

## SUBMISSION TO STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

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Agenda item: 7

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### SUBMISSION BY THE LEADER OF THE COUNCIL AND CABINET MEMBER FOR COMMUNITY, HOUSING AND HEALTH

#### REVIEW OF THE PLAN FOR LICHFIELD DISTRICT: ANNUAL ACTION PLAN 2014/15

#### 1. PURPOSE OF THE REPORT

- 1.1 To review the impact of the Fit for the Future programme phase 1 on the Plan for Lichfield District (the strategic plan for the District Council)
- 1.2 To outline the current operating environment / context of the District Council and the strategic challenges it is facing
- 1.3 To seek agreement to a revised approach to annual planning which places more emphasis on managing the key issues which the Council must tackle in the coming financial year
- 1.4 To endorse the Annual Action Plan 14/15
- 1.5 To note that the role of the Overview and Scrutiny Committees will be further strengthened in performance managing the progress of the Council against its key issues across the five portfolio areas.

#### 2. BACKGROUND AND RATIONALE

##### Plan for Lichfield District and Fit for the Future

- 2.1 We have a **Strategic Plan**, called 'A Plan for Lichfield District 2012 - 2016' which was approved by Full Council in February 2012 and by the Lichfield District Board in March 2012. This sets out three strategic themes and thirteen aims / ambitions for the District Council and its partners to pursue. These are attached at **Appendix A**.
- 2.2 In June 2013, this Committee was advised that there was a budget deficit of £1.7m forecast for 14/15 in the Medium Term Financial Plan and a further shortfall thereafter. The Council launched a programme called Fit for the Future (F4F) to manage the change needed and secure a balanced budget for 14/15. This Committee agreed that the impact of this reduction on the strategic plan should be identified. The Fit for the Future report considered by Cabinet on 29<sup>th</sup> July states that *"in light of the need for such substantial savings there will need to be a review of the ambitions laid out in the strategic plan as clearly not all of the aspirations contained therein are going to be pursued and delivered"*.
- 2.3 An initial assessment of the themes, aims and ambitions set out in the Plan has been undertaken by Cabinet Members and Directors. Having regard to the strategic nature of the Plan, there is evidence to show that investment will continue to be made in all of the aims / ambitions set out although the level of investment will vary quite considerably and will have been reduced in some areas as a consequence of the F4F programme.

- 2.4 For example, through F4F there was a significant reduction in budget which will adversely impact on the community development and engagement activity that the District Council can undertake. This will reduce our capacity for initiating, leading or being involved in partnership community based projects and events. Whilst community facilities such as the Old Mining College Centre will still be available, their opening times may be reduced.
- 2.5 However, considering the strategic theme of 'We'll support people', we can readily evidence the District Council's continued support for and investment in this area; we continue to prioritise community safety activities and have retained the team as is, we continue to invest more than £200k per year in the community and voluntary sector and the budgets for Service Level Agreements and small grants have been sustained, we continue to support vulnerable people especially through our benefits and housing services and we work to improve health again through housing, environmental health, leisure, parks and open spaces and licensing.
- 2.6 The Plan for Lichfield District was developed and is also 'owned' by the Lichfield District Board. The ambitions and aspirations expressed in it were never intended to be delivered by Lichfield District Council alone. Our partners also invest in and contribute to the delivery of the themes and aims outlined in the Plan. For example, in March 2013, the District Board endorsed 6 priorities for partner action during 13/14 including working together to mitigate the impact of the welfare reforms, reducing the harm caused by alcohol, supporting local businesses and supporting the adoption of the Local Plan. Lichfield District Council's contribution to the delivery of these aspirations is expressed through an annual action plan each year.
- 2.7 It is therefore considered that the themes and aims / ambitions do not need to be changed at this stage. Producing a new Strategic Plan would be a major undertaking. In addition, there may be further changes required on the back of the current and imminent Service Reviews (phase 2 of F4F) and the community consultation planned for spring 2014. It is therefore suggested that attention is focused instead on the next Annual Action Plan (to ensure this is realistic, achievable and concentrates on the key issues facing the Council).
- 2.8 Members are requested to note that a report evaluating the impact of Phase 1 of the Fit for the Future programme will be considered at the next meeting of this Committee.

