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1<sup>st</sup> June 2015

Dear Sir/Madam

**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE**

A meeting of the above mentioned Committee has been arranged to take place on **TUESDAY 9<sup>th</sup> JUNE 2015** at **6.00 pm** in the **Committee Room**, District Council House, Lichfield, to consider the following business.

Access to the Committee Room is via the Members' Entrance.

Yours faithfully



Strategic Director

**To: Strategic (Overview and Scrutiny) Committee**

Councillors Strachan (Chairman), Tittley (Vice-Chairman), Bamborough, Mrs Barnett, Constable, Drinkwater, Miss Hassall, Humphreys, Marshall, Matthews, Powell, White and Mrs Woodward.



## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To approve as a correct record the Minutes of the meeting held on the 21<sup>st</sup> January 2015 (copy attached)
4. Terms of Reference (copy attached)
5. Fit for the Future Programme (copy attached)
6. Responding to the LGA Corporate Peer Challenge (copy attached)
7. Strategic Plan 2016-20 (copy attached)
8. End of Year Performance Overview 2014/15 for the Finance, Revenues & Benefits and Democratic & Legal Directorates (copy attached)
9. Arrangements for Chairman's Car (copy attached)
10. Work Programme and Forward Plan (copy attached)

Briefing Papers to be issued separately:

\*Briefing Papers were introduced after the Overview and Scrutiny Committee Co-ordinating Group requested that the length and volume of agendas be addressed. Briefing papers, which are intended to provide Members with information on relevant issues, are an alternative to placing items on the Agenda. If Members wish a paper to be discussed it can be included on the Work Programme and scheduled for a future meeting.



## **STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE**

**21<sup>st</sup> JANUARY 2015**

### **PRESENT:**

Councillors Strachan (Chairman) Pullen (Vice-Chairman) Norman (Vice-Chairman), Constable, Powell, White, and Mrs Woodward.

(In accordance with Council Procedure Rule No.17 Councillors Eadie, Pritchard, Spruce and Wilcox attended the meeting)

**APOLOGIES FOR ABSENCE** were received from Councillors Mrs Barnett, Derrick and Mynott.

### **DECLARATIONS OF INTEREST:**

No declarations of interest were made.

### **MINUTES**

The Minutes of the Meeting held on 18<sup>th</sup> November 2014 were taken as read, approved as a correct record and signed by the Chairman.

**RESOLVED:** That the Minutes of the Meeting held on 18<sup>th</sup> November 2014 be approved as a correct record.

### **FORWARD PLAN AND WORK PROGRAMME**

Consideration was given to the Forward Plan and Work Programme. It was noted that the Community, Housing and Health (Overview & Scrutiny) Committee had been consulted on the item regarding an empty property in Chasetown.

**RESOLVED:** That the Forward plan and Work Programme be noted.

### **MONEY MATTERS: 2014/15 REVIEW OF FINANCIAL PERFORMANCE AGAINST THE FINANCIAL STRATEGY**

A report was submitted on the Council's financial performance against the Financial Strategy for April to November 2014 for the financial year 2014/15.

It was reported that it was projected that there would be a transfer of £91,640 to General Reserves instead of the budgeted transfer from General Reserves of £240,290. It was noted that this meant General Reserves would be £331,930 higher than planned at the end of 2014/15. Key issues and variances by each directorate were reported and it was noted that the large variance in the Democratic, Development and Legal Services was due to more income than expected in Planning Fees and savings from vacant posts and other savings in employee costs following service reviews. Other highlights of the report including NNDR, Capital income and Treasury Management were also described.

Members were pleased to see money set aside for capacity building to allow recommendations from the Peer Review to be addressed. Members felt it was an 'invest to save' scenario and also noted that the money was from under-spends/over performance.

Members requested that the health and wellbeing of staff also be considered when looking at capacity.

Members asked how savings from Civic Expenses had been achieved and it was reported that it was due to a number of factors. It was reported and noted that figures could be misleading as it is based on the municipal calendar which overlaps the financial year. It was hoped however that there may be capacity to offer permanent savings

Members noted that Leisure services were the biggest spenders regarding utility bills as there was a high cost associated with heating pools and running the centres.

Members asked for more details regarding the savings in contribution towards HS2 Petitions and it was reported that some money had still been held back as the Council was still involved in a joint petition with other authorities regarding noise matters. It was agreed that full details of the spend on HS2 would be sent to Members. Members also asked that more detail on what expenditure there was on 'highways matters' be sent to them as this was considered a County Council function.

Members asked why the relevant sinking fund could not be used to replace the Astroturf pitch at Burntwood Leisure Centre as it was in bad condition. It was reported that the sinking fund was a condition of the Sports England funding with the purpose to maintain the building. It was noted that the Leisure, Parks and Waste Management (Overview & Scrutiny) Committee had investigated this matter.

Members asked why there had been an increase on debts over 6 months and it was reported that this is principally due to Housing Benefit overpayments.

- RESOLVED:** (1) That the report be noted; and
- (2) That the closely monitoring and management of the Medium Term Financial Strategy and the Capital Financial Strategy 2014-17 be noted.

### **THE MEDIUM TERM FINANCIAL STRATEGY (REVENUE & CAPITAL) 2015-18 (MTFS (R&C) 2015-18)**

The Committee received a report on the proposals for the Council's three year MTFS (R&C) 2015-2018. It was reported that £400,450 would be used out of General Reserves which would reduce the Funding Gap to £1,304,580 over the three years. It was also reported that this would still leave £1.5m in General Reserves more than the required £1.2m. When asked, it was reported that the minimum reserves required had risen from £1m to £1.2m, for 2015/16 onwards, because the Chief Financial Officer had re-evaluated the financial risks and concluded that a rise was appropriate. It was noted that the levels for the minimum General Reserves were reviewed every year and tested by Auditors.

It was then reported that to fund the Capital Programme, an element of external borrowing would be required however this would provide a saving on Revenue Implications. Members felt that there should be more of a political steer regarding Capital investments and be considered in a more strategic way, not the current piecemeal method.

Members noted the complex method of calculating New Home Bonus. It was noted that after the General Election in May 2015, it was a possibility that the New Homes Bonus could cease creating more of a funding gap.

- RESOLVED:** That the report be noted and Cabinet note the views of the Committee.

*Councillor White entered the meeting*

## **DIRECTORATE TOP 10 – 2015/16**

The Committee received a report on the top 10 issues which are facing the Finance, Democratic and Legal Directorates in 2015/16. It was reported that the Top 10 lists were not ranked in importance and was not a comprehensive list, just the most important issues.

The Committee then discussed specific items on the Top 10's. Members asked how the improvement of Corporate Procurement could be quantified and it was reported that data could be collated. It was also reported that it was about best value and being efficient and to do that, a more corporate approach was required. It was noted that the Peer Review Group had also concluded that working in silos were not the most effective approach.

Members then asked about Universal Credit and it was reported that it was still a big unknown but there would be an impact on the council to deliver. Members asked for sight of the template letter that had been sent out to those housing benefit claimants who were affected by the Spare Room Subsidy and who had not made a claim for a Discretionary Housing Payment.

Members agreed that they had a responsibility to raise awareness regarding Individual Electoral Registration.

Members accepted that the Top 10 approach was more manageable but felt it needed to be ensured it was strategy led not opportunity led. Members also sought reassurance that the Cabinet Member for Finance, Democratic and Legal was confident in delivering the high number of priorities and it was reported that he was confident as he had been involved in the development of the plan and had confidence in the Directors and staff.

**RESOLVED:** That the report be noted.

## **ANNUAL ACTION PLAN 2015/16**

The Committee received a report on the current operating environment/context of the District Council and the strategic challenges it was facing. It was reported that Officers were in the initial stages of developing a project plan to aid the production of the next Strategic Plan for 2016-2020. It was noted that included in the challenges faced by the Council, issues arising from the Peer Review was included and it was noted that the Member task group would report it's views to Cabinet.

Members welcomed the PEST analysis but did not feel it went deep enough and did not explore links between the environmental issues identified and their impact on Lichfield District Council and its specific priorities

Regarding the Action Plan for 15/16, Members discussed democratic involvement in the Locality Commissioning process. Members felt that there was only a narrow group involved in decision making and District Councillors' views should be sought as the funding available was to help within the District. There was concern as to who adjudicated when the funding available was oversubscribed and believed that local Members could aid debate. It was noted that the system was new and challenging and it was agreed that the matter would be kept under review

**RESOLVED:** That the report be noted and endorsed.

*COUNCILLOR WHITE DECLARED AN INTEREST AS THE COUNTY COUNCIL CABINET MEMBER FOR HEALTH, CARE AND WELLBEING OVERSEEING THE BETTER HEALTH FUND*

## **FIT FOR THE FUTURE (F4F) – REVIEW OF REVENUES AND BENEFITS SERVICE (RBS)**

Consideration was given to a report describing the proposals to initiate and complete the service review for the District Council's RBS. It was noted that this review was part of Phase 2 of F4F. It was noted that the RBS was a statutory function which affected all households in the district either by the way of council tax or benefits and because of this, it was essential that the service was as efficient and fit for purpose as could be.

It was reported that it was not just a case of finding a financial saving by sharing the service as other neighbouring authorities use different IT platforms amongst other factors. Members noted that it was about doing things differently and complying with national ethos of being 'digital by default' and providing contact points and services through technological means like apps and online.

It was also reported that there had been and would continue to be many changes to RBS with the introduction of Universal Credit and Local Council Tax Support which had put greater pressure on Officers.

It was noted that it was intended to get an external body to project manage the review as it was such a specialist area with high consequences to the Council and free up existing staff to deliver the day to day service. It was reported that the cost of using an external adviser would be met by part of the New Burdens Grant together with other savings made in the RBS.

Members welcomed the report and plans for the review. They did however feel although becoming digital would be a step forward, there was still the need to provide personal face to face contact with some residents. It was felt that not all service users including the elderly would know how to use technology and some contact would just be unavoidable. It was noted that this would be part of the review.

It was noted that Helen Titterton was the challenge Director and Councillor Spruce was the lead Member however the Committee appreciated this early involvement and requested that it continue.

**RESOLVED:** That the report be noted.

## **VOTE OF THANKS**

It was proposed, duly seconded and

**RESOLVED:** That the sincere thanks of the Committee be recorded to all the Chairmen and Vice-Chairmen for their work during the past year.

(The Meeting finished at 8.06 p.m.)

CHAIRMAN

## **14. STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE**

### **DELEGATED TO THE STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE**

- 14.1 To be responsible for the overview and scrutiny of the work of the Cabinet and the Council in relation to its policy objectives, strategies, performance targets and provision relating to:
- a. Council's policies (including monitoring and reviewing the Strategic Plan, Medium Term Financial Strategy, and Performance.)
  - b. Assets and premises maintenance
  - c. Communications
  - d. Local democracy and the achievement of effective, transparent and accountable decision making by the Council
  - e. Delivery of value for money, Best Value and the efficient use of resources
  - f. Any matter affecting the Lichfield District area or its inhabitants relating to matters not dealt with by the other Overview and Scrutiny Committees; and
  - g. The roles and decisions undertaken by the Leader, Finance, Democratic and Legal Services, Community, Housing and Health & I.T. Portfolio Holders
- 14.2 To assist the Council and the Cabinet in the development of its budget and policy framework to align resources with the Council's priorities
- 14.3 To conduct research to support the analysis of policy issues and the identification and appraisal of possible options
- 14.4 To question members of the Cabinet and/ or Committees and Chief Officers about their views on issues and proposals affecting the area and/or about their decisions and performance whether generally or in comparison with plans and targets over a period of time or in relation to particular decisions, initiatives or projects

- 14.5 To liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
- 14.6 To review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance
- 14.7 To set up Task Groups to support the Committee in the exercise of its functions.
- 14.8 To question and gather evidence from any person, with their consent in relation to the matter being scrutinised by the Overview and Scrutiny Committee
- 14.9 To review the development of relevant policies and strategies.
- 14.10 To consider the corporate requirements on value for money issues, such as Service Reviews, change management; Business Process Reengineering and scrutinising their outcomes and the internal control systems relating to continuous improvement and efficiency.
- 14.11 To consider any issue arising from the various external inspection regimes.
- 14.12 To exercise overall responsibility for the finances made available to the Committee
- 14.13 To report annually to Full Council on the work of the Committee and make recommendations for future work programmes and amended working methods if appropriate
- 14.14 To exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet relating to the Finance, Democratic and Legal Services, Community, Housing and Health & I.T Portfolios, the Leader and any other matters or decisions not dealt with by the other Overview and Scrutiny Committees
- 14.15 To make recommendations to the Cabinet or appropriate Committee and/or Council arising from the outcome of the scrutiny process.



## SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 9<sup>th</sup> June 2015

Agenda Item: 5

Contact Officer: Paul Clarke

Telephone: 01543 308251

Local Ward Members:  
(Relevant to all Wards and Members)

### SUBMISSION BY LEADER OF THE COUNCIL

#### FIT FOR THE FUTURE (F4F) PROGRAMME

##### 1. Purpose of Report

- 1.1 To provide a summary of the progress to date of the 'Fit for the Future' (F4F) Programme and inform members about the planned next steps, including the programme of reviews/projects, and proposed changes to the programme governance arrangements.

##### 2. Background and Context

- 2.1 The 'Fit for the Future Programme' (F4F) is the Council's transformation programme. It was introduced in May 2013 to help make the organisation financially and functionally fit for the challenges ahead. The Programme has delivered significant financial savings of £1.815million to date and has helped put the Council on a sounder financial footing in the short term.
- 2.2 However, the financial challenge facing the Council remains stark. The Council's Medium Term Financial Strategy 2015-18, approved by the Council in February 2015, projects that by 1st April 2017 there will be a £818,190 gap between the amount of money it costs to run current services (base budget) and the funding which will be available.
- 2.3 Further change and transformation is required to ensure the medium and long term sustainability of the Council. Having achieved notable efficiency savings, the F4F Programme now needs to focus increasingly on reforming and modernising how the organisation operates so that it becomes a more productive and corporate council able to deliver agreed strategic outcomes with a smaller budget.
- 2.4 Continued member oversight of the programme is important, and minor changes to the programme governance arrangements will better enable this to happen. There will continue to be opportunities for both cabinet and scrutiny members to be engaged and involved in the programme.

