expectancy</p>	<p>Provide accessible, affordable and popular sports and leisure activities that are accessed by all parts of the community especially those with greatest need <i>(Councillor Mrs Richards)</i></p> <p>Develop a local strategy to respond to harm caused by alcohol <i>(Councillor Greatorex)</i></p>	<p>Adult participation in sport and physical activity increased from baseline of 23.6% (Sport England's Active People survey, autumn 2012)</p> <p>Membership of our leisure centres from our targeted groups increased by 5% (from baseline @ 1st April 2013)</p> <p>New Sport and Physical Activity Strategy incorporating a 2012 Legacy Action Plan completed and adopted by June 2013</p> <p>Wetside changing rooms at Friary Grange Leisure Centre refurbished by March 2014</p> <p>Strategy produced by June 2013</p>	<p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Enhanced Joint Strategic Needs Assessment ➤ Well-being profile for Lichfield District Council ➤ Debt Strategy - Financial Inclusion in Lichfield District, 2011 ➤ Play Strategy 2007-12 ➤ Greens and Open Spaces Assessment ➤ Open Space, Sport & Recreation Assessment 2009 ➤ Links to heritage, tourism, arts & culture ➤ Lichfield District Safer Community Partnership Action Plan 2013/14 ➤ Food Safety Service Delivery Plan ➤ Health & Safety Service Plan ➤ Enforcement Policy

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
<p>Strategic Theme: Shaping Place <i>A district where people love to live work and visit with a high quality residential, community and commercial environment</i></p>				
<p>We'll enhance and protect the District's built environment assets, its historic environment, open spaces and local distinctiveness</p>	<p>Progress Local Plan including principles of sustainable development and the protection of key built and natural environmental assets² management plans <i>(Councillor White)</i></p> <p>Consult with villages of Hints, Haunton and Fradley Junction in the production of Conservation Area Management Plans <i>(Councillor White)</i></p> <p>Develop a strategy to respond to Heritage Crime <i>(Councillor Greateorex)</i></p> <p>Produce new Development Services Enforcement Plan <i>(Councillor Alan White)</i></p>	<p>Plan submitted to Secretary of State by spring 2013</p> <p>Plan adopted - autumn 2013</p> <p>Plans approved by December 2013</p> <p>Strategy completed by September 2013</p> <p>Enforcement Plan in place by autumn 2013</p>	<p>Environment & Development (Overview & Scrutiny) Committee</p> <p>Environment & Development (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Environment & Development (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ National Planning Policy Framework plus supporting documents ➤ Adopted Conservation Area Appraisals and Management Plans ➤ Residential Design Guide ➤ Guidance on the Re-use of Rural buildings ➤ Guidance on residential extensions ➤ Lichfield District Safer Community Partnership Action Plan 2013/14
<p>We'll work with others to provide access and choice to a range of market specialist and affordable homes that meet the needs of our existing and future residents</p>	<p>Review and revise the Tenancy Strategy <i>(Councillor Pritchard)</i></p> <p>Develop Housing Strategy 2013/17 <i>(Councillor Pritchard)</i></p> <p>Deliver the replacement of the UChoose Housing Register <i>(Councillor Pritchard)</i></p> <p>Deliver increased levels of affordable housing to meet varied requirements across the District <i>(Councillor Pritchard)</i></p>	<p>Approved by September 2013</p> <p>Approved by Cabinet, April 2013</p> <p>System launched by July 2013</p> <p>90 affordable homes delivered including Friary Outer, Hawksyard and the Maltings schemes by March 2014</p>	<p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ The State of Staffordshire ➤ Localism Act 2011 ➤ Lichfield District Housing Strategy and Statistical Appendix ➤ Local Plan ➤ Friary Outer Development Agreement