### **Our Operating Environment: Challenges we face**

- 2.9 In considering our next Annual Action Plan for the District Council, we have reviewed our operating environment and the issues that are likely to impact upon us over the next twelve months (and beyond) and have represented this in the form of a PEST (Political, Economic, Social and Technological) analysis overleaf.
- 2.10 The financial sustainability of the Council continues to be the most significant consideration going forward given our expectation that government grant will reduce to nil and economic conditions bring about uncertainties in business rate growth and our own income from our trading accounts.
- 2.11 The position is further complicated and exacerbated because other partner organisations are also facing reductions in their budgets and pressures on services staffing resources which further impacts upon our community. Clearly, the District Council does not operate in a vacuum and these external changes can bring about further challenges for our own service delivery.

## PEST Analysis

<b>PEST analysis for Lichfield District Council 14/15</b>	
<p><b>Political</b></p> <p>Funding from government            Individual Electoral Registration            National and local elections in 2015            Boundary Commission Review            Changes to other partner organisations</p>	<p><b>Social</b></p> <p>Reducing availability of capital for Disabled Facilities Grants and impact of Better Care Fund            Customer expectations + shift to 'self service'            Health agenda; reducing health inequalities            Universal credit and welfare reform (including risk of increased homelessness and increasing council tax debt)</p>
<p><b>Economic</b></p> <p>National Planning Policy Framework            Local Plan status            New homes delivered            Local Enterprise Partnerships            Business rate growth / reduction            General economy and impact on our trading position            Friarsgate            Employment</p>	<p><b>Technological</b></p> <p>Capital - IT replacement &amp; modernisation            Channel shift            More streamlined ways of working</p>

## Annual Action Planning

- 2.12 The Plan for Lichfield District sets out our strategic direction and provides the context for Annual Action Plans (which are approved by Council each year in February).
- 2.13 In previous years, we have produced a lengthy one year Action Plan (AAP) which set out what LDC intended to do during the coming year. In 13/14, the AAP contained 58 different activities and projects and 97 measures and targets. These included a mixture of new areas of work and 'the day job', particularly targets to make day to day service delivery more efficient. It is proposed that we identify and focus our efforts on the most critical issues for our community and consequently, for 14/15, a corporate top 10 issues has therefore been drafted to form this year's AAP. Following consideration by this Committee, the AAP will be forwarded to Cabinet and Full Council for approval
- 2.14 In developing the corporate AAP, we have had regard to the PEST analysis above, strategic priorities (as set out in the Plan for Lichfield District) and service plans, national legislation and policy changes, the Fit for the Future programme (phases 1 and 2), financial pressures and performance targets. The proposed corporate Annual Action Plan for 14/15 is attached at **Appendix B**.
- 2.15 Of course, the District Council will continue to plan, commission and deliver a whole range of statutory and discretionary services, many of which will not be specifically referred to in the AAP. Consequently, each Cabinet Member has developed their own top 10 issues pertinent to their respective portfolio area (some of which are also included in the corporate top 10 actions); each of these have been reviewed by the relevant Overview and Scrutiny Committee during the January cycle of meetings.

## Performance Management

- 2.16 The AAP will be performance managed in the usual way using the council's covalent system; update reports will be made to Leadership Team on a bi-monthly basis and reports made to Cabinet in November and May.
- 2.17 A progress report on the Top 10 issues for each of the five Cabinet Members will be provided to the Overview and Scrutiny Committees at their January and June meetings as part of the corporate performance management framework. These reports will also include up to twenty activity and performance indicators which will enable Members to track performance across the range of statutory and discretionary services which the Council provides.