##### 3. Recommendations

- 3.1 That members note the progress and continuation of the F4F Programme, including the contribution it has made to identifying and implementing significant financial savings.
- 3.2 That members comment on the further development of the F4F Programme, including the including the schedule of reviews and the proposed changes to the programme governance arrangements.

## 4. Programme Overview: progress to date, future reviews and governance

### Progress to date

- 4.1 Since its introduction in May 2013, £1.815 million of savings have been delivered or identified by the F4F Programme (including £498,560 in 2013/14, £988,810 in 2014/15 and a further £328,170 to date in 2015/16). These savings have been achieved through a range of measures including:
- the deletion of vacant posts from the staffing establishment;
  - budget and/or service reductions in non-priority areas (e.g. climate change);
  - the cessation of some services (e.g. Community Development, mobile leisure programme, research & consultation);
  - taking opportunities of new contracts to review requirements and negotiate savings (e.g. waste);
  - reducing opening hours (e.g. King Edward VI Leisure Centre);
  - introducing charges for some services (e.g. shop mobility and pre-application planning advice), and increasing prices for others (e.g. Leisure);
  - making changes to policy and service standards (e.g. grounds maintenance);
  - transferring assets (e.g. parks and open spaces) and the management and delivery of some services to the community and voluntary sector (e.g. the Jigsaw Community Hub, Work Clubs);
  - Re-structuring and reorganising officer capacity in key services (e.g. Development Services, Environmental Health).
- 4.2 Whilst there have been some difficult decisions, and a period of significant change and uncertainty for many staff, the measures above have helped minimise both compulsory redundancies (16 since May 2013) and cuts to frontline services. The savings achieved to date have helped put the Council on a sounder financial footing in the short term.
- 4.3 The Council's Medium Term Financial Strategy (MTFS) 2015-18 (approved by Full Council on 17th February 2015) includes drawing on £400,450 from reserves to balance the budget for 2015/16. That decision, combined with the significant savings identified and delivered to date, have helped mitigate the immediate short term budget pressures, and provide an opportunity for the medium to long term sustainability of the Council to be considered. This will require organisational reform and transformation, as it is unlikely a focus solely on making current services more efficient will deliver the scale of savings needed in the longer term.

### Future programme

- 4.4 The overall purpose of the Programme remains to help ensure the Council is 'fit for the future'. To achieve this, the focus of the Programme needs to continue to evolve. Essentially there have been two distinct phases to date. Phase 1 of the programme during 2013/14 focussed on addressing the short term financial challenges facing the Council when the emphasis of the programme needed to be on identifying immediate savings to balance the Council's budget for 2014/15. Phase 2 of the programme has included fundamental reviews of key service areas including Development Services and Parks & Grounds Maintenance, with reviews of Leisure and the Revenues and Benefits Service currently ongoing. These service reviews, focussed primarily on identifying efficiency savings, remain an important part of 'Fit for the Future', but now need to become more mainstreamed as part of how the Council manages services.

4.5 The next phase of the Programme will need to focus more on transforming the way the Council operates, including how it interacts with customers and making sure the way the organisation is structured and organised is effective, productive and better aligned with the priority outcomes that will be set out in the new Strategic Plan. Looking at how demand for services can be reduced or managed and how service users can access services and information in ways that costs the council less (channel shift) are important elements of this. Decisions about where to spend money will need to become more evidence based, so that reduced resources can be targeted on those areas and communities who need them most.

4.6 This is now being reflected in the current tranche of reviews set out below and at **Appendix 1**, which involves some reviews that are explicitly about organisational development, including a project focussing on 'creating a corporate council'. This is intended to address some of the key areas for improvement identified by the LGA Corporate Peer Challenge in September 2014, including a need to strengthen the corporate culture and ethos to enable the organisation to be more productive and one which operates in a more consistent manner based on transparent policies, clear organisational values and good governance.

4.7 Current and planned F4F reviews/projects are:

F4F Review	Rationale	Status
<b>Strategic Housing Service:</b> A light-touch review of the Council's Strategic Housing Service to identify improvements in practice and performance.	Being reviewed as part of the original F4F objective that all council services are reviewed within the Medium Term Financial Strategy period.	Current
<b>Leisure Services:</b> A fundamental service review of the current approach to the provision of leisure. The review will include an analysis of need and demand for sport and physical activity and a full options appraisal regarding future delivery of sport and leisure.	Leisure is an area of significant expenditure for the Council, and is a service that contributes to important strategic priorities and outcomes. It is anticipated there is scope to reduce the base budget requirement from 2016/17.	Current
<b>Revenues and Benefits Service:</b> A fundamental service review to explore and exploit the significant potential for business process re-engineering and different delivery models that can improve performance and reduce costs.	Experience from other authorities suggests there is scope to reduce the base budget requirement from 2016/17 as well as modernise the service drawing on best practice from other authorities.	Current
<b>Parks and Open Spaces:</b> A fundamental service review which will look at the potential to change and develop operational policies and practice to deliver services more cost effectively.	Essentially phase 2 of the successful of Parks, Grounds Maintenance and Countryside Review and it is anticipated there is scope to reduce the budget requirement from 2016/17.	Current
<b>Economic Development:</b> This project will review the role and function of the Council regarding the economic growth of the district. It will inform a new vision and strategy for economic development.	A recommendation of the LGA Corporate Peer Challenge and will help the Council consider how it can best enable and influence, and clarify the contribution it makes through its services, plans and policies.	Current
<b>Channel Shift:</b> A review of how the Council can continue to modernise its interaction and engagement with customers, exploring the potential to reduce avoidable contact, manage demand and exploit new ICT and technological capabilities. These should also	It is well researched and proven that the cost of communicating and transacting with the public is substantially reduced by using electronic methods rather than face to face and telephone channels. It is	Planned

feature in all other F4F reviews.	anticipated there is scope to identify savings in the longer term.	
<b>Creating a Corporate Council:</b> A project to look at ways of strengthening the corporate ethos and working of the council. It will focus on several different areas including: staff terms and conditions, organisational structures, policy development and potentially incorporate the planned review of Overview and Scrutiny. A Project Initiation Document (PID) is attached at <b>Appendix 3</b> for members' information and comment.	Feedback from the LGA Corporate Peer Challenge and a range of staff suggestions suggest this is a key project for the Council. Organisational structures, and operating policies and working practices have not been reviewed recently.	Planned
<b>Car Parks:</b> A project to develop a more strategic approach to the management of car parks as a key strategic asset and potential source of additional income.	Car parks are a key asset to the Council and need to be reviewed to ensure best use is made of them to support strategic priorities and income generation.	Planned

### Programme governance

4.8 The Peer Challenge also recommended that the Council use the learning from the Programme to date to build on and develop the approach to reviews and strengthen overall programme management. We have done that and as a result are proposing some minor changes to the programme governance arrangements which are set out below. Elected member oversight of the programme and reviews remains an important feature and there will continue to be opportunities for both Cabinet and Scrutiny Committee members to be engaged and involved.

4.9 Strong programme management and governance is essential to the continued success of the F4F Programme, and the current methodology is based on sound programme and project management practice. The following changes are designed to strengthen that further, whilst ensuring the overall approach remains proportionate and relevant by striking an appropriate balance between ensuring consistency and enabling flexibility given the nature and purpose of reviews will become increasingly different.

4.10 The proposed changes to programme governance and project management arrangements are:

Reporting to elected members: Currently this happens in a variety of ways - including F4F financial savings being reported to Cabinet as part of the MTFS monitoring, engagement with Overview and Scrutiny Committees at various stages during reviews (e.g. at the Project Initiation stage) and individual portfolio holders being kept informed throughout. It is proposed that all of this continue, but that in addition:

- A final report from each F4F Review is presented to Cabinet, providing a clearer opportunity for members to consider and approve the complete set/package of proposals coming forward from a Review.
- An overall Programme progress report is presented to Strategic Overview and Scrutiny Committee and Cabinet on a 6 monthly basis. This will be a high level summary of the programme in terms of what has been delivered to date and what is proposed in terms of future reviews, enabling members to have a better overview of the whole programme.

F4F Leadership Briefings: The (officer) Leadership Team has met regularly as a F4F Programme Team (currently fortnightly). As the Programme has become mainstreamed into the Council's business, this meeting has essentially become the Programme Board.

The original F4F governance structures included Cabinet and Leadership Team meeting as a Programme Board and it is proposed that this be reinstated as a 'F4F Leadership Briefing'. This will provide a regular (monthly or bi-monthly) opportunity for officers to discuss progress with members.

F4F principles: A set of 'key principles and features' have been developed. These take account of learning from the F4F reviews delivered to date, and build on the original F4F principles introduced in 2013. They are designed to ensure robustness and consistency across all F4F reviews, whilst enabling some proportionality and flexibility on the detailed approach and activity. 'Member involvement' and 'continuous challenge' remain as key principles. The full list of 'key principles and features' is attached at **Appendix 2**.

- 4.11 In addition to the proposals above, the various documents/templates to support programme and project governance have been reviewed and revised. In particular, the Project Brief has been replaced with a Project Management Plan which is designed to set out the key information about how the F4F project/review will be undertaken – including a stakeholder analysis, engagement plan and overall timetable. There is also more standardisation of F4F review/project team meeting agendas – with a requirement to consider risk, impact and communications as standing items.

## **5. Financial Implications**

- 5.1 There are no significant financial implications directly arising from the proposals in this report. However, some of the F4F reviews will identify financial savings, whilst others may identify proposals where investment will help achieve longer term savings. Proposals from Reviews will be presented to members for their consideration and approval.

## **6. Plan for Lichfield District Implications**

- 6.1 The new Strategic Plan 2016-20 is currently being developed, and the F4F programme will need to take account of the strategic outcomes and priorities agreed as part of this project. To help enable this it is proposed that the formation of the new Strategic Plan be considered as one of the work streams to the 'Creating a Corporate Council' F4F Review.

## **7. Community Benefits**

- 7.1 The overall purpose of the F4F Programme is to ensure the Council is 'fit for the future', and is able to deliver services and outcomes to the community with reduced funding.

## **8. Equality & Diversity Implications**

- 8.1 There are no immediate equality and diversity implications arising directly from this report. F4F Reviews will continue to be required to assess the possible and/or likely impact of proposed changes.

## **9. Human Rights Issues**

- 9.1 No human rights issues are identified or envisaged as a direct result of this report.

## **10. Crime and Safety Issues**

- 10.1 No direct crime and safety issues are identified or envisaged as a direct result of this report.

## 11. Risk Management Issues

11.1 There are risks inherent with any change or transformation programme. The three main risks identified are:

Risk	Countermeasures
That the Programme does not deliver required financial savings	<ul style="list-style-type: none"><li>• Medium Term Financial Strategy will continue to be monitored.</li><li>• An ongoing focus on reducing costs and identifying efficiencies should be considered business as usual and be a requirement of all services.</li><li>• Some of the key service reviews have indicative financial savings targets to ensure a focus on reducing costs as well as modernising practice.</li></ul>
Adverse public reaction to proposals from F4F Reviews	<ul style="list-style-type: none"><li>• Ensure timely communication and reporting of proposals being considered as a result of F4F reviews.</li><li>• Stakeholder engagement (including residents and service users where appropriate) is a key feature of all F4F Reviews.</li></ul>
Council is unable to deliver its strategic aims and responsibilities	<ul style="list-style-type: none"><li>• New Strategic Plan is being developed during 2015 and relevant linkages between emerging priorities and F4F Reviews will be made.</li></ul>

### Background Documents:

Cabinet Report 29th July 2013 – ‘Fit for the Future: Phase one proposals and outline programme’

Cabinet Report 3rd February 2015 – ‘The Medium Term Financial Strategy (Revenue & Capital) 2015-18’

Report checked and approved:

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Strategic/Corporate Director

### Appendices:

Appendix 1: schedule of F4F Reviews

Appendix 2: F4F Reviews – Key principles and features

Appendix 3: Project Initiation Document (PID) – Creating a Corporate Council

## **Appendix 1: Current and planned F4F Reviews/Projects:**

There are currently 8 F4F Reviews/Projects either in progress or being planned.

<b>Review/Project</b>	<b>Status/Stage</b>	<b>Summary of activity and progress</b>	<b>Anticipated end date</b>	<b>Lead officer</b>	<b>Lead member</b>
<b>Strategic Housing Service</b>	In progress	Review in progress and nearing completion. Unlikely to be significant cost savings but some practice change and improvements envisaged following benchmarking and comparison with other authorities.	Sept 2015	Helen Titterton	
<b>Leisure Services</b>	In progress	PID considered by Overview and Scrutiny (Jan 2015) and review in progress. Survey of needs and provision being undertaken, and external consultancy support being sought to develop a draft strategy and undertake an Options Appraisal re potential future delivery models.	Dec 2015	Neil Turner	
<b>Revenues and Benefits Service</b>	In progress	PID considered by Overview and Scrutiny (Jan 2015). Project team assembled and external consultancy support appointed to manage the Review and provide expertise.	Nov 2015	Jane Kitchen	
<b>Parks and Open Spaces</b>	In progress	Phase 2 of the Parks, Grounds Maintenance and Countryside Review. Project team assembled and about to commence.	Jan 2016	Neil Turner	
<b>Economic Development</b>	Scoping	Project team assembled and scope currently being considered. A PID and detailed Project Management Plan to be developed and end date determined.	To be determined	Richard King	
<b>Channel Shift</b>	Scoping	Project team assembled. Initial meetings and activity have focussed on maximising the use and further roll out of the Staffs App. Full scope of project and PID needs to be developed and then a detailed Project Management Plan.	Jan 2016	Diane Tilley	
<b>Creating a Corporate Council</b>	Scoping	PID to be considered by Strategic Overview and Scrutiny Committee (June 2015) and detailed Project Management Plan to be developed for each of the key work streams.	To be determined	Diane Tilley	
<b>Car Parks</b>	Proposed	Discussion required about scope and timing.	To be determined	Richard King	

## Appendix 2

### **FIT FOR THE FUTURE REVIEWS** **Key principles and features**

The approach to 'Fit for the Future' (F4F) reviews should include the following principles and features. These will ensure robustness and consistency across all reviews and builds on learning from previous reviews.

