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28th August 2015

Dear Sir/Madam

STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

A meeting of the above mentioned Committee has been arranged to take place on **TUESDAY 17 NOVEMBER 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 9th September 2015 (copy attached)
4. Money Matters 2015/16 Review of Financial Performance against The Financial Strategy (copy attached)
5. Mid Year Performance Report – One Year Action Plan 15/16 For Finance, Revenues and Benefits & Democratic and Legal Directorates (copy attached)
6. Strategic Plan 2016-2020 Update (copy attached)
7. Fit for the Future (F4F) Programme: Creating a Corporate Council (copy attached)
8. Work Programme and Forward Plan (copy attached)

Briefing Papers to be issued separately:

None

*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

9th SEPTEMBER 2015

PRESENT:

Councillors Tittley (Vice-Chairman in the Chair) Bamborough, Mrs Barnett, Constable, Drinkwater, Humphreys, Marshall, Matthews, Powell, White, and Mrs Woodward.

(In accordance with Council Procedure Rule No.17 Councillors Eadie, Mrs H. Fisher, Pritchard, Pullen, Smith and Wilcox attended the meeting)

APOLOGIES FOR ABSENCE were received from Councillors Strachan (Chairman) and Miss Hassall.

Also Present: Mr J Cook (Director – Grant Thornton) and Ms H Edmonds (Manager – Grant Thornton)

DECLARATIONS OF INTEREST:

Councillors Tittley and Marshall declared a personal interest in Item 5 (Money Matters 2015/16 Review of Financial Performance against the Financial Strategy) and reference to the Hawksyard Community Building as they are members of the Parish Council.

Councillor White declared an interest as the County Council Cabinet Member for Health, Care and Wellbeing

MINUTES

The Minutes of the Meeting held on 9th June 2015 were taken as read, approved as a correct record and signed by the Chairman.

RESOLVED: That the Minutes of the Meeting held on 9th June 2015 be approved as a correct record.

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 during 2014/15.

It was reported that the budgeted transfer to general reserves was £91,640 as approved in February 2015 and the Council's performance in the whole year resulted in £187,479 being transferred to general reserves resulting the Council's position improving by £95,839. Ongoing saving and additional income were reported at £117,662.

It was then reported that the Capital Programme was below budget and the main reasons for the slippage was due to Friarsgate and Accessible Homes (Disabled Facilities Grants (DFG)). Members noted that this slippage would roll over to the next year.

The Committee noted information reported on Treasury management and council tax collection performance.

Councillor White asked for further details on the slippage on the DFG budget and it was reported that this was due in part to the delayed start of the service contract with Revival. Councillor Mrs Woodward asked if there were capacity issues preventing work being carried

out and it was reported that Revival had been experiencing a range of problems, particularly around staffing capacity, that was delaying progress in the delivery of approved adaptations. Although there are capacity issues within the District Council's housing team, these were not affecting the delivery of DFGs. Councillor Mrs Woodward then asked if any lobbying had been carried out regarding capacity issues ; she was advised that officers have been working with Revival to bring about improvements and that further details would be provided.

The Committee then asked questions regarding the Business Rate Appeals process and how much of an issue it was. It was reported that it had been difficult to estimate what impact appeals would have on the Council's finances. It was also reported that originally businesses had up to 2017 to appeal their 2010 rating but the Chancellor of the Exchequer brought this deadline forward to 2015 which had caused a spike in appeals received. It was then reported that due to the increase in the Business rates Appeals provision, the Council's share of business rates was below the safety net threshold and therefore the Council was entitled to a payment from the Greater Birmingham and Solihull Business Rates Pool to which the Council was a member. Members asked why Lichfield District Council was the only member authority needing the safety net payment and it was reported that it was due to the amount and size of appeals received although all councils had been affected by this issue and national lobbying was taking place through the LGA. It was also noted that the payment would not have an impact on the other member local authorities as that was why the pool was there.

It was asked why there was an under spend for the Burntwood Leisure Centre maintenance budget and it was reported that a sinking fund was a requirement from Sports England as part of their grant for the centre and there had only been a need to spend £11k in the previous year.

Sundry debts were then considered and it was asked why there had been an increase in the amount written off. It was reported that in monetary terms, it was a small amount and that the process had not changed but a more realistic view was being taken on what could be recovered. When discussed, it was reported that for debts under £25k, authority to write off debts was delegated to the Section 151 Officer. Many of the Committee felt there should be a change in the Council's Constitution to ensure Member involvement in all debt write offs to aid monitoring and help protect Officers in the process.

Overall, the Committee felt the report was too detailed and did not help Members see key information. It was requested that only important information be reported in the future. It was reported that there was a requirement to ensure certain data was reported to Overview & Scrutiny and that the covering report reflected the important and relevant information that needed to be given to Members.