### 3. RECOMMENDATION

- 3.1 Members are requested to endorse a more focused approach to annual planning and consider and comment on the proposed Annual Action Plan (attached at **Appendix B**).

### 4. FINANCIAL IMPLICATIONS

- 4.1 There are no specific financial implications arising from this report. The costs of delivering the AAP are incorporated within the Medium Term Financial Strategy which is considered elsewhere on this Committee's agenda.

### 5. HUMAN RIGHTS ISSUES

- 5.1 No specific issues arising from this report

### 6. CRIME AND COMMUNITY SAFETY ISSUES

- 6.1 No specific issues arising from this report; more detailed consideration of each of the corporate Top 10 will include reference to community safety implications

### 7. RISK MANAGEMENT ISSUES

Risk	Likelihood / impact	Risk Category	Countermeasure	Responsibility
An issue which should be included in the AAP has been overlooked	Low / high	Reputational Financial	The process of identifying the top 10 is rigorous and give the opportunity for all elected Members and officers to contribute	Leader of the Council and Chief Executive
A new priority issue emerges which could potentially be a top 10 matter	Medium / High	Reputational Financial	Any new issue would need to be considered and any amendments made to the existing top 10 (with appropriate Member approvals)	Leader of the Council and Chief Executive
The Council has insufficient financial or staffing capacity to deliver the AAP	Medium / High	Reputational	Regular progress monitoring will be undertaken	Cabinet Members and Directors

## THE PLAN FOR LICHFIELD DISTRICT 2012/16

Theme	Aims / ambitions <sup>1</sup>
<b>We'll support people</b>	Help people to be and feel secure in their homes, neighbourhoods and town and city centres by tackling crime and anti social behaviour
	Support and encourage individuals and groups to take responsibility for shaping and improving communities through voluntary effort and social action, and support a thriving and diverse community and voluntary sector
	Help and support vulnerable adults, families and children to live independent and fulfilled lives in their own homes and communities, and prevent homelessness where we can
	Improve the health and well being of the whole population of the district making sure we make the biggest improvement for people with the lowest life expectancy
<b>We'll shape place</b>	We'll enhance and protect the district's built environment assets, its historic environment, open spaces and local distinctiveness
	Ensure a cleaner and greener environment with high levels of environmental cleanliness and stewardship
	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
	Require a range of sustainable transport choices for our communities with good local, regional and national transport links
	Reduce carbon emissions and promote energy efficiency and renewable energy within the home and workplace
<b>We'll boost business</b>	Grow our local economy with improved retail offer in both Lichfield and Burntwood and encourage a spread of sectors with more high quality manufacturing and service sector jobs
	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
	Build a more prosperous District through heritage, tourism and culture and by encouraging the development of creative, visitor and leisure industries
	Create a vibrant rural economy and encourage rural enterprise

<sup>1</sup> These aims and ambitions have been endorsed by our partner organisations which form the Lichfield District Board; delivering them is a shared responsibility

## ANNUAL ACTION PLAN 2014/15

**Note** - the following list is not in a prioritized order, it reflects the order of the Themes set out in the Plan for Lichfield District