**1. A baseline analysis:** All reviews should start with an analysis of the 'baseline' situation. This should include information about the current configuration, cost and performance of the service/function. It should set out the purpose of the service/function, the outcomes it enables for users/customers, and where the demand for it comes from.

**2. Continuous challenge:** There should be critical friend challenge throughout the review process. This should be sought internally from Overview & Scrutiny Committee, Challenge Director, and officers from other service areas, plus regular reporting to Leadership Team (as the F4F Programme Board). Proportionate external challenge should be sought from peers/experts from other authorities and through engagement/involvement of service users.

**3. Stakeholder engagement:** The review should identify the key stakeholders to engage with during the review. These should include staff and service users. An engagement plan should form part of the Project Plan setting out who, why and when stakeholders will be engaged and involved during the review. This should include identifying the stakeholders who may potentially be adversely effected by the outcome of the Review.

**4. Member involvement:** Relevant members should be kept informed and, where appropriate, involved in the project as it progresses. In particular, the relevant cabinet member should be kept informed of progress.

**5. Compare and contrast:** Benchmarking information (where it exists) and practice from elsewhere in the sector (and beyond where relevant) should be sought and considered during the review. This is vital for informing the thinking about alternative service delivery models and fundamental re-design of how services and outcomes are delivered.

**6. Consider alternatives:** It is essential to demonstrate that alternative options have been identified and considered as part of the review, including consideration of how demand for services and functions can be reduced, managed, or met by other means. All reviews should include an appraisal of different options as any proposals for change need to be evidence-based.

**7. Assess impact and risk:** An Equality Impact Assessment (EIA) should be undertaken as proposals for change start to emerge. An EIA should be included in the final Review report so the impact of any changes can easily be identified and considered. Identifying and assessing the key risks of any proposed change should be a feature too.

**8. Report and communicate progress and proposals:** Regular progress reporting to F4F Leadership Team as the F4F Programme Board against the Project Plan is required. Communication back to stakeholders who have been engaged as part of the review needs to be considered.



### Appendix 3: PID – Creating a Corporate Council

<b>PROJECT INITIATION DOCUMENT (PID)</b>
<b>CREATING A CORPORATE COUNCIL</b>

<b>Project details:</b>	
Project Sponsor:	Leadership Team
Proposed Project Manager:	TBC
Proposed Project Team:	To be determined. Will include input from personnel, finance, legal, plus other service managers and staff.
Lead Councillor:	Leader
Proposed Challenge Director:	Helen Titterton

<b>Document details:</b>	
Version:	1.1
Version date:	06.05.15
Status:	Draft To be considered by Strategic O&S Committee 9 <sup>th</sup> June 2015
Approved by Leadership Team:	6 <sup>th</sup> May 2015
Source file location:	

<b>Project description:</b>	
Description:	<p>A project that supports the organisational development to create a 'corporate council' which operates in a more consistent manner informed by transparent policy, clear organisational values and good governance, and has management/leadership capacity that is structured and aligned effectively to support the future aspirations of the Council, and maximise its productivity and impact.</p> <p>The project will comprise the following five work streams:</p> <ol style="list-style-type: none"> <li>1. Reviewing management &amp; leadership structures</li> <li>2. Reviewing staff T&amp;Cs and harmonising working practices</li> <li>3. Strengthening corporate policy and information</li> <li>4. Developing the role of Overview and Scrutiny</li> <li>5. Formulation of the Strategic Plan 2016-20</li> </ol>
Rationale and summary business case:	<p>The project will address some of the key areas for improvement identified by the LGA Corporate Peer Challenge (September 2014). In particular, the need to strengthen the corporate culture and governance and create a 'one council' ethos across the organisation.</p> <p>Organisational structures have not been reviewed for a number of years, and the impact of losing two director level posts in recent years is now being increasingly felt. The loss of dedicated resource for organisational development, combined with key corporate support functions such as HR, legal, policy and performance being thinly resourced and focused on functional essentials rather than enabling, empowering and enforcing a culture of consistency and compliance, are preventing the organisation from maximising its' overall productivity and efficiency.</p> <p>Staff T&amp;Cs and working practices have not been reviewed for a number of years, and many operating policies (e.g. HR) have been developed on an ad hoc basis in response to specific instances, meaning there is now a plethora of policies covering a range of specific topics, with examples of duplication and a blurring of policy, guidance and procedures. These will benefit from a strategic and systematic review to create a clear and succinct policy basis for day-to-day management of people and business.</p> <p>There are recent examples where the organisation has needed to call on updated and accurate corporate information/intelligence (e.g. contracts register and asset management). The ownership of information and responsibility for policy updates need to be clearer.</p> <p>All of the above point to a need for there to be a stronger focus on the 'corporate' agenda to enable a policy-led and value-based culture that supports informed and consistent decision-making underpinned by transparency and accountability.</p> <p>The Overview and Scrutiny needs to be better integrated into a 'corporate council' and positioned to make timely and considered contribution to strategic policy development. Currently almost all reports going to Cabinet are routinely routed through Overview and Scrutiny and this needs to be reviewed.</p> <p>The new Strategic Plan 2016-20 will set out the priority outcomes the Council is striving to deliver and enable. It will also need to articulate the organisational values and operating principles so there may be benefit for that project to be considered as a 'Creating a Corporate Council' work stream.</p>

<p>Objectives and outcomes:</p>	<p>The key outcomes and outputs from the project include:</p> <ul style="list-style-type: none"> <li>• Identification of options for restructuring/re-organising the management capacity of the organisation (and implementation of a new structure if deemed appropriate).</li> <li>• An updated Employee Code of Conduct and refreshed suite of HR policies that provide the basis for day-to-day management and better support and enable consistent compliance with required standards, behaviours and organisational values.</li> <li>• A better understanding of the corporate policy and information available to the organisation, a clear process and schedule for updating policies, including who is responsible and accountable for doing that.</li> <li>• Harmonised and consistent core working practices across the organisation, and a clearer understanding of the behaviours and standards expected of staff.</li> <li>• An Overview and Scrutiny function that is better integrated into the strategic policy development and decision-making of the Council, positioned to make a timely contribution to the most important decisions and issues.</li> <li>• A new Strategic Plan for the Council that articulates the strategic outcomes the organisation is striving for and its role in delivering and enabling them.</li> </ul>
<p>Scope of the project:</p>	<p>It is envisaged the 5 key work streams will consider:</p> <ol style="list-style-type: none"> <li>1. Reviewing management &amp; leadership structures: consideration of options for the potential re-organisation of senior management structures (top 3 tiers).</li> <li>2. Reviewing staff T&amp;Cs and harmonising working practices: looking at the potential to revise some current T&amp;Cs and harmonise people management practice across the organisation.</li> <li>3. Strengthening corporate policy and information: reviewing the key operating policies (HR, finance, governance) ensuring there is an up to date suite of policies that are clearly owned and embedded.</li> <li>4. Developing the role of Overview and Scrutiny: working with a member working group to develop the role of O&amp;S.</li> <li>5. Formulation of the Strategic Plan 2016-20: a separate project has commenced, and it is proposed this be considered a work stream of this project to ensure linkages and interdependencies are managed</li> </ol>

<b>Project timescales:</b>	
Anticipated start date:	May 2015
Anticipated completion date:	Jan 2016

<b>Assumptions and dependencies:</b>	
Assumptions:	
Dependencies:	The project will need to link to the development of the new Strategic Plan 2016-20, and consideration might be given as to whether that should be one of the work streams within this overall project.

<b>Constraints and risks:</b>	
Constraints:	Current in-house project management capacity to lead and manage the project is limited, as is organisational capacity to undertake the information collation and analysis to support the project and its work streams.
Risks:	<p>Complex and ambitious project, and may not succeed in co-ordinating and linking all the interdependencies.</p> <p>Managers, staff and unions may not fully buy-in to the review of structures and T&amp;Cs.</p> <p>Financial savings may be hard to quantify in the short term</p> <p>Changes in culture take time to embed, so positive impact may not be immediately recognised</p> <p>Organisation's ability to absorb change</p>

<b>External / additional resource requirements:</b>
<p>Each work stream is likely to have some external consultancy support/challenge, including:</p> <ul style="list-style-type: none"> <li>Review of Management Structures: West Midlands Employers have been commissioned to undertake an initial review (May) which will present options for consideration (June).</li> <li>Review of HR policies and Employee Code of Conduct: LGA (Workforce Team) have been commissioned to provide support in bringing the draft code to completion and reviewing and refreshing specific HR policies.</li> </ul> <p>An overall project manager will be needed to provide overall management and co-ordination and this may need to be sourced externally</p>

## SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 9<sup>th</sup> June 2015

Agenda Item: 6

Contact Officer: Paul Clarke

Telephone: 01543 308251

Local Ward Members:  
(Relevant to all Wards and Members)

### SUBMISSION BY LEADER OF THE COUNCIL

#### RESPONDING TO THE LGA CORPORATE PEER CHALLENGE

##### 1. Purpose of Report

- 1.1 To provide an update on how the Council is using the feedback from the Local Government Association (LGA) Corporate Peer Challenge in September 2014.

##### 2. Background and Context

- 2.1 In September 2014 the Council received an LGA Corporate Peer Challenge. Peer Challenge forms part of the approach to 'Sector-led Improvement' and is a process voluntarily commissioned by councils to complement their own performance and improvement plans. The peer challenge provided an opportunity for the Council to benefit from feedback and observations from experienced council officers and elected members who as 'peers' were able to use their knowledge of local government to consider the five key questions posed by all LGA Corporate Peer Challenges:
- Does the council understand its local context and has it established a clear set of priorities?
  - Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
  - Does the council have effective political and managerial leadership and is it a constructive partnership?
  - Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
  - Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?
- 2.2 At its meeting on 18<sup>th</sup> November 2014, this Committee considered the formal feedback letter that followed the peer challenge, noted the key areas for improvement suggested by the peer team, and discussed the immediate actions being taken and planned in response to the feedback. In addition a member task group was established and met to consider the peer challenge recommendations further, including a meeting with the Chief Executive and Strategic Director (Democratic, Development & Legal Services) in March 2015.
- 2.4 This report brings the Committee up to date in terms of how the feedback from the Peer Challenge continues to inform improvement and development at Lichfield District Council. In particular, members will note how the recommendations from the peer team are being used to shape and inform the Council's 'Fit for the Future' (F4F) Programme.

### **3. Recommendations**

- 3.1 That members note the action taken and planned, and suggest any further actions they consider necessary.

### **4. Summary of responses to the Peer Challenge recommendations**

- 4.1 There were several key recommendations arising from the Corporate Peer Challenge. A summary of how the Council is responding to these is provided below:

Peer Challenge Recommendation: Begin to consider, develop and agree a longer term vision, ambition, priorities for the Council, including the operating principles and organisational development required, and the values and behaviours needed.

- 4.2 A project to develop the next Strategic Plan 2016-2020 is underway. The initial phase is focussing on establishing the evidence base for the new Plan, recognising that priorities need to be determined by a robust analysis of need as well as political aspirations. It is anticipated the Plan will be finalised by the end of 2015 and approved by Cabinet and Full Council in February 2016.
- 4.3 The process for developing the Plan will include engagement with elected members so they inform and shape the new Plan. As part of this process there is a need for members and officers to further develop a deeper, shared understanding about the future purpose of the organisation, and agree a clear and jointly communicated narrative.
- 4.3 In essence the emerging Strategic Plan needs to inform the future organisational development required in terms of council roles, structures and functions. With that in mind the Fit for the Future (F4F) Programme will include a project focussed on 'Creating a Corporate Council', with the development of a new Strategic Plan being one of the work streams. The F4F Programme also includes reviews of Leisure and Economic Development, both of which will fundamentally consider the future role and function of the Council in these areas.

Peer Challenge Recommendation: Use the learning to date to build on and develop 'Fit for the Future' and ensure there is a robust, effective review methodology including programme/project management, extend the scope beyond service reviews into a wider transformational agenda, and ensure reviews are prioritised in alignment with the vision and priorities.

- 4.5 A separate report on the F4F Programme is being presented to the Committee. This sets out how the programme governance is being strengthened, and how the focus of the programme is on the wider transformational agenda including the projects on Channel Shift and Creating a Corporate Council.

Peer Challenge Recommendation: Further develop the longer term financial strategy, including sensitivity and risk analysis, and scenario planning.

- 4.6 The Council's current approach used to develop the three-year Medium Term Financial Strategy (MTFS) already includes some modelling based on a range of assumptions including best case and worst case assumptions about some of the key funding/income streams for the Council, including New Homes Bonus, Business Rates, and Revenue Support Grant. The Strategy is based on the mid-point set of assumptions.
- 4.7 A key risk identified in the MTFS is the implications of the General Election and a new Government that may reduce or scrap New Homes Bonus. Whilst there is no indication that this will now be an immediate risk, there are several proposals within the Conservative Government's Manifesto that will impact on local government funding – not least the continuation of Government departmental cuts which will almost certainly mean a continued reduction of the Revenue Support Grant, possibly at a quicker rate than

experienced to date. Other proposals include a review of business rates and pilots to test out councils retaining a greater proportion of rates. The potential impact of these proposals on the Council's financial strategy will need to be considered by the Leadership Team and Cabinet. The Government is expected to announce its first Budget of the current Parliament in July, which should provide further clarity about proposals and a timely opportunity to consider them.

- 4.8 There will be a continued emphasis on the F4F Programme and other efficiencies help deliver a balanced budget through longer term and more radical transformation.

Peer Challenge Recommendation: Consider resourcing and developing capacity in functions enabling and supporting good governance, organisational productivity and transformation.

- 4.9 There are various current projects and activities that will help enable and support a one council ethos and strengthen the corporate core of the organisation, such as ICT refresh and planned new website and intranet.

- 4.10 In addition, and as mentioned already, the F4F Programme will include a project focussed on 'Creating a Corporate Council' which is expected to look at staff terms and conditions, management structures, organisational values, and policy development.