² Note the Local Plan is fundamental to achieving all of the Place outcomes

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
<p>We'll ensure a cleaner and greener environment with high levels of environmental cleanliness and stewardship</p>	<p>Improve street and environmental cleanliness <i>(Councillor Mrs Flowith)</i></p> <p>Maintain recycling performance and reduce residual waste <i>(Councillor Mrs Flowith)</i></p> <p>Work with the County Council to achieve a smooth transition as the Waste to Resource (W2R) facility for residual waste at Four Ashes is commissioned <i>(Councillor Mrs Flowith)</i></p> <p>Adopt the green infrastructure and new play areas at Hawksyard, Armitage <i>(Councillor Mrs Richards)</i></p> <p>Deliver new/enhanced areas of nature conservation value <i>(Councillor White)</i></p>	<p>At least 95% areas graded as satisfactory or better</p> <p>58% or more recycling rate</p> <p>0.41 tonnes residual waste per household per annum or less</p> <p>Robust and cost effective services maintained for our residents</p> <p>Customer satisfaction at least 92% and no adverse budget implications for the Joint Waste Service</p> <p>Adoption progressed and one new play area completed by March 2014</p> <p>Capital and grant aided works completed by March 2014 including:</p> <ul style="list-style-type: none"> • 21 acres of heathland restored at Gentleshaw Common and Chasewater Heaths • Conservation grazing at Chasewater extended by 40 ha • Wetland Walk at Chasewater Heaths completed • 8 environmental education events delivered • Teacher resource packs created (key stage 2 and 3) 	<p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Environment & Development (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Contaminated Land Strategy ➤ The draft National Waste Strategy 2011 ➤ The Cleaner Neighbourhoods Act ➤ Staffordshire & Stoke on Trent Joint Waste Core Strategy 2011 ➤ Pest Control Service Contract ➤ Enforcement Policy ➤ Staffordshire Bio Diversity Plan ➤ Lichfield District Bio Diversity Plan ➤ Ecological Assessment for Lichfield District

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
<p>We'll require a range of sustainable transport choices for our communities with good local, regional and national transport links</p>	<p>Review our partnership with the County Council to deliver Civil Parking Enforcement <i>(Councillor Mrs Flowith)</i></p>	<p>Review completed and strategy approved by LDC Local Parking Board and Cabinet March 2014.</p>	<p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Staffordshire Local Transport Plan ➤ Phase 1 Transport Assessment 2008 ➤ Local Development Plan ➤ Links to emerging Local Enterprise Partnerships' strategies ➤ Draft Carbon Reduction Plan 2011-13
<p>We'll reduce carbon emissions and promote energy efficiency and renewable energy within the home & workplace.</p>	<p>Prepare Carbon Reduction 2013 - 2018 Action Plan <i>(Councillor Mrs Flowith)</i></p> <p>Following the introduction of the Green Deal, review the ongoing delivery of the Warmer Homes Greener District Scheme <i>(Councillor Pritchard)</i></p> <p>Implement new energy saving measures at our Leisure Centres <i>(Councillor Mrs Richards)</i></p> <p>Install two electric vehicle charging points in Friary Car Park <i>(Councillor Mrs Flowith)</i></p> <p>Introduce LED lighting in Friary and other car parks as appropriate <i>(Councillor Mrs Flowith)</i></p>	<p>Action Plan prepared by March 2014</p> <p>Reviewed by May 2013</p> <p>Energy assessment score for Burntwood Leisure Centre improved from 100</p> <p>Practicality of exploiting ground source heating explored by March 2014</p> <p>Charging points installed and operational by summer 2013</p> <p>Installation completed and energy saving impact assessed by March 2014</p>	<p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Staffordshire County-wide Renewable/Low Carbon Energy Study 2010 ➤ Climate Change Act 2008 ➤ The Staffordshire Declaration ➤ Localism Act 2011

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
	Adopt Sustainable Development Supplementary Planning Documents (SPDs) <i>(Councillor White)</i>	As part of a package of SPD's alongside the Local Plan, the following Documents approved by December 2013: <ul style="list-style-type: none"> • Historic environment • Sustainable development • Rural development • Biodiversity • Trees and woodland 	Environment & Development (Overview & Scrutiny) Committee	
Strategic Theme: Boosting Business and our Economy <i>A district where businesses and enterprise can flourish and there is a vibrant local economy</i>				
We'll grow our local economy with an improved retail offer in both Lichfield and Burntwood and encourage a spread of sectors with more high-quality manufacturing and service sector jobs	<p>Work with local businesses and traders to develop proposals for the use of funding allocated by the government as part of the High Street Innovation Funding initiative <i>(Councillors Mrs Flowith and White)</i></p> <p>Progress schemes identified in the Council's Capital Programme and support Lichfield District Venture led schemes and those of external partners <i>(Councillor White)</i></p> <p>Prepare delivery plans on the back of the Lichfield and Tamworth Economic Strategy aimed at supporting the role of town centres <i>(Councillor White)</i></p> <p>Install of Variable Messaging Signs for our car parks <i>(Councillor Mrs Flowith)</i></p>	<p>Action plan for Lichfield city developed and delivery commenced</p> <p>Developments delivered to budget and on time including:</p> <ul style="list-style-type: none"> • Friary Car Park by spring 2013 • Repair of city centre paving scheme by March 2014 • Outstanding archaeological works (Cross Keys Car Park) by July 2013 <p>Plans developed for a town centre development serving Burntwood and businesses assisted through the High Street Innovation Fund</p> <p>Installation of a maximum of 4 signs completed by March 2014</p>	<p>Environment & Development (Overview & Scrutiny) Committee</p> <p>Environment & Development (Overview & Scrutiny) Committee</p> <p>Environment & Development (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Links to development of Local Enterprise Partnerships & emerging strategies, including the Enterprise Belt ➤ Tamworth and Lichfield Economic Strategy 2011 ➤ Burntwood Town Strategy 2011 ➤ Draft Local Plan ➤ Supplementary Report on Need 2011 ➤ Evidence on Retail Matters 2009 ➤ Portas Report