- RESOLVED:**
- (1) That the report be noted;
 - (2) That the continuation to closely monitor and manage the Medium Term Financial Strategy (Revenue and Capital) 2015-18 (MTFS) (R&C) 2015-18) by Leadership Team and Cabinet Member be noted;
 - (3) That it be noted that £1,395,000 of Capital Programme slippage relating to 2014/15 would be added to the Approved Budget in 2015/16; and
 - (4) That the actual 2014/15 Prudential Indicators be noted.

MONEY MATTERS 2015/16: REVIEW OF FINANCIAL PERFORMANCE AGAINST THE FINANCIAL STRATEGY

A report was submitted on the financial performance of the Council during the period April to June 2015 and it was advised that there would be a transfer of £200,100 to General Reserves rather than the budgeted transfer from it.

It was reported that the Government had advised local authorities to prepare for two scenarios of either a 25% or 40% reduction in RFG funding over the next five years and that the Settlement for 2016/17 would contain the impact of any reduction. The challenges of this funding reduction was noted by the Committee.

Members asked whether capacity issues were a contributing factor for the Capital Programme not being delivered and had concerns that although the savings made came across as a good thing, services were not being delivered as well. It was reported that the Capital programme needed to be realistic and the Cabinet would discuss this.

The Committee was pleased to hear that the amount borrowed externally was actually less than originally estimated and at a lower rate.

When asked, it was reported that there had been vacancies in the planning service however these had been filled and the backlog was being worked through.

- RESOLVED:**
- (1) That the report be noted;
 - (2) That the continuation to closely monitor and manage the Medium Term Financial Strategy (Revenue and Capital) 2015-18 (MTFS) (R&C) (2015-18) by Leadership Team and Cabinet Member be noted;
 - (3) That an update to the Capital Programme to include £280,810 of project spend that will be funded by Earmarked Reserves established for this purpose be noted;
 - (4) That an increase of £965,000 in the capital Programme project for the vehicle replacement from £2,100,000 to £3,065,000, reflecting the value of vehicles being procured through the new Contract Hire arrangement for Joint Waste Service vehicles, be noted; and
 - (5) That the Prudential Indicators and limits for 2015-18 contained within the report be noted.

STATEMENT OF ACCOUNTS 2014/15

Mr J Cook (Director) and Ms H Edmonds (Manager) from Grant Thornton, the Council's Auditors, were welcomed to the meeting.

Detailed consideration was given to the Statement of Accounts 2014/15. It was advised that The Accounts and Audit (England) Regulations 2011 required Local Authorities to publish an Audited set of accounts by 30 September. It was reported that due to new regulations from 2017/18, this date would be brought forward by two months to 31st July.

It was asked if the recent IT upgrade would be a one off and whether there would be longevity in the investment. It was reported that the current system should last around 3-5 years but money would be set aside for a rolling programme of hardware and software upgrades which had not happened before. When asked, it was also reported that the onsite server rooms

would be upgraded to be fit for purpose instead of the originally planned housing at County Council. It was agreed that a briefing paper be sent to Members giving an update to this.

Members asked how exactly the council was encouraging new talent as stated in the Annual Governance Statement. It was highlighted that 'How to be a councillor' webpages were one route, but that the italicised parts of the section titles were the questions that the paragraph answered, not statements by Lichfield District Council. It was asked that this be clarified in future

The External Auditor reported to the Committee that they had carried out detailed investigations and tests and concluded that there was slim opportunity of any material revenue fraud, figures were true and fair and they had a clean opinion of the accounts. They confirmed that would be giving an unqualified opinion on the Statement of Accounts 2014/15 and an unqualified opinion on Value for Money.

They did report that they felt that Property, Plant and Equipment valuations should be completed within a single financial year to fully comply with the CIPFA Code and not over five years as currently done. They did report however that as the values would not materially change, this was not a high concern.

It was asked if there were any concerns with the Pension Fund and it was noted there were different external Auditors for the County Council who ran the fund.

RESOLVED: That the Statement of Accounts for 2013/14, the Audit Findings for the District Council and the fact that the Auditors had given an unqualified Opinion on the Statement of accounts be noted.

MODERNISATION OF THE CIVIC FUNCTION AT LICHFIELD DISTRICT

Members received a report from the Civic Function Member Task Group which was created at the previous meeting of the Strategic (Overview & Scrutiny) Committee. The Chairman of the Task Group, Councillor Tittley reported the findings of the Task Group and that over the previous three years, there had been a large variation on the number of events attended by the Chairman along with a big difference in expenditure.

Councillor Tittley introduced the recommendation of using a rule based matrix to decide what functions should be attended which would in turn reduce the number of functions and associated costs. It was noted that it would be recommended that the Leader of the Council or Cabinet Member approve expenses and not the Chief Executive as stated in the report.

The Committee welcomed the report and thanked the Task Group for their hard work and felt the changes, if introduced, would help add value to the role of Chairman. Members agreed that there should be a sinking fund reserved for those years of important anniversaries including World War events as there would be a requirement for the Civic head to attend more functions at those times. The Committee also felt that talks should commence with other Civic parties from within the District including Parishes to discuss the appropriateness of which Civic party attending which event.