Peer Challenge Recommendation: Review and Refresh the way Overview and Scrutiny operates focussing on culture and behaviours to give it clarity, a strategic focus and make more forensic use of performance, finance and risk information.

- 4.11 As part of the F4F 'Creating a Corporate Council' project it is proposed that a task and finish group be established to review the way Overview and Scrutiny is carried out at Lichfield. It is proposed that this be convened as soon as possible and starts with considering the primary purpose of Overview and Scrutiny at Lichfield, and how the function can best add organisational capacity and inform the strategic direction of the Council.

- 4.12 There are some quick wins to consider and practical steps suggested in the peer challenge feedback, such as introducing a regular dialogue/meeting between Leadership Team, Cabinet and Scrutiny Committee chairs about the Overview and Scrutiny work programme, which will help ensure Scrutiny is focussed more on the strategically important issues (informed by the Cabinet Forward Plan and other information). Agreeing that not all Cabinet decision/reports need to be automatically routed through Scrutiny Committees prior to Cabinet deliberation might be another step that is considered.

- 4.13 A councillor development session focussed on Overview and Scrutiny was facilitated by the Centre for Public Scrutiny (CfPS) on 27 May 2015 and provided as part of the councillor induction programme.

Peer Challenge Recommendation: Develop a clearer narrative on the Council's Economic Development aspirations which will help inform a review of the operational and strategic capacity required.

- 4.14 A F4F Review is about to commence looking at the economic development service and tourism. A project team has been assembled and the scope is currently being considered. A Project Initiation Document (PID) and detailed Project Plan are being developed and an end date determined. The Review will fundamentally review the role and function of the Council regarding the economic growth of the district and inform a new vision and strategy for economic development. To inform the Review, engagement with key stakeholders is being planned and progressed, including engagement with local businesses.

## **5. Financial Implications**

- 5.1 There are no significant financial implications directly arising from this report. However, some of the future proposals and actions may incur costs, propose additional investment or identify savings.

## **6. Plan for Lichfield District Implications**

- 6.1 The new Strategic Plan 2016-20 is currently being developed as part of the F4F programme. Some of the activity mentioned in the report such as the F4F Review of Economic Development and Creating a Corporate Council will shape and inform the new Strategic Plan.

## **7. Community Benefits**

- 7.1 Whilst there are no immediate benefits or impact for the community arising directly from this report, by responding to the peer challenge recommendations and continuing to progress the F4F Programme the Council will be better placed to deliver services and outcomes to the community with reduced funding.

## **8. Equality & Diversity Implications**

- 8.1 There are no immediate equality and diversity implications arising directly from this report. The impact of any proposed changes will be assessed before they are agreed and implemented.

## **9. Human Rights Issues**

- 9.1 No human rights issues are identified or envisaged as a direct result of this report.

## **10. Crime and Safety Issues**

- 10.1 No direct crime and safety issues are identified or envisaged as a direct result of this report.

## **11. Risk Management Issues**

- 11.1 There is a risk that the Council does not use the findings and recommendations from the peer challenge to inform change and improvement. This has been mitigated by most of the recommendations being used to inform the F4F programme which is intended to make the Council more 'fit for the future'.

### **Background Documents:**

Report to Strategic Overview & Scrutiny Committee: 'Peer Review Report' 18<sup>th</sup> November 2014

Report checked and approved:

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Strategic/Corporate Director



## SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 9 June 2015

Agenda Item: 7

Contact Officer: Helen Titterton

Telephone: 01543 308700

Local Ward Members:

(Relevant to all Wards and Members)

### SUBMISSION BY LEADER OF COUNCIL AND CABINET MEMBER FOR COMMUNITY

#### STRATEGIC PLAN 2016 - 20

#### 1. Purpose of Report

- 1.1 To advise Members of proposals to develop the District Council's next Strategic Plan and seek and comments and suggestions

#### 2. Background and Rationale

- 2.1 The District Council is a statutory organisation that has stewardship of significant resources on behalf of 100,000 people. It is accountable to its Members and to its residents for all it does and for how it uses its funds. The Strategic Plan is a way of showing how this stewardship is carried out and is evidence that the Council is using its powers wisely.
- 2.2 The District Council produces a new Strategic Plan every four years to coincide with the electoral cycle. The preparation of the document commences after the May election so that the manifesto of the ruling Group can inform the strategic aims and priorities set out in the document.
- 2.3 The Plan can also demonstrate how the District Council works in cooperation and sometimes in collaboration with other organisations / bodies to secure maximum value for money (as much health, wealth and happiness as possible for local people)
- 2.4 The Strategic Plan should be the foundation for everything that the Council does over the next four years. It should be clear in Cabinet and other reports how other plans and proposals fit in to the bigger picture
- 2.5 The Peer Review (September 2014) recommended that the Council "*begin to consider, develop and agree a longer term vision, ambition, priorities for the Council, including the operating principles and organisational development required, and the values and behaviours (One Council) needed*". The development of a new Plan is a very significant opportunity to articulate the purpose and function of the organization, what it exists to do and what its key principles are.

#### The Foundations for the Plan

- 2.6 The Plan will be built upon:
- Long term vision
  - Organisational values; what we deem to be important in the way we behave to our community and to each other and which reflects the sort of council we want this to be
  - An evidence base of what is happening and what is needed locally

- The statutory duties which the Council is required to deliver upon (although these duties can be performed in different ways and to different levels of quality)
  - The aspirations of the newly elected ruling Group
  - Clearly articulated strategic outcomes / priorities and an explanation about why they are important and how success / achievement will be measured
  - Links made to other strategy documents which give the detail about how the outcomes / priorities will be achieved eg. web link to Local Plan
- 2.7 A set of principles that we will apply to this project are:
- The Plan will be a general overview document and will contain minimal detail; the detail will be contained within the annual Action Plans and Directorate / Service Plans
  - The process for producing the Plan needs to be proportionate; it is an important document and we need to involve a range of individuals and organisations in its production, but it will be short and concise and the process used needs to reflect this
  - The results of stakeholder engagement will be reflected in the content of the Plan
- 2.8 The strategic priorities will be articulated as measurable outcomes so that we can tell in future whether we are making progress / achieving what we set out to do

### **Outcomes**

- 2.9 The process of producing the plan will be undertaken as a project under the management of a project team led by the Chief Executive. The team has identified the following outcomes:
- Evidence Base / Locality Profile for Lichfield District (to be produced by Staffordshire Intelligence Hub) published on LDC website
  - Evidence of Member, staff, partner and resident input to the Plan
  - Organisational Vision and Values set out in the Plan
  - Customer Charter
  - Equality Impact Assessment of the Plan
  - Approved Strategic Plan published on LDC website
  - Organisational change where the values and related behaviours of a one council approach are better understood and delivered, especially by employees

### **Consultation**

- 2.10 The Plan needs to be meaningful to several audiences including the Members and staff of the Council, to partners and to the wider community (who make a major financial contribution to the existence of the organisation and the roles it performs). It needs to be sufficiently strategic to be remain relevant over a long period of time but also sufficiently 'down to earth' to enable staff and Members to see how they contribute to the aims in the Plan and how local people can identify with the benefit they get for their council tax.
- 2.11 Once we have an outline Plan we will want to share this and consult internally and externally to validate these features, perhaps including some in depth Focus Group sessions
- 2.12 Our consultation plan is set out below

<b>Stakeholder analysis and engagement plan: a summary of the stakeholders who need to be involved and engaged during the review/project and how/when this will be done</b>		
<b>Stakeholder:</b>	<b>How they are to be engaged</b>	<b>When they are to be engaged</b>
<i>e.g. service users</i>	<i>e.g. survey</i>	<i>e.g. Sept 2015</i>
Cabinet	Leadership Briefings Facilitated Focus Group with Leadership Team	Monthly Mid September
All Members	Introduce during induction Reported into Full Council (from Strategic O&S and Cabinet) Facilitated Focus Group(s) Sign off @ Full Council	May July Mid October February 2016
Managers	Managers Briefing Meetings Facilitated Focus Group	Standing item Specific meeting or part of a routine breakfast Briefing
Employees	Facilitated Focus Group	October
Partners	Report to District Board meeting Voluntary Voice?	9 <sup>th</sup> November December
Community	Social media Facilitated Focus Group Article in Intouch magazine Press releases	Ongoing November December Ongoing

## **Governance**

2.13 We will then need to go through our formal governance processes to sign the Plan off. Our governance plan is set out below:

<b>Governance and decision-making: a schedule of the key reporting points/milestones</b>	
<b>When</b>	<b>How</b>
9 <sup>th</sup> June	Report to Strategic Overview and Scrutiny Committee to advise work is underway
7 <sup>th</sup> July	Report to Cabinet to advise work is underway
17 <sup>th</sup> November	Emerging strategic priorities and outcomes informed by evidence base and engagement activities to be reported to Strategic O&S
1 <sup>st</sup> December	Cabinet need to consider / sign off emerging strategic priorities and outcomes for consultation with community
2 February 2016	Plan scrutinised by Strategic O&S
9 Feb	Approved by Cabinet
23 Feb	Approved by Council

### **3. Recommendation**

- 3.1 Members are requested to consider and comment on the proposed approach to the Council's next Corporate Plan

### **4. Financial Implications**

- 4.1 The Staffordshire Intelligence Hub has been commissioned to produce an evidence base for the Plan at a cost of £12k. This document will include a social economic profile of the District (trends, comparison with Staffordshire and national averages and agreed Local Authority benchmarks) which will be published on the website and used to inform other strategic and business plans during the coming years.
- 4.2 It is anticipated that other costs associated with the production of the Plan can be met from existing resources, predominantly officer time.
- 4.3 One of the objectives in producing the Plan is to review the 'fit' between the Council's priorities and how its resources are allocated so that Members can have assurance that funding is being allocated to the highest priority issues.

### **5. Plan for Lichfield District Implications**

- 5.1 The new Strategic Plan will replace the Plan for Lichfield District. Although there will be consultation and engagement with partner organisations, the new plan will focus on the aspirations and priorities of the District Council (whereas the Plan for Lichfield District was owned by partners and endorsed by the District Board).

### **6. Community Benefits**

- 6.1 The Plan will set out the outcomes that the Council intends to achieve over the next four years to improve the Districts and safeguard the wellbeing of its residents. The priorities identified will be based on research and consultation to ensure they are in line with the benefits that the community expects.

### **7. Equality & Diversity Implications**

- 7.1 It is difficult to say at this early stage which stakeholders will be affected by the new Strategic Plan and how people with protected characteristics may be affected. Owing to reductions in public sector finance, there has been a general shift within the public sector towards targeting people most in need of services / intervention and reducing investment in services which are accessible to all irrespective of need. This is reflected in recent decisions to cut funding for youth services, library services, children's services, mobile leisure and holiday play schemes in the local area. There is also a greater focus on self reliance and encouraging people to look after their own well being and that of their families and neighbours rather than relying on "the state" to intervene.
- 7.2 Lichfield District Council has certain statutory duties to deliver which will continue into the future (subject to any legislative changes); some of these statutory duties particularly benefit people with protected characteristics.
- 7.3 The evidence base has yet to be produced but we already know that there is a growing elderly population (age being a protected characteristic) and that these individuals need to stay living in their own homes for as long as possible

### **8. Human Rights Issues**

- 8.1 None arising directly from this report.

## 9. Crime and Safety Issues

- 9.1 Being and feeling safe are generally considered to be very important factors in making somewhere a good place to live. It is therefore likely that the importance of keeping incidents of crime and anti social behaviour low will be reflected in the next Strategic Plan.

## 10. Risk Management Issues

Risk description	Likelihood/ impact	Risk category	Countermeasure	Responsibility
Evidence base insufficiently focused on those community needs which fall within the scope of the District Council	Low / high		Brief provided to Intelligence Hub; distinction to be made between what LDC is responsible for and what it can influence	Housing Services Manager / Evidence base Working Group
Members' aspirations are not consistent with the evidence base	Medium / High		Regular engagement with Members, especially Cabinet Focus Groups for elected Members	Chief Executive / Strategic Director Community, Housing and Health
Staff do not feel the Plan is relevant to them	Medium / Medium		Regular briefings and Focus Group	Chief Executive / Strategic Director Community, Housing and Health
Local people not interested in the Plan / feel it is irrelevant to them	High / low	Reputational	Communications Plan Engage with residents who volunteered from Community Survey Use social media to promote the emerging priorities of the new Plan	Communications Manager
Members do not 'own' the new Plan	Medium / High		Provide a range of opportunities for Members to take part in the development of the new Plan	Chief Executive / Strategic Director Community, Housing and Health

### Background Documents:

Report checked and approved:

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Strategic/Corporate Director

## SUBMISSION TO (STRATEGIC) OVERVIEW AND SCRUTINY COMMITTEE

Date: 9 June 2015

Agenda item: 8

Contact Officer: Richard King

Telephone: 01543 308060

Local Ward Members: Relevant to all Ward Members

### REPORT OF THE CABINET MEMBER FOR FINANCE

#### END OF YEAR PERFORMANCE OVERVIEW 2014/15 FOR THE DEMOCRATIC AND LEGAL AND FINANCE DIRECTORATES

##### 1. PURPOSE OF THE REPORT

- 1.1 To advise Members of progress against the activities and projects set out in the District Council's One Year Action Plan for 14/15 which are relevant to the terms of reference of this Committee. Statistical information (key performance indicators) relating to activity is also included. Both the narrative report and the related statistics reflect performance as at 31<sup>st</sup> March 2015.
- 1.2 To advise Members of the targets which have been proposed for the activity and performance indicators for the Directorates in 2015/16.
- 1.3 Members are invited to raise questions and comment (or where appropriate, request a more detailed report).