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Relevant Strategies
	<p>Prepare our car parking offer to support the opening of Debenhams <i>(Councillor Mrs Flowith)</i></p> <p>Prepare for the integration of incoming forces to DMS Whittington in support of the Armed Forces Community Covenant <i>(Councillors Greatorex and White)</i></p>	<p>Multi storey car park ready for the opening of the store in spring 2013 (including new signage installed and charges reviewed)</p> <p>To be defined</p>	<p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee / Environment and Development Overview & Scrutiny Committee</p>	
<p>We'll position the District as a good place to do business and maintain its position as one of the highest employment areas in the West Midlands by encouraging entrepreneurship, innovation, inward investment, wealth creation and skills development</p>	<p>Work with the Lichfield and Tamworth Business and Economic Partnership, the Greater Birmingham & Solihull and the Staffordshire & Stoke Local Enterprise Partnerships to grow businesses and pursue economic growth <i>(Councillor White)</i></p> <p>Actively participate in initiatives on regulatory reform as part of the Greater Birmingham Local Enterprise Partnership and its regulatory pilot 'Better Business for All' <i>(Councillor Pritchard)</i></p>	<p>Evidence of ongoing development of 'enterprise culture' including:</p> <ul style="list-style-type: none"> • Effective Business Networks Forum • Quarterly Business Brief • Business events including 'Think Local for Business Exhibition' in November 2013 • Lobbying for better broadband provision • Reinvigoration of Lichfield 'Town Team' • GBSLEP and SSLEP Planning Charters fully implemented by December 2013 • Local impact of ERDF funded projects for start up support, business development and coaching and mentoring • Local impact of Business Hub concept (GBSLEP) and business helpline (SSLEP) <p>Input into the GBSLEP Regulatory Pathfinder Work programmes evidenced</p>	<p>Environment and Development (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Tamworth and Lichfield Economic Strategy 2011 ➤ Link to development of Local Enterprise Partnerships ➤ General Employment Land – a Market Assessment 2008 & The Offices Market – Assessment 2008 ➤ Links to strategies of further & higher education: South Staffs College & Staffordshire University ➤ National Skills Strategy

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<p>We'll build a more prosperous district through heritage, tourism, and culture and by encouraging the development of creative, visitor and leisure industries</p>	<p>Work on Mercian Trail and promotion of the Hoard in order to underpin our wider ambition to position Lichfield District at the heart of Anglo Saxon England <i>(Councillor Mrs Flowith)</i></p> <p>Stage a range of events and festivities in our parks and urban centres including the 15th Lichfield Proms in Beacon Park, and the Heritage weekend <i>(Councillors Mrs Flowith and Richards)</i></p> <p>Prepare, adopt and implement the District Cultural Strategy; revise and update the Lichfield City Centre Action Plan <i>(Councillor Mrs Flowith)</i></p> <p>Approve and deliver Strategy to invest public arts fund <i>(Councillor Mrs Flowith)</i></p> <p>Promote Lichfield and District to encourage greater visitor numbers <i>(Councillor Mrs Flowith)</i></p> <p>Embed the new Service Level Agreements relating to creating a prosperous District through tourism, heritage, arts & culture <i>(Councillors Mrs Flowith and Greateorex)</i></p> <p>Work with the Lichfield Garrick Theatre Trust <i>(Councillors Wilcox and Mrs</i></p>	<p>Staffordshire Mercian Hoard Trail Partnership supported to secure the ongoing display of the Hoard in Lichfield Cathedral and wider regional and national marketing.</p> <p>Events successfully staged</p> <p>Strategy produced by summer 2013</p> <p>Tourist Information Centre relocated to St Mary's Heritage Centre by autumn 2013</p> <p>One new piece of public art installed by March 2014</p> <p>Annual Guide, website and Events Guides delivered</p> <p>Marketing reach and partnerships widened, including with LEPs</p> <p>SLA targets achieved by March 2014</p> <p>Theatre successfully incorporated and operating as a Company Ltd by</p>	<p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee / Operational Services, Leisure, Parks and Play (Overview & Scrutiny) Committee</p> <p>Garrick Scrutiny Panel</p>	<ul style="list-style-type: none"> ➤ Strategies of key cultural assets/landmarks ➤ Links to plans of organisers of Festivals and events in Lichfield & Burntwood, and plans for the Tame/ Trent corridors and the local canal network. ➤ Lichfield' District's Cultural Strategy ➤ Lichfield Canal Feasibility Study ➤ Emerging Local Development Framework Core Strategy informed by Tourism Background Paper & Historic Environment Character Assessment 2009