	Issue / task for inclusion in the AAP 14/15	Link to the Plan for Lichfield District	Activities and Milestones	Lead Cabinet Member	Governance
1	<b>Monitor impact of welfare reforms</b>	We'll support people - supporting vulnerable people and prevent homelessness	Implement the revised Local Council Tax Support scheme by April 2014 Maximise take up of Discretionary Housing Payments Monitor the number of customers (approaching LDC as homeless or requesting housing advice) who are in rent arrears	Councillor Spruce Councillor Spruce Councillor Greatorex	Strategic O&S Strategic O&S CHEH O&S
2	<b>Commission new SLAs with the community and voluntary sector</b>	We'll support people - support a thriving voluntary sector	Agree available budget by spring 2014 Agree and implement commissioning process by summer 2014 New SLAs agreed by January 2015	Councillor Greatorex	CHEH O&S
3	<b>Adopt the Local Plan</b>	We'll shape place	Deliver an adopted Local Plan by summer 2014 Formulate a Site Allocation Plan by December 2014 Consult on CIL draft charging schedule by Spring 2014	Councillor Pritchard Councillor Pritchard Councillor Pritchard	E & D O&S E & D O&S E & D O&S
4	<b>Develop Lichfield city and Burntwood town centres</b>	We'll boost business - good place to do business	Secure reduction in property vacancy rates / % town centre commercial space unoccupied. Increase car park occupancy rates (City only) and footfall compared with 13/14 Resurface car park at Ryecroft Shops, Burntwood by the end of 2014.	Councillor Pritchard Councillor Pritchard Councillor Pritchard	E&D O&S E&D O&S E&D O&S

	Issue / task for inclusion in the AAP 14/15	Link to the Plan for Lichfield District	Activities and Milestones	Lead Cabinet Member	Governance
5	<b>Implement the Friarsgate scheme</b>	We'll boost business - improved retail offer	Decision to be made on the future of the Friarsgate scheme by 8 April 2014  Further activities and milestones to be developed depending upon the decision made	Councillor Wilcox	Environment & Development O&S
6	<b>Implement Fit for the Future</b>	Our core principles - controlling finance	<b>F4F Phase 1</b> Embed implementation of phase 1	Councillor Wilcox	Strategic O&S
			<b>F4F Phase 2</b> Undertake community consultation exercise, produce and disseminate report by July 2014 Complete the Leisure Service Review	Councillor Greatorex Councillor Smith	Strategic O&S OS, L, T & C O&S
			Complete the following Service Reviews and implement agreed recommendations: <ul style="list-style-type: none"> <li>• Asset Management Review</li> <li>• Open Spaces Service Review</li> <li>• Planning Service Review</li> </ul> Initiate at least two other Service Reviews	Councillor Spruce Councillor Smith Councillor Pritchard  Councillor Greatorex	Asset Mgt Group OS, L, T & C O&S E&D O&S  CHEH O&S
7	<b>Implement, monitor and review the capital programme 2014-17</b>	Our core principles - controlling finance	Quarterly production of Money Matters report for Financial Performance of Council for Revenue and Capital  a) % Disabled Facilities Grant budget committed and b) number on the waiting list	Councillor Spruce  Councillor Greatorex	Strategic O&S  CHEH O&S
8	<b>Upgrade the ICT infrastructure</b>	Our core principles - maximizing performance	100% of devices converted to the new IT platform	Councillor Eadie	Strategic O&S
			Compliance with government security requirements (Public Sector Network PSN) achieved and maintained	Councillor Eadie	Strategic O&S

	Issue / task for inclusion in the AAP 14/15	Link to the Plan for Lichfield District	Activities and Milestones	Lead Cabinet Member	Governance
9	<b>Implement the Boundary Commission Review</b>	Our core principles - strengthen community leadership	Number of Members and warding agreed: <ul style="list-style-type: none"> <li>• Draft recommendations by 21<sup>st</sup> July 2014</li> <li>• Final recommendations by 14<sup>th</sup> October 2014</li> </ul> Implementation of Order made by Parliament by 15 <sup>th</sup> January 2015	Councillor Spruce Councillor Spruce  Councillor Spruce	Regulatory and Licensing Committee
10	<b>Prepare for Individual Electoral Registration</b>	Our core principles - strengthen community leadership	Publish a new electoral register (including all electors confirmed under individual electoral registration) by 1 <sup>st</sup> December 2014  Complete targeted activity to invite further missing electors and those who have moved to update their registration by March 2015  Be ready to carry out a full household canvas under the new system in autumn 2015	Councillor Spruce  Councillor Spruce  Councillor Spruce	Strategic O&S  Strategic O&S  Strategic O&S