##### 2. BACKGROUND AND RATIONALE

- 2.1 Each year, the District Council produces a One Year Action Plan which sets out the key activities and projects, measures and targets that the Council intends to deliver over the coming twelve months. The Plan is considered by Council each year in February at the same time that the budget is approved.
- 2.2 In addition to the corporate Action Plan, each Directorate develops a Directorate Top Ten which is informed by the discussions which take place each autumn when Member Panels consider the Service Plans produced by teams across the Council. Members can use this as an opportunity to influence the direction of travel for the coming year and in some cases use the result to influence the Work Programme of the Overview and Scrutiny Committee. End of year performance against the One Year Action Plan 14/15 which relates to this Committee is attached at **Appendix A**. The key performance indicators are attached at **Appendix B**.
- 2.3 A composite of all the performance reports from the four Overview and Scrutiny Committees will be provided to Cabinet in July 2015.
- 2.4 At the last meeting of this Committee, Members considered the activity and performance indicators for 2015/16. These PIs have been revised having regard to the Directorate Top 10 (approved in January 2015) and other service issues / policy or legislative changes. Targets for these PIs have been proposed having regard to performance during 2014/15. The PIs and their related targets are attached at **Appendix C**

### **3. PERFORMANCE HIGHLIGHTS**

- 3.1 A copy of the end of year performance report for the Democratic and Legal and Finance portfolio is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the 14/15 Action Plan including:
- Helping implement Fit for the Future
  - Upgrading the IT infrastructure
  - Implementing the Boundary Commission Review
  - Preparing for Individual Electoral Registration
  - Reviewing the Capital Programme
- 3.2 Service Managers routinely monitor activity and performance delivered by their teams; progress against key performance indicators is attached at **Appendix B**. Some data is collected monthly, others quarterly.

### **4. RECOMMENDATION**

- 4.1 Members are requested to consider and comment on the performance report overview for 14/15 which is attached at **Appendix A**, the statistical analysis attached at **Appendix B** and the targets for the 2015/16 performance indicators at **Appendix C**.

### **5. COMMUNITY BENEFITS**

- 5.1 The effective scrutiny of performance reports and data drives performance improvement leading to direct benefits for the community through improved services and value for money based on achieving key priorities.

### **6. FINANCIAL IMPLICATIONS**

- 6.1 None arising directly from this report. A more detailed report on the Council's financial performance against the financial strategy (the outturn report) will be considered by Cabinet in September 2015.

### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate
- 7.2 During 2014/15, the Cabinet and Committee report template has been revised to include a section on the equality and diversity impact of the matter(s) under consideration.

### **8. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS**

- 8.1 The report identifies some of the key areas of achievement during 14/15. These include:
- Successfully implementing the proposals arising from the Boundary Commission Review with revised Member numbers and Warding arrangements
  - Preparing for Individual Electoral Registration and publishing a new Electoral Register
  - Agreeing a sale of the Council's Industrial Units and disposing of surplus land at Fazeley

**9. CRIME AND COMMUNITY SAFETY ISSUES**

9.1 Disposal of land for development at Brook End Fazeley helped ensure Anti Social Behaviour issues did not arise

**10. RISK MANAGEMENT ISSUES**

<b>Risk Description</b>	<b>Likelihood / Impact</b>	<b>Status</b>	<b>Risk Category</b>	<b>Countermeasures</b>
Information provided to Members is too 'high level' and inadequate for robust scrutiny	Medium / medium	Material	Reputation	Members can request further details or a separate report on any item referred to in the report.  The Cabinet Members, Director and Service Managers are in attendance at the O&S meeting and can elaborate on the content of the report



## 2014/15 Democratic & Legal Services Top 10: Quarterly report to Leadership Team

A progress report on the corporate top 10 issues/tasks will be considered by Leadership Team on a quarterly basis on the following dates:

- 23<sup>rd</sup> July (April – June)
- 15<sup>th</sup> October (July – Sept)
- 21<sup>st</sup> January (Oct – Dec)
- 29<sup>th</sup> April (Jan – March 2015)

✓	<i>On Target</i>
=	<i>In Progress</i>
X	<i>Behind Target</i>



### Implement the Boundary Commission Review

Actions	Due Date	On Target?	Progress Update
Number of Members and warding agreed (Councillor Spruce)	14-Oct-2014	✓	<p><b>Position at June</b> – At the Council Meeting held on 8<sup>th</sup> July 2014 the District Council determined a submission to be sent to The Local Government Boundary Commission for England. Arrangements are now being made for that submission to be sent before the consultation deadline of 28<sup>th</sup> July 2014.</p> <p><b>Position at September</b> – Submission on consultation sent to the Local Government Boundary Commission for England. Date for issue of final recommendations deferred by the Local Government Boundary Commission for England</p> <p><b>Position at January</b> – Final recommendations published on 18<sup>th</sup> November 2014</p> <p><b>Position at March</b>–The revised number of Members and warding arrangements has now passed through Parliament and this aspect is completed</p>
Implementation of Order made by Parliament (Councillor Spruce)	15-Jan-2015	✓	<p><b>Position at June</b> – Whilst action cannot be completed on this until the finalised proposals are announced on 14<sup>th</sup> October 2014, preliminary work is being done.</p> <p><b>Position at September</b> – Preliminary work has started to reflect the subsequent changes that need to be made to the electoral register, with a view to republishing the register early in 2015. At the same time</p>

Actions	Due Date	On Target?	Progress Update
			<p>a statutory review of all polling districts, places and stations needs to be undertaken and completed by 31 January 2015.</p> <p><b>Position at January</b> – work is ongoing to the electoral register with an anticipated re-publishing date of 2<sup>nd</sup> February 2015. The polling districts, places and stations consultation ended on 2<sup>nd</sup> January 2015 and a Special Regulatory &amp; Licensing Committee will meet to discuss and agree the final recommendations on 19<sup>th</sup> January, which will then go forward to a Special Council meeting on 27<sup>th</sup> January for ratification.</p> <p><b>Position at March</b> – Council agreed the proposals on 27<sup>th</sup> January and order has been implemented.</p>

### Prepare for Individual Electoral Registration

Actions	Due Date	On Target?	Progress Update
Complete the traditional canvass under IER (Councillor Spruce)	1-Dec-2014	✓	Work is ongoing with house to house enquiries due to start towards the end of October. Training of canvassers is scheduled to take place early October.
Publish a new electoral register (including all electors confirmed under individual electoral registration) (Councillor Spruce)	1-Dec-2014	✓	<p><b>Position at June</b> – The way people register to vote changed on 10 June – all new registrations and any changes to existing registrations since that date are done individually (rather than by household) in accordance with the new legislation. New style registration forms have been designed and released – alternatively electors can now register online. Electoral Management Systems have been developed and are already in place to support the change. The current July electoral register was uploaded to IER Digital Services on Friday 11 July in order for electors to be matched against government records so that they can be confirmed under IER and automatically transferred to the first “IER register” due to be published on 1 December. The results of this exercise – called Confirmation Live Run – are expected around 18 July. Following on from this it is anticipated that electors who’ve successfully matched will receive a letter at the beginning of August to confirm they are registered under the new system and advising them that they do not have to do anything else this year. Any elector who doesn’t match and needs to provide further information will be sent the necessary forms during the period commencing August, with reminders and house-to-house visits scheduled during the autumn. Local and national publicity campaigns will be run during this time to coincide with each stage of the transition to IER.</p> <p><b>Position at September</b> – The results of exercise ‘Confirmation Live Run’ were established on 18 July, and 91.5% of the districts electors who had successfully matched received a letter at the beginning of</p>

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Actions	Due Date	On Target?	Progress Update
			<p>August to confirm they were registered under the new system and did not have to do anything else this year. Any elector who didn't match and needed to provide further information was sent the necessary forms during the period commencing August, with reminders and house-to-house visits scheduled throughout the autumn. Local and national publicity campaigns will be run during this time to coincide with each stage of the transition to IER.</p> <p><b>Position at January</b> – the Register of Electors was published on 1<sup>st</sup> December 2014. 2.9% (2337) of electors are yet to be confirmed under IER but legislation provides that these are to remain on the register until 1<sup>st</sup> December 2015. Action completed</p> <p><b>Position at March</b> – less than 1.5% of voters are yet to be verified.</p>
<p>Complete targeted activity to invite further missing electors and those who have moved to update their registration (Councillor Spruce)</p>	<p>31-Mar-2015</p>	<p>✓</p>	<p><b>Position at June and September</b> – Using the Public Engagement Strategy, which identifies under-registered groups and low responding areas, work is currently underway with our partners to ensure as many potential electors are invited to register. For instance, contact has been established with the Whittington DMS and Staffs County Council's Information Governance team so that information on residents at the Barracks and school children, approaching the age by which they can register to vote, is obtained.</p> <p><b>Position at January</b> – Information was received regarding school age children about to attain the age of 16/17 so they were targeted to register.</p> <p>A household notification letter is scheduled for end of January 2015 which will list all those currently registered at a property, in an attempt to:-</p> <ul style="list-style-type: none"> <li>• Identify any elector that is no longer resident and needs to be removed from the register;</li> <li>• encourage early registration of any new residents prior to the elections in May;</li> <li>• raise awareness of the recent ward boundary and polling district changes.</li> </ul> <p>At the same time this exercise will further help in our efforts to confirm those 2.9% of electors who are as yet unconfirmed under IER.</p> <p><b>Position at March</b> – Less than 1.5% of voters remain to be verified.</p>
<p>Be ready to carry out a full household canvass under the new system (Councillor Spruce)</p>	<p>31-Mar-2015</p>		<p><b>Position at June, September, December and March</b>– Not yet started (this will begin after 1<sup>st</sup> July 2015).</p>

### Review Resources within Democratic & Legal Services

Actions	Due Date	On Target?	Progress Update
Complete review (Councillor Spruce)	1-Sept-2014	✓	Done

### Completion of Section 106 Agreements

Actions	Due Date	On Target?	Progress Update
Complete 10 Section 106 Agreements (Councillor Spruce)	31-Mar-2014	✓	Completed 35

### Institute Enforcement Action Where Appropriate

Actions	Due Date	On Target?	Progress Update
Complete a minimum of 35 Enforcement Notices (Councillor Spruce)	31-Mar-2014	✓	Completed 35

### Review The Statement of Licensing Policy

Actions	Due Date	On Target?	Progress Update
Complete the review of the statement of Licensing Policy (Councillor Spruce)	31-Dec-2014	=	It has been confirmed that the current policy is in effect until January 2016 (extended by legislation) so this review has been delayed until autumn 2015.

### Electoral Payments

Actions	Due Date	On Target?	Progress Update
Implement system of real time information reporting for PAYE for electoral payments (Councillor Spruce)	31-Apr-2014	✓	This has been completed and all staff payments for the European election in May 2014 and any by-elections since that time are now paid by payroll (rather than by cheque).

## Asset Management Review

Actions	Due Date	On Target?	Progress Update
Complete the Asset Management Service Review and implement agreed recommendations (Councillor Spruce)	31-Mar-2015	✓	<p><b>Position at June</b> – A meeting of the Asset Strategy Group took place in July 2014 and recommended to Cabinet that some property assets be disposed of</p> <p><b>Position at September</b> – Council agreed in September 2014 to asset disposals. The Review also identified an opportunity to recover insurance monies resulting in additional income of around £9,000.</p> <p><b>Position at January</b> – The assets for disposal are being marketed. Discussion taking place with Public Sector PLC to determine whether the Council should enter into a Joint Venture Agreement with a view to maximising potential of the Council's remaining assets.</p> <p><b>Position at March</b>–Heads of Terms have been agreed for the sale of the Industrial Units at Greenhough Road, Lichfield and Ring Road, Burntwood (including the café). Solicitors have been instructed and the sale process is underway. The marketing of the Bore Street, Lichfield shops is continuing.</p>

## 2014/15 Finance, Revenues & Benefits and ICT Directorate Top 10 : Quarterly report to Leadership Team

A progress report on the corporate top 10 issues/tasks will be considered by Leadership Team on a quarterly basis on the following dates:

- 23 July (April - June)
- 15 October (July - Sept)
- 21 January (Oct - Dec)
- 15 April (Jan - March 2015)

✓	<i>On Target</i>
=	<i>In Progress</i>
X	<i>Behind Target</i>

### Monitor impact of welfare reforms

Actions	Due Date	On Target?	Progress Update
Implement the revised Local Council Tax Support Scheme (Councillor Spruce)	30-Apr-2014	✓	<p><b>Position at June</b> – Scheme implemented and operational from 1 April 2014. No issues.</p> <p><b>Position at September</b> – Completed</p> <p><b>Position at December</b> – Completed</p> <p><b>Position at March</b> – Completed</p>
Maximise take up of Discretionary Housing Payments (Councillor Spruce)	31-Mar-2015	✓	<p><b>Positions at June</b> – <b>Following the revision of the scheme, an increased number of people are</b> becoming eligible for an award. Benefit officers are encouraging take up via landlords who identify tenants who are in rent arrears or appear to be having financial difficulties with household costs. As at the end of June 30% of the government funding has been allocated/committed, equalling the amount that was spent for the whole of 2013/14.</p> <p>Officers have done some analysis of applications for the first quarter of 2014/15 and have identified that of the requests for application forms 24% of people do not return it and of those that do, approximately 17%, do not follow up when asked for further information. Further analysis of the reasons for this will be carried out.</p> <p><b>Position at September</b> – We have had meetings with various agencies such as CAB (particularly as part of the RAFT partnership), Money Advice at Bromford and the DHP form has been sent electronically to several Housing Associations for them to issue to their tenants who may be experiencing financial difficulty. The scheme is on LDC's website. Lichfield Connects issue forms and give advice to any customer they come across personally who may be struggling financially. The Money Advisor based within the Housing Team at LDC, together with the officers who deal with homelessness have been given advice on our ability to cover deposits and removal expenses for any of their needy customers.</p>

Actions	Due Date	On Target?	Progress Update
			<p>Going forward we intend to contact all those Housing Benefit claimants who are affected by the Spare Room Subsidy and who have not made a claim for a DHP, to make them aware of the scheme.</p> <p><b>Position at December 2014</b> - All of the Housing Benefit claimants who are affected by the Spare Room subsidy have been identified. A letter had been drafted and was due to be sent with a DHP form to all of the claimants who had not previously made as claim starting week commencing 12 January 2015. The council had paid £30,079 or 29.6% of the total funding available £101,426 for DHPs</p> <p><b>Position at March 15</b> - All 182 Housing Benefit claimants affected were sent a letter and a DHP form. 42 forms were returned and of these 15 were awarded DHP and 6 are still outstanding awaiting further information. At 31 March 2015 the Council paid £41,008 or 40.4% of the total funding available £101,426 for DHPs.</p>