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	<i>Richards)</i>	Guarantee by spring 2013		
We'll create a vibrant rural economy and encourage rural enterprise	Develop Parish and Neighbourhood Plans <i>(Councillor White)</i>	Within existing capacity, support development of neighbourhood plans; Neighbourhood Area designation to be considered for: <ul style="list-style-type: none"> • Alrewas • Little Aston, • Shenstone • Stonall 	Environment and Development (Overview & Scrutiny) Committee	<ul style="list-style-type: none"> ➤ Local Plan including Historic Environment Character Assessment ➤ Link to Localism Act & the National Planning Policy Framework ➤ City and Parish Plans
THIS WILL BE UNDERPINNED BY BEING A WELL MANAGED COUNCIL <i>A good council that provides community leadership and delivers value for money services that people want</i>				
We'll strengthen our community leadership and influencing role especially through effective relationships with partner organisations	<p>Continue to work with partners in identifying opportunities to share accommodation and property asset resources <i>(Councillor Mrs Stanhope)</i></p> <p>Develop and strengthen partnership arrangements especially through leadership of the District Board <i>(Councillor Greateorex)</i></p> <p>Prepare for Individual Electoral Registration <i>(Councillor Mrs Stanhope)</i></p>	<p>100 County Council staff relocated to Venture House by spring 2013</p> <p>Police face to face reception facility integrated within Lichfield Connects by spring 2013</p> <p>Action Plan 2013/14 delivered</p> <p>Procedures in place by December 2013</p> <p>County Council Elections successfully administered in May 2013</p>	<p>Strategic (Overview and Scrutiny) Committee</p> <p>Community, Housing and Health (Overview & Scrutiny) Committee</p> <p>Strategic (Overview and Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ Staffordshire Public Services Strategy Property Review ➤ Asset Management Strategy ➤ Police and Crime Plan ➤ Plan for Lichfield District 2012-16 ➤ Staffordshire Strategic Partnership's Community Strategy Our County Our Vision 2008-2023
We'll keep a tight control and	Undertake a review of council services <i>(Councillors Wilcox and Spruce)</i>	Programme initiated in spring 2013	Strategic (Overview and Scrutiny) Committee	<ul style="list-style-type: none"> ➤ Medium Term Financial Strategy ➤ External Audit Opinion

Long Term Outcomes	Activities and Projects 2013/14	Measures and Targets 2013/14	Accountability	Responsibilities
management of the council's finances	<p>Undertake Treasury Management activities to monitor our cash flow and investments with the assistance of the Council's Treasury Management Advisors <i>(Councillors Wilcox and Spruce)</i></p> <p>Administer the Council's approved Localisation of Council Tax Support scheme <i>(Councillors Wilcox and Spruce)</i></p>	<p>Adequate working capital available to deliver council's priorities/services.</p> <p>Local Scheme successfully administered</p>	<p>Strategic (Overview and Scrutiny) Committee</p> <p>Strategic (Overview and Scrutiny) Committee</p>	<p>and Inspections</p> <ul style="list-style-type: none"> ➤ Treasury Management ➤ Policy & Strategy ➤ Policy for local Council Tax support
We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services	<p>Implement a new Customer Relationship Management system as part of a Staffordshire-wide procurement and introduction of greater self-service through the website <i>(Councillor Greateorex)</i></p> <p>Improve the way we use technology to deliver savings and efficiencies <i>(Councillors Wilcox and Spruce)</i></p> <p>Merge Democratic and Legal Services <i>(Councillor Mrs Stanhope)</i></p>	<p>Phase 1 implemented, April 2013</p> <p>Phase 2 implemented, July 2013</p> <p>Existing CRM decommissioned, October 2013</p> <p>Implementation plans achieved</p> <p>Increased number of transactions by electronic means</p> <p>New structure in place by April 2013</p>	<p>Strategic (Overview and Scrutiny) Committee</p> <p>Strategic (Overview and Scrutiny) Committee</p> <p>Strategic (Overview and Scrutiny) Committee</p>	<ul style="list-style-type: none"> ➤ The Council's constitution ➤ Staffordshire One Place and other shared services opportunities ➤ Workforce Development Plan ➤ Technology Plan ➤ Service Plans