### Implement, monitor and review the Capital Programme 2014-17

Actions	Due Date	On Target?	Progress Update
<p>Quarterly production of Money Matters reports for Financial Performance of Council for Revenue and Capital (Councillor Spruce)</p>	<p>Quarterly</p>	<p>✓</p>	<p><b>Position at June</b> – Money Matters report (financial performance April to June 2014) position was reported to both Cabinet on 9 September 2014 and Strategic O&amp;S Committee on 23 September 2014 as set out below.</p> <p><b>Position at September</b> – This report forecast a £91,900 reduction in contribution required from General Reserves for the Revenue Budget and the Capital Programme at this stage was on target.</p> <p><b>Position at December</b> – Money Matters report (financial performance April to September 2014) was reported to Cabinet on 13 January 2015, this forecast a transfer of £1,040 to General Reserves from the Revenue Budget. The latest forecast for the Capital Programme at six months was reduced by £86,000 to £3.388m due to re-profiling of project budgets by project managers and the inclusion of new projects.</p> <p><b>Position at March</b> – Money Matters report (financial performance April 2014 to November 2014) was reported to both Strategic O&amp;S Committee on 21 January 2015 and Cabinet on 3 February 2015, this forecast a transfer of £91,640 to General Reserves from the Revenue Budget. The forecast for the Capital Programme at the end of the eight month period showed that this had been reduced by £131,000 to £3.171m due to re-profiling of project budgets by project managers, the inclusion of new projects and projects being completed with budget savings.</p> <p>The final Money Matters report (financial performance April 2014 to March 2015) is in preparation for both Strategic O&amp;S Committee and Cabinet in September 2015.</p>

## Upgrade the ICT infrastructure

Actions	Due Date	On Target?	Progress Update
100% of devices converted to the new IT platform (Councillor Eadie)	<del>31-Mar-2015</del> (Revised target May 2015)	=	<p><b>Position at June</b> – The project to deploy the new IT infrastructure is underway. The project team has visited North West Leicestershire District Council to learn from their implementation. The preparatory work for the project is being completed with regular highlight reports produced for the Cabinet Member and the Director of Finance, Revenues and Benefits.</p> <p><b>Position at September</b> – The project to deploy the new IT infrastructure is continuing. The new servers are due to be handed from ANS to LDC on 3 October 2014. This is essential in allowing new services to be started and the old servers to be moved to the new servers. The work on the new Windows 7 desktops is commencing and the lists of applications that are being moved to the new infrastructure are being finalised. Work has started on talking to colleagues on the project and starting to set expectations for when people will get access to the new desktops.</p> <p><b>Position at December</b> – Since the last project update the project governance has matured and a project board has been formed. This project board meets on a monthly basis to review the progress of the project. The highlight reports continue to be issued on a fortnightly basis. The project continues to deliver improvements to the business. The e-mail system has been upgraded to a newer version and all mailboxes moved to the newer version. This is an essential part of stepping the systems forward. The focus of the project is now moving to the rollout of the new workstations with the updated software. The project team have seen the first version of the new desktop and the work will focus on preparing this for rollout to the Elections and Revenues and Benefits teams to enable them to get the most time with the new desktop prior to the end of the financial year and the start of the election period.</p> <p><b>Position at March</b> – The rollout of the new desktops has started and is anticipated to be completed in May 2015. “Show and tell” sessions have also started with further sessions booked over the next few weeks. The IT upgrade project has reached the point where there are a number of upgrades being made in a short space of time. The Citrix gateway is being upgraded on 5 May 2015 to the latest version as this will connect to the new desktops. At the end of May 2015, those Members who connect to Citrix to collect their emails will be migrated to Office 365. This will give Members the ability to access emails on mobile devices and without needing the two factor tokens.</p>
Compliance with government security requirements (Public Sector Network PSN) achieved and maintained (Councillor Eadie)	31-Mar-2015	✓	<p><b>Position at June</b> – The Council is currently compliant with the requirements of the Public Sector Network and the compliance certificate expires on 11 September 2014. The ICT team are preparing for the next accreditation cycle that commences on 11 August 2014 by implementing the recommendations from the recent IT health check. An internal audit of the Public Sector Network controls is due to commence in late June 2014 in order to assist with the next accreditation cycle.</p>

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Actions	Due Date	On Target?	Progress Update
			<p><b>Position at September</b> – There are a few points of compliance that need to be resolved before a new certificate can be issued. Working with assessors from the Cabinet Office the points are being addressed ahead of a fresh submission being made by 30 September 2014. The risk of being disconnected is being mitigated through active discussions with the Cabinet Office assessors.</p> <p><b>Position at December</b> – The Council has been given a compliance certificate for the Public Sector Network that lasts from 6 January 2015 until 6 January 2016. While there are still issues that need to be resolved, for the time being the risk of disconnection has been mitigated.</p> <p><b>Position at March</b> – The compliance certificate continues to provide assurance that the immediate risk has been mitigated and through the IT project preparations are being made to prepare for the next compliance cycle that starts in December 2015.</p>

### Treasury Management Performance

Actions	Due Date	On Target?	Progress Update
Prompt payment of invoices (Councillor Spruce)	Ongoing	✓	<p>Target for invoice payment is 30 days of receipt by Internal Business Support Services (IBSS) is 100%.</p> <p><b>Position at June</b> – Target achieved.</p> <p><b>Position at September</b> – Target achieved.</p> <p><b>Position at December</b> – Target achieved.</p> <p><b>Position at March</b> – Target achieved.</p>
Achievement of target rate of return for investments(Councillor Spruce)	Quarterly	✓	<p>Target for the rate of return of investments is to achieve a return above LIBID rate.</p> <p><b>Position at June</b> – Money Matters report (financial performance April to June 2014) position was reported to Cabinet on 9 September 2014 as set out below.</p> <p><b>Position at September</b> – This report showed a projected rate of return for investments 0.57%; LIBID 0.39%.</p> <p><b>Position at December</b> – Money Matters report (financial performance April to September 2014) was reported to Cabinet on 13 January 2015, projected rate of return for investments 0.57%; LIBID 0.35%.</p> <p><b>Position at March</b> – Money Matters report (financial performance April 2014 to November 2014) was reported to both Strategic O&amp;S Committee on 21 January 2015 and Cabinet on 3 February 2015, projected rate of return for investments 0.57%; LIBID 0.35%.</p> <p>The final Money Matters report (financial performance April 2014 to March 2015) is in preparation for both Strategic O&amp;S Committee and Cabinet in September 2015. The projected rate of return for investments for the final quarter was 0.57%; LIBID 0.50%. The overall rate of return for investments for the financial year 2014/15 was 0.56%; LIBID 0.44%.</p>

Classification: UNCLASSIFIED

## Unqualified Auditor Opinion on Statement of Accounts 2013/14

Actions	Due Date	On Target?	Progress Update
Annual Audit Letter (Councillor Spruce)	30-Sep-14	✓	Audit Findings Report provided to Overview and Scrutiny Committee 23 September 2014. The Annual Audit Letter was reported to Audit Committee on 26 January 2015, it gave an Unqualified Auditor Opinion on Statement of Accounts 2013/14.

## Processing Times for Benefit Claims

Actions	Due Date	On Target?	Progress Update
Achievement of targets for processing claims and changes in circumstances to claims (Councillor Spruce)	30-Sep-2014	✓	The target for processing new claims for both Housing Benefits (HB) and Council Tax Reduction (CTR) was 26 days and changes in circumstances for HB and CTR were 12 days. <b>Position as at June</b> – Processing times for new claims for HB 18 days and for CTR 20 days, changes in circumstances for HB was 9 days and for CTR 8 days. <b>Position as at September</b> – Processing times for new claims for HB 19 days and for CTR 21 days, changes in circumstances for HB was 9 days and for CTR 8 days. <b>Position as at December</b> – Processing times for new claims for HB 21 days and for CTR 23 days, changes in circumstances for HB was 10 days and for CTR 7 days. <b>Position as at March</b> – Processing times for new claims for HB 21 days and for CTR 23 days, changes in circumstances for HB was 5 days and for CTR 8 days. The overall position for the financial year 2014/15 was processing times for new claims for HB 19 days and for CTR 22 days, changes in circumstances for HB was 7 days and for CTR 7 days.

## Housing Benefit Fraud Team

Actions	Due Date	On Target?	Progress Update
Achievement of targets for various categories of fraud (Councillor Spruce)	30-Sep-2014	✓	The annual targets for fraud sanctions were 5 – 10 prosecutions; 10 – 20 administrative penalties and 10 – 20 cautions. <b>Position as at March</b> – The total number of sanctions for the financial year 2014/15 were 18, 15 and 11 respectively.

## Revenues Collection rates

Actions	Due Date	On Target?	Progress Update
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Achievement of targets for Council Tax (CT) and Non Domestic rates (NDR) (Councillor Spruce)	31-Mar-2014	✓	The targets for both CT and NDR is 98.5% collection rates <b>Position as at March</b> - The total collection rate for the financial year 2014/15 was 98.83% for CT and 98.4% for NDR.
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### Implementation of Infrastructure Changes as a Result of Outcome of Review

Actions	Due Date	On Target?	Progress Update
Monitoring performance of the Council's ICT provider (Councillor Eadie)	31-Mar-2015	✓	Monthly monitoring of the contract is in place. The monitoring of the contract was audited between May and July 2014 with the overall audit opinion conclusion that excellent assurance was in place. The performance of the contract is reported on a monthly basis to the Director of Finance, Revenues and Benefits. <b>Position at March</b> - Monthly monitoring continues and will remain in place for the duration of the contract.

### Performance of Geographic Information Team as a result of review of asset management

Actions	Due Date	On Target?	Progress Update
Monitoring of number of applications across various categories (Councillor Eadie)	31-Mar-2015	✓	Applications received are reported on a monthly basis to the Director of Finance, Revenues and Benefits. The number of applications received is in line with the expected volumes specified in the service plan. The review of asset management has not reached a conclusion regarding team structures and with the end of the temporary assistant's contract a new job description is being prepared for Leadership Team to consider. <b>Position as at March</b> - Completed. The review of asset management excluded changes to the Geographic Information Team. This led to the appointment of a permanent GIS Officer to mitigate the risk that statutory functions were being delivered by only one individual.

## Democratic & Legal Services Performance and Activity Indicators 2014/15

PI Code & Short Name	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
Complete 10 Section 106 Agreements	2	5	8	7	22	5	6	16	8	35
Agendas & Committee Reports sent out giving 5 days clear notice	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Year book is published on the Website within a month of Annual Council	Not recorded quarterly	Not recorded quarterly	Completed	Completed	Yes	Not recorded quarterly	Not recorded quarterly	Complete	Complete	Yes
Arranging appropriate training for Members and recording attendance	Not recorded quarterly	Not recorded quarterly	Not recorded quarterly	Not recorded quarterly	Yes	Not recorded quarterly	Not recorded quarterly	Not recorded quarterly	Not recorded quarterly	Yes
Occupancy of District Council owned shops	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Occupancy of District Council owned industrial units	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Progress on sale of land at Brook End and Buxton Avenue, Fazeley	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	A specific percentage value cannot be identified-work ongoing	Sale completed	Sale completed
Be compliant with HMRC Real Time Information reporting for PAYE on electoral payments by 1 April 2014	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	-	Complete – all staff payments are now made by payroll	Complete	Complete	Complete
Administer the European parliamentary elections in May 2014	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Complete	Complete	Complete	Complete	Complete
Complete the transitional canvass under IER and publish a new register on 1 December 2014	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Ongoing	Ongoing	Complete	Complete	Complete
Publish a revised Statement of Licensing Policy by January 2015	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Re-scheduled for autumn 2015	Re-scheduled for autumn 2015	Re-scheduled for autumn 2015	Re-scheduled for autumn 2015	Re-scheduled for autumn 2015

## Finance, Revenues and Benefits, and ICT Performance and Activity Indicators

PI Code & Short Name	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value
Quarterly Production of Money Matters for Financial Performance of Council for Revenue and Capital	Cabinet 10.9.13	Cabinet 03.12.13 Strategic O&S Committee 26.11.13	Strategic O&S Committee 29.01.14. Cabinet 04.02.14	Strategic O&S Committee 12.09.14, Cabinet 09.09.14	Cabinet 09.09.14	Cabinet 09.09.14 Strategic O&S Committee 23.09.14.	Cabinet 13.01.15	Strategic O&S Committee 21.01.15. Cabinet 03.02.15	To be reported to Strategic O&S Committee 15.09.15 Cabinet 08.09.15	To be reported to Cabinet 08.09.15
Invoice Payment in 30 days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
The Annual Interest rate for Treasury Management income is set to exceed the average 7 Day London Interbank Bid Rate (LIBID)	Council Rate 0.74% LIBID Rate 0.45%	Council Rate 0.64% LIBID Rate 0.43%	Council Rate 0.63% LIBID Rate 0.42%	Council Rate 0.62% LIBID Rate 0.41%	Council Rate 0.62% LIBID Rate 0.41%	Council Rate 0.57% LIBID Rate 0.39%	Council Rate 0.57% LIBID Rate 0.35%	Council Rate 0.57% LIBID Rate 0.35%	Council Rate 0.57% LIBID Rate 0.50%	Council Rate 0.56% LIBID Rate 0.44%
Annual Audit Letter	Not due in this period	Draft received 17.09.13 for 2012/13	Not due in this period	Final letter reported to Audit Committee on 21.01.14	Received in September 2014 for 2013/14	Not due in this period	Draft received in September 2014 for 2013/14	Not due in this period	Final letter reported to Audit Committee on 26.01.15	Due to be received in September 2015 for 2014/15
Processing time for new Benefit claims is 26 days	*Housing Benefit (HB) only 27	HB & Council Tax Reduction (CTR) 23	HB & CTR 22	HB & CTR 20	** HB & CTR 23	HB 18, CTR 20	HB 19, CTR 21	HB 21, CTR 23	HB 21, CTR 23	HB 19, CTR 22
Processing time for changes in circumstances is 12 days	*HB only 11	HB & CTR 10	HB & CTR 9	HB & CTR 5	** HB & CTR 8	HB 9, CTR 8	HB 9, CTR 8	HB 10, CTR 7	HB 5, CTR 8	HB 7, CTR 7
Benefit Fraud Prosecutions (5-10)	6	2	2	4	14	3	11	1	3	18
Benefit Fraud Administrative Penalties (10-20)	8	11	5	10	34	7	5	2	1	15
Benefit Fraud Cautions (10-20)	2	2	3	0	7	1	2	0	8	11
Council Tax Collection Rate	29.83%	58.49%	73.46%	98.95%	98.95%	30.13%	58.26%	78.12%	98.83%	98.83%
Non Domestic Rates (NDR) Collection Rate	32.53%	61.10%	79.43%	99.7%	99.7%	***28.72%	***58.2%	75.94%	98.4%	98.4%
Monitoring of Northgate contractual SLA's	In place	In place	In place	In place	In place	In place	In place	In place	In place	In place
Monitoring of number of applications received by GIS Team across various categories	In place	In place	In place	In place	In place	In place	In place	In place	In place	In place

\* 2013/14 reports for benefit processing times were in a different format in Q1, amended in Q2.

\*\* This is the overall average after taking account of the amendment in Q2 in 2013/14

\*\*\* Staffordshire County Council (SCC) paid its NDR in May in 2013/14, however, for 2014/15 SCC paid its NDR in August.

**Classification: UNCLASSIFIED**

## DEMOCRATIC &amp; LEGAL SERVICES SETTING PERFORMANCE AND ACTIVITY INDICATORS 2015/16: AGREEING THE TARGETS

Performance Indicator (Descriptor)	2013/14	2014/15	2015/16	Comments
Occupancy (percentage) of District Council owned shops	100%	100%	100%	
Occupancy (percentage) of District Council owned industrial units	98%	98%	98%	
Percentage of occupancy of District Council House by external organisations by m <sup>2</sup>	Not previously recorded	Not previously recorded	2%	
Percentage of Council property data recorded electronically	Not previously recorded	Not previously recorded	90%	
Percentage of Health and Safety required works to District Council House completed	Not previously recorded	Not previously recorded	100%	The only Health and Safety issue currently outstanding is the roof above Communications Team. Quotes are currently being obtained with a view to the work being completed by the end of June 2015
Savings achieved as a result of energy efficiency measures undertaken	Not previously recorded	Not previously recorded	Not currently available	Savings relate to new lighting etc which is installed as and when necessary. Once larger energy efficiency projects and opportunities including any arising out of the Condition Survey are obtained then figures will be available
The percentage of people on Electoral Register before IER that have transferred to the new Register	Not previously recorded	Not previously recorded		
Percentage of completed Section 106 Agreements (some of which are Unilateral Undertakings) achieved within required timeframe	22	35	35	
Percentage of Committee papers dispatched 5 working days in advance of the meeting	100%	100%	100%	
Percentage of Freedom of Information Requests dealt with within 20 working days	93%	97.5%	98%	

## Finance, Revenues and Benefits: Setting Performance and Activity Indicators 2015/16: agreeing the targets

Performance Indicator (Descriptor)	2013/14	2014/15	2015/16	Comments
	Actual Performance	Actual Performance	Target	
<b>Revenue spend as a percentage (%) of net revenue budget</b>	N/A	+£122,461 +106%	+/- £31,000 99%-101%	The Council set itself the financial challenge of ensuring the Council's financial performance is within <b>£250,000</b> of the Approved Revenue Budget at its meeting held on 30 September 2014 in any financial year. The Directorate target is based on a proportion of the Corporate target. This proportion is the managed budget excluding Housing Benefit.
<b>Financial support - % of those orders placed in advance of the invoice date</b>	N/A	42.99%	90%	The Council is in the process of improving financial management and procurement. As part of this Financial Regulations (FRs) are subject to review and the reviewed FRs are due to be considered by Audit Committee at its meeting on 24 June 2015. This will include a requirement that all orders need to be raised in the Council's financial management system in advance of a supplier invoice being received.
<b>Invoice payment within 30 days of the invoice date</b>	82.65%	83.55%	100%	This is based on the period of time from the invoice date of payment of the supplier.
<b>Processing time for new housing benefit claims and Local Council Tax Support (LCTS) applications</b>	23 days	22 days	22 days	Target reduced based on performance of teams over the last year. Number of new claims reduced by 1,934 in 2013/14 compared with 1,475 in 2014/15 and linked to improved processes below.
<b>Processing time for changes in circumstances for Housing Benefit claims and LCTS applications</b>	9 days	7 days	7 days	Target reduced based on performance of teams over the last year and the streamlining of processes
<b>Non Domestic Rate collection rate</b>	99%	98.5%	98.5%	Awards of reliefs, exemption and changes to the rateable values, both within the year and previous years affect the collectable debit. The target is based on the final rate of collection of outstanding rates.
<b>ICT - % of time key IT systems are available</b>	99.98%	99.91%	99.96%	This performance indicator is measured by the performance of the following critical services: Active Directory <ul style="list-style-type: none"> <li>• File and Print</li> <li>• Comino Document Management</li> <li>• Exchange</li> <li>• IDOX Uniform</li> <li>• Internet Access</li> <li>• iWorld Revenues and Benefits</li> <li>• lichfielddc.gov.uk website</li> <li>• Xpress Elections</li> </ul> Downtime is measured during the core office hours of 08:00 – 18:00, Monday to Friday (excluding days the offices are closed) and covers unplanned outages. The performance indicator is measured from when the incident is logged by Northgate's Service Desk until it is resolved. The calculation excludes the time when a problem is being resolved by a third party.

\* This is based on the Medium Term Financial Strategy (Revenue & Capital) 2015-18 (MTFS (R&C) 2015-18) Approved by Council on 17 February 2015.

**Classification: UNCLASSIFIED**

## SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 9<sup>TH</sup> June 2015

Agenda Item: 9

Contact Officer: Diane Tilley

Telephone: 01543 308001

### SUBMISSION BY Leader of the Council

#### Arrangements for Chairman's car

#### 1. Purpose of Report

- 1.1 The current lease for the Chairman's car expired in March 2015. Due to the proximity of the Council elections, the arrangements were temporarily extended in order to enable the new council to take a decision on the arrangements it wishes to see put in place for transport for the Chairman and Vice Chairman of the Council for this term of office. This report provides a summary of the options available for the future transport requirements for the Chairman for consideration and comment by the members of the Committee.

#### 2. Background

- 2.1 The lease for the Chairman's car expired in March 2015. We have been operating the car lease on a month by month basis at a cost of approx £600 per month. The Chairman's car is the largest single part of a wider Civic budget which for 2014/15 was £50,970. This also includes items such as civic events which we organise, support staff and Chairman's and Vice Chairman's allowances. There is no proposal to review the Civic role, and hence other items of expenditure within this budget, at the current time. However as the contract for the car has expired a decision is needed on the way in which transport for the Chairman and Vice chairman will be provided in the future. For the purposes of this report the assumption is made that the Civic function within the council continues. This review applies only, therefore, to the transportation of the Chairman to events and how this is provided and funded.

- 2.2 The detail relating to this issue is contained in Appendix A – Options Appraisal

At present the Chairman has a car and driver provided:

In the previous civic year (May 2014 to May 2015) the car was been used on 130 occasions and travelled 5955 miles.

Costs for the current lease and associated costs (e.g. chauffeurs) are shown overleaf:



**X100 LDC Jaguar XF Diesel Saloon 3.0d V6 Luxury 4Dr Auto**  
**Value of Car £36,561.17**

	<b>Rental</b>	<b>Service</b>	<b>Total yearly payment</b>
<b>Lease Payments</b>			
22/03/11-21/03/12	5,095.30	595.76	5,691.06
22/03/12-21/03/13	5,095.30	595.76	5,691.06
22/03/13-21/03/14	5,095.30	595.76	5,691.06
22/03/14-21/03/15	5,095.30	595.76	5,691.06
22/03/15-21/09/15	2,292.65	267.88	2,560.53
<b>Total Lease Payments</b>	<b>£22,673.85</b>	<b>£2,650.92</b>	<b>£25,324.47</b>

	2011/12	2012/13	2013/14	2014/15		2015/16
	Actual £	Actual £	Actual £	Budget £	Actual £	Budget £
<b>Employee</b>						
Casual Chauffeur's	8,508	8,189	6,962	7,360	5,210	8,360
<b>Transport</b>						
Repairs and Maintenance	0	224	12	310	250	310
Petrol	873	1,167	980	1,250	779	1,880
Lease payment-previous Lease	-987	0	0	0	0	0
Lease payments-Current Lease	5,691	5,691	5,691	5,690	5,691	5,690
Insurance	1,524	675	642	570	575	590
Car Park Permit	10	10	10	0	0	0
	7,111	7,767	7,335	7,820	7,295	8,470
<b>Total</b>	<b>£15,619</b>	<b>£15,956</b>	<b>£14,297</b>	<b>£15,180</b>	<b>£12,505</b>	<b>£16,830</b>

The car is available for all events attended by the Chairman or when he/she is not available, the Vice Chairman. The Chairman does decline the use of the car when it is appropriate i.e. if an event is very close to their home address or in some cases in Lichfield when the Chairman can park their own car on Frog Lane offices car park.

Chauffeurs are paid a minimum of five hours. They escort the Chairman to his /her event and ensure someone is there to meet him/her and are available to take the Chairman home at any time in case of illness, cancellation etc. This releases the Chairman of the stress of the route planning, driving, parking and finding a venue in an unfamiliar area. There is also the safety aspect of the Chairman and his Lady openly walking or using public transport, whilst wearing their chains.

Chauffeurs also help at functions organised by Lichfield District Council, e.g. escorting Civics, managing raffles, cloakroom duty, wine waiter, photographer all which offsets administrative and overtime costs which would otherwise be incurred to support Chairman's events. They also host the chauffeurs of visiting Civics.

2.3 The arrangements in place in other local councils' has been researched. These include:

- no car; with the Chairman being responsible for his or her own transport to and from all Civic events,
- a hired car and driver on a case by case basis with a limit on spend, and
- the provision of a car, be it owned by the council or leased, with a chauffeur.

All options are assessed at Appendix A, with an indication of the likely costs and savings of each.

**Option 1 gives the most saving to the council, with the greatest impact/change on the Chairman role; Option 5 gives the least savings by renewing the current arrangements all be it for a less expensive car.**

2.4 The purpose of the role of Chairman is to promote the district and to represent the Council. As such it is essential that they attend and host a high number and wide variety of functions. The impact of the transport used to arrive at these events will vary from event to event and from person to person. Whilst some Councillors may feel very strongly about image and perception of arriving, as at present, in a chauffeured car, this needs to be balanced against public perception of value added. This was reflected in the recent consultation survey results when 90% respondents said this budget should be reduced. Whilst respecting these facts and considering the options the level of savings achievable (maximum £12,180 pa) balanced against the work required for further review and investigation should also be borne in mind.

### **3. Community Benefits**

3.1 Promotion of the District

### **4. Recommendation**

4.1 Members of the Overview and Scrutiny Committee are requested to consider the options available and make comments to inform Cabinet and Council.

### **5. Financial Implications**

5.1 See options appraisal attached at Appendix A and detail of budget in paragraph 3.2 above. No cost increase identified in any option. Potential savings of a maximum of £12,180 pa (less redundancy costs in year 1).

### **6. Strategic Plan Implications**

6.1 None identified

### **7. Sustainability and Climate Change Issues**

7.1 Impact on climate change and sustainability would be the same in any option in that transport would be needed whether provided by the Council or by the Chairman.

**8. Equality and Diversity issues**

8.1 An Equality Impact assessment of the range of options for consideration has been undertaken. There is no impact on the community at large.

However, the role of the Chairman and Vice Chairman must be open to all elected members. Thus if the Chairman/Vice Chairman falls into one of the protected characteristic groupings there would be an impact on the arrangements which would need to be considered.

All options have been assessed and there could be a budgetary impact on the council in any of the options proposed.

In summary a decision to not have a car and driver could affect a person who has a physical disability which prevents them from driving, making the role more challenging. However if no car and driver were provided there would be a budget available to enable hire of taxis or appropriate form of transport. The Council may wish in such circumstances to make a budgetary allowance to cover any additional costs.

Equally if a lease car were the preferred option, but a physical disability prevented the use of the lease car by the Chairman the costs of the lease vehicle would be incurred during their term of office as well as additional form of transport needing to be identified and funded.

These risks would need to be considered at the time of election of Chairman and appropriate alternative arrangements put in place.

**9. Crime and Community Safety Issues**

9.1 None identified from a community perspective.

**10. Risk Management Issues**

Risk	Likelihood/Impact	Risk Category	Countermeasure	Responsibility
Public perception that their views have been disregarded	M/M		Clear explanation of the issues that Councillors have taken into account would need to be given	

**Background Documents:**

Report checked and approved:

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Strategic/Corporate Director

Review of Chairman's Car

Summary of Options

	<b>Option</b>	<b>Opportunities</b>	<b>Challenges</b>	<b>Cost per annum (approx)</b>	<b>Cost increase (saving) pa Based on actual budget for 14/15 of £15,180</b>
1	No car and no chauffeur	Reduces costs Demonstrates council has listened to Community consultation. Maximum reduction in budget achieved	Chairman must transport himself to function. Costs of mileage claim /taxi fares (estimated at £3000) Impact on status of chairman and reputation of council Safety of chain (value £7350) Redundancy costs for Chauffeurs would also need to be taken in year one if this option were pursued..	£3,000	£12,180
2	Hire car and chauffeur for each event with budget ceiling	Can set lower budget limit (eg £6- 7,000 at neighbouring authorities) Demonstrates council has listened to Community consultation. Medium level of savings achieved	May increase need for support at our own events as no Chauffeur present. There would be a cost implication. Chairman will be unaccompanied at events May be delays and cancellations due to less reliability and commitment through contractual	Estimated £7,000	(£8,150)

## Appendix A

			<p>arrangements          Could be costs incurred for last minute cancellations/changes          Increased risk of failure of service          Limited number of events can be attended according to budget</p>		
3	Purchase lease car and run for a further 4 years	<p>Community see older car being utilised whilst still projecting positive image of council          No lease costs</p>	<p>Would cost £17,450 to purchase. Apportioned over 4 years reduces cost by £1329 pa.          Increased costs of service and MOT not previously incurred.(estimated £800 pa)          Increased risk of maintenance as car ages.          Increased risk of breakdown and non availability of car</p>	£14,680	(£500) nominal savings dependent on repairs and maintenance
4	Lease an alternative car (e.g. Ford Mondeo Deisel Hatchback)	<p>No additional risk          No additional administrative burden          All events can be attended</p>	<p>Risk of criticism of ignoring community view          Less savings delivered than other options</p>	£12,472 pa	(£2, 742)
5.	Lease a similar Jaguar Diesel model of car	<p>No additional risk          No additional administrative burden          All events can be attended</p>	<p>Risk of criticism of ignoring community view. Little savings made</p>	£14,380	(£800)



**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16 (v2)**

Item	9 June 2015	15 Sept 2014	17 Nov 2014	2 Feb 2016	Details/Reasons	Link to 2015/16 One Year Action Plan	Officer	Member Lead
<b>Policy Development</b>								
Terms of Reference	✓				To remind the Committee of the terms of reference and suggest any amendments		RK	
Future arrangements for Chairman's Car	✓				To scrutinise the options for new arrangements for the Chairman's transport on the termination of the current car lease agreement		DT	
Fit for the Future Programme: Programme update and overview	✓				To note progress of the Programme to date, approve the next phase of reviews, and endorse changes to programme governance arrangements		P Clarke	
Strategic Plan 2016-2020	✓		✓	✓	To note progress on developing the new Strategic Plan (June meeting) To consider emerging strategic priorities and outcomes (November meeting) To approve draft Plan (February meeting)	Producing a new Strategic Plan is one of the activities itemised in the Annual Action Plan 15/16	HT	





**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16** (v2)

Item	9 June 2015	15 Sept 2014	17 Nov 2014	2 Feb 2016	Details/Reasons	Link to 2015/16 One Year Action Plan	Officer	Member Lead
Council's Financial Performance for 2014/15		✓			Scrutinise the Council's performance against the Medium Term Financial Strategy	A Well Managed Council - We'll keep a tight control and management of the council's finances	JK	
Statement of Accounts 2014/15		✓			Scrutinise the Statement of Accounts	A Well Managed Council - We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services	JK	
Treasury Management Outturn & Prudential Indicators for 2014/15		✓			Scrutinise performance of the Treasury Management Strategy	A Well Managed Council - We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services	JK	
Half yearly performance report for 2015/16			✓		Scrutinise performance against the projects and activities set out in the One Year Action Plan 15/16 which fall within the remit of the Strategic O&S Committee	A Well Managed Council - We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services	RK	
Half-yearly report on financial performance for 2015/16			✓		Monitor the position in relation to the Medium Term Financial Strategy for 2014/2015	A Well Managed Council - We'll keep a tight control and management of the council's finances	JK	

**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16** (v2)

Item	9 June 2015	15 Sept 2014	17 Nov 2014	2 Feb 2016	Details/Reasons	Link to 2015/16 One Year Action Plan	Officer	Member Lead
Half Year Report on Treasury Management Services and Projected Prudential Indicators 2015/16			✓		Monitor Treasury Management activities and Prudential Indicators	A Well Managed Council - We'll keep a tight control and management of the council's finances	JK	
Medium Term Financial Forecast for Revenue /Capital 2015/18				✓	Scrutinise the Council's resource plans in relation to the delivery of the Strategic Plan priorities	A Well Managed Council - We'll keep a tight control and management of the council's finances	JK	
Treasury Management Strategy Report				✓	Outline District Council's strategy to manage investments and banking and control risks	A Well Managed Council - We'll keep a tight control and management of the council's finances	JK	
One Year Action Plan 2016/17				✓	This will accompany the three year medium term financial forecast for Revenue/Capital and reflect the one year actions needed to deliver the Plan for Lichfield District	A Well Managed Council - We'll maximise the council's performance, innovation and efficiency, so we use our resources well and deliver good quality and better value services	HT	
Third Quarter Review of Performance against Financial Strategy 2015/16				✓	Scrutinise financial performance and the revised estimate for the full year.	A Well Managed Council - We'll keep a tight control and management of the council's finances	JK	

**STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE DRAFT WORK PROGRAMME FOR 2015-16** (v2)

Item	9 June 2015	15 Sept 2014	17 Nov 2014	2 Feb 2016	Details/Reasons	Link to 2015/16 One Year Action Plan	Officer	Member Lead
Briefing Papers								

# LICHFIELD DISTRICT COUNCIL

## FORWARD PLAN

Updated: 22.05.2015

Effective for the Period 01.05.2015 – 31.08.2015

Representations in respect of all the matters shown should be sent in writing to the contact officer indicated at Lichfield District Council, District Council House, Frog Lane, Lichfield, Staffs. WS13 6YU no later than one week before the decision is due to be made.  
Copies of documents can also be obtained by contacting the relevant Officer.  
Facsimile: 01543 309899; Telephone: 01543 308000

- Key decisions are:
1. A decision made in connection with setting the Council Tax
  2. Expenditure or savings if they exceed £50,000
  3. A decision which significantly affects the community in two or more wards

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Local Land Charges – Settlement	Yes	Agree to expenditure	Cabinet 02/06/2015	No consultation. Confidential and subject to legal privilege	Settlement Agreement	<b>OFFICER:</b> Mr G Cooper (01543) 308155  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472732

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1)</sup> <sup>(*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
A lease for Hospital Road Playing Fields	No	To confirm a preferred tenant for Hospital Road Playing Fields, Hammerwich	Cabinet 02/06/2015	Leisure, Parks and Waste Management (O&S) Committee Hammerwich Parish Council Local Football Clubs	O&S Report – September 2014 Marketing brief and associated documents Submissions from interested parties Submission appraisal reports Draft Heads of Terms Draft Lease	<b>OFFICER:</b> Mr N Turner (01543) 308761  <b>CABINET MEMBER:</b> Councillor A Smith (01543) 410685
*Designation of Neighbourhood Areas	No	Seeking endorsement of a request for the Cabinet Member for Economic Growth, Environment and Development to be given delegated powers to determine the Designation of Neighbourhood Areas (powers would be granted by Full Council)	Cabinet 02/06/2015	Will be reported to EGED on 12 March	O&S Report (EGED) 12 March 2015 Neighbourhood Planning Regulations	<b>OFFICER:</b> Ms C Eggington (01543) 308147  <b>CABINET MEMBER:</b> Councillor I Pritchard (01543) 472732

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1)</sup> <sup>(*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
District Board Notes	No	To note the minutes of the District Board Meeting which took place in March	Cabinet 02/06/2015	None	Notes of the meeting	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677
*Review of the Financial Regulations and Contract Standing Orders	No		Audit Committee 24/06/2015			<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (07879) 714003
Future arrangements for Chairman's Car	No	The new arrangements for the Chairman's transport on the termination of the current car lease agreement	Cabinet 07/07/2015  Council 14/07/2015	Strategic (O&S) 9 Jun 2015	Options appraisal	<b>OFFICER:</b> Ms D Tilley (01543) 308001  <b>CABINET MEMBER:</b> Councillor M J Wilcox (01283) 791761

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1) (*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
Fit for the Future Programme: Programme update and overview	No	To note progress of the Programme to date, approve the next phase of reviews, and endorse changes to programme governance arrangements	Cabinet 07/07/2015	This will be reported to the Strategic (Overview and Scrutiny) on 9 June 2015	Cabinet Report	<b>OFFICER:</b> Mr P Clarke (01543) 308251  <b>CABINET MEMBERS:</b> Councillor M J Wilcox (01283) 791761  Councillor C. Greatorex (01543) 416677
End of Year Performance Report – one year action plan 2014/15	No	To note the report	Cabinet 07/07/2015	Consultation with all O&S Committees during June round of meetings	Outturn Report	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677

\* DENOTES KEY DECISION



MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1)</sup> <sup>(*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)</sup> <sup>(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
District Board Notes	No	To note the notes of the District Board Meeting which took place in June	Cabinet 07/07/2015	None	Notes of the meeting	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677
Strategic Plan 2016-2020	No	To note progress on developing the new Strategic Plan	Cabinet 07/07/2015	Consultation with Strategic O&S in June	Report	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor C Greatorex
Acceptance of Better Care Fund	No	Acceptance of Better Care Funding from Staffordshire County Council for expenditure on Disabled Facilities Grant	Cabinet 07/07/2015			<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1)</sup> <sup>(*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Business Improvement District	No		Cabinet 07/07/2015			<b>OFFICER:</b> Mr R King (01543) 308060  <b>CABINET MEMBER:</b> Councillor I. Pritchard
*Temporary accommodation review	Yes	To consider a final report on the review of temporary accommodation	Cabinet 07/07/2015	Report to be considered by CHH (O&S) 03/06/2015	Report to CHH O&S	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677
*Housing services review	No	To consider a final report on the review of Housing Services	06/10/2015	Report to be considered by CHH (O&S) 07/09/15	Report to CHH O&S	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1)</sup> <sup>(*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)</sup> <sup>(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Safeguarding Policy	No	Approval of updated Policy	06/10/2015	Report to be considered by CHH (O&S) 07/09/2015	Report to CHH O&S	<b>OFFICER:</b> Mr C Gibbins (01543) 308702  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677
*Annual Report on Exceptions and Exemptions Financial Regulations 2014/15	No		Audit Committee 07/10/2015			<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (07879) 714003
Mid Year Performance Report – one year action plan 2015/16	No	To note the report	Cabinet 03/11/2015	Consultation with all O&S Committees during November/January round of meetings	Mid Year Progress Report	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677

\* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) <sup>(1)</sup> <sup>(*)</sup>	CONFIDENTIAL YES/NO <sup>(8)</sup>	DECISION EXPECTED TO UNDERTAKE <sup>(2)</sup>	DECISION TO BE TAKEN BY AND DATE <sup>(3)</sup> <sup>(6)</sup>	CONSULTATION <sup>(4)</sup> INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE <sup>(5)</sup>	CONTACT OFFICER/CABINET MEMBER <sup>(7)</sup>
*Non Domestic Rates – Discretionary rate relief	No	To approve changes to the existing policy	Cabinet 01/12/2015  Council 8/12/2015	This relief is at the discretion of Cabinet/Council and all Members will consider at its meetings.		<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (07879) 714003
District Board Notes	No	To note the notes of the District Board Meeting which took place in November	Cabinet 01/12/2015	None	Notes of the meeting	<b>OFFICER:</b> Mrs J Kitchen (01543) 308770  <b>CABINET MEMBER:</b> Councillor C Spruce (07879) 714003
*Strategic Plan 2016-2020	No	To approve the Strategic Plan	Cabinet 09/02/2016  Council 23/02/2016	Consultation with Strategic O&S in November 2015 and January 2016	Final draft Strategic Plan	<b>OFFICER:</b> Mrs H Titterton (01543) 308700  <b>CABINET MEMBER:</b> Councillor C Greatorex (01543) 416677

\* DENOTES KEY DECISION

1. The matter in respect of which the decision is to be made
  2. What decision the Council will be asked to make
  3. A date on which, or period within which, the decision will be made
  4. What groups of people and/or organisations will be consulted before the decision is made and how the consultation will be carried out.
  5. What background documents will be available to the person or Committee making the decision
  6. Who will make the decision, i.e. the Cabinet, Council a Cabinet Member alone, an Officer under Delegated Powers
  7. The Officer or Member who should be contacted regarding the matter under consideration.
  8. Indicate whether the report will be confidential.
- \* Denotes Key Decision

### MEMBERS OF THE CABINET

**Leader of Cabinet**  
**Deputy Leader of Cabinet and**  
**Cabinet Member for Economy**  
**Cabinet Member for Leisure**  
**Cabinet Member for Health & Housing**  
**Cabinet Member for Waste Management**  
**Cabinet Member for Finance**  
**Cabinet Member for Tourism**  
**Cabinet Member for Community**

**Councillor M. J. Wilcox**  
  
**Councillor I. M. P. Pritchard**  
**Councillor A. F. Smith**  
**Councillor C. Greatorex**  
**Councillor I. M. Eadie**  
**Councillor C. J. Spruce**  
**Councillor Mrs H. E. Fisher**  
**Councillor D. R. Pullen**

### MEMBERS OF THE COUNCIL

Allsopp, Mrs J A  
 Awty, R J  
 Bacon, Mrs N.  
 Baker-Thomas, Mrs D F  
 Bamborough, R. A. J.  
 Banevicius, Mrs S W  
 Barnett, Mrs S A  
 Bland, Mrs M P  
 Boyle, Mrs M G  
 Constable, Mrs B L  
 Constable, D H J  
 Cox, R E  
 Drinkwater, E N  
 Eadie, I M

Eagland, Mrs J M  
 Evans, Mrs C D  
 Fisher, Miss B  
 Fisher, Mrs H E  
 Greatorex, C  
 Hassall, Miss E A  
 Humphreys, K P  
 Leytham, D J  
 Marshall, T  
 Matthews, T R  
 Mills, J  
 Mosson, R C  
 O'Hagan, J P  
 Powell, J J R

Pritchard, I M P  
 Pullen, D.R.  
 Pullen, Mrs N I  
 Rayner, B L  
 Salter, D F  
 Shepherd, Miss O J  
 Smedley, D  
 Smith, A F  
 Spruce, C. J.  
 Stanhope MBE, Mrs M  
 Strachan, R W  
 Tittley, M C  
 Tranter, Mrs H  
 Warfield, M A

White, A. G.  
 Wilcox, M J  
 Woodward, Mrs S E  
 Yeates, A  
 Yeates, B W

\* DENOTES KEY DECISION