RESOLVED: That Cabinet be recommended to approve the following:

- (1) That the scoring matrix as set out in Appendix A to the report be used to decide what invitations to the Chairman and Vice-Chairman be accepted.
- (2) That the number of engagements attended be reduced to a nominal 50 per year.

(3) That a contingency budget be created to accommodate those years when significant anniversaries require attendance at events.

(4) That the Chairman's charity events cease and a one off donation by the Chairman to a charity chosen by all Members at Annual Council be approved.

(5) That the charity donation be funded by £1000 from the Chairman's expense allowance.

(6) That the lease of the Chairman's Car be terminated and a contract with a local service provider be sourced.

(7) That, if the above are implemented, the Member Task Group reconvene in one year's time to evaluate the effectiveness of the new arrangements

COMBINED AUTHORITIES

The Committee received an update on the West Midlands Combined Authorities (WMCA) The Leader of the Council, Councillor Wilcox, reported that regular meetings were taking place between the proposed CA Local Authorities and Lichfield District Council along with other neighbouring District and Borough Councils who had been invited to join the CA as a non-constituent member. It was also reported that there had been attempts to engage with Staffordshire County Council to gain their views however this had not been successful except for the acknowledgement for a summit meeting on the matter. The Committee noted that if the Council was to join the WMCA, it would not impinge discussions with other areas. The Committee also noted that a decision was required by the 14th October 2015. It was noted that it was not just up the County Council to arrange any alternative or additional devolution deal but for all Staffordshire Councils to work together if there was a desire to.

The Leader of the Council reported that he did not feel there was enough information at this time to enable a decision on whether to join the WMCA and would be difficult to communicate to residents why the decision was taken without fully understanding the positives and negatives for that decision.

It was reported by the Chief Executive that if a decision was not made by the deadline date or if the choice was made to wish to join in the future, there would have to be a request made to the Combined Authority and the Government and a further parliamentary order and consultation undertaken. Also it was noted that it would be a similar process if the decision was taken to join and then there was a desire to leave at a later date. When asked what the consequences would be on the WMCA if the District Council wished to leave after joining, it was reported that it was felt not be significant as the Council would only be a non-constituent member.

Some Members of the Committee felt that it was a 'now or never' situation and there was a risk that opportunities to work in partnership could be lost. Other Members felt more solid information was required before a decision could be taken and it currently felt like a rush.

The Committee concluded that it should be up to the Leader of the Council to decide when the right time was for the Council to take a vote on whether to join the WMCA

RESOLVED: That the information received be noted.

FORWARD PLAN AND WORK PROGRAMME

Members considered the Work Programme and Forward Plan and it was noted that at a meeting of the Overview & Scrutiny Coordinating Group it was agreed that following the

LGA Peer Review, a number of changes would be introduced to aid effective scrutiny. It was reported that these included fewer items on the work programme and for Committees to only consider items that required significant O&S input with other 'for information' items being sent as briefing papers. It was also reported that O&S Chairmen/Vice-Chairmen would have triangulation meetings with Cabinet Members to discuss forthcoming areas of work. The Committee felt that as the Vice-Chairman role of the O&S Committees had increased with the introduction of the triangulation meetings, it should be considered whether a Special Allowance Payment should be given.

The Committee also expressed the need for Regulatory Committee Chairmen to be included in the Coordinating Group meetings.

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

(The Meeting finished at 8.15 p.m.)

CHAIRMAN

SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 17 November 2015

Agenda Item : 4

Contact Officer: Jane Kitchen

Telephone: 01543 308770

SUBMISSION BY CABINET MEMBER FOR FINANCE AND DEMOCRACY

MONEY MATTERS : 2015/16 REVIEW OF FINANCIAL PERFORMANCE AGAINST THE FINANCIAL STRATEGY

1. Purpose of Report

- 1.1 This report covers the financial performance from April to September 2015 (Quarter Two) for the year 2015/16.
- 1.2 For the period up to September 2015 we forecast a further transfer of **£424,410** (in addition to the **£200,100** in Quarter One) **TO** General Reserves, rather than the budgeted transfer **FROM** General Reserves of **£400,450**. This projected financial position based on Quarter Two is as a result of savings totalling **£1,024,960** being included as detailed below:
 - Fit for the Future savings of **£351,400**.
 - Ongoing savings and additional income identified in 2014/15 of **£92,660**.
 - Quarter One 2015/16 projected performance of **£156,490**.
 - Quarter Two 2015/16 projected additional performance of **£424,410**.
- 1.3 In 2016/17, the savings target of **£486,390** is projected to be exceeded by **£80,670** and will result in a further contribution to General Reserves.
- 1.4 These financial projections are based on the first six months of the current financial year. At this stage it is uncertain what the implications will be for the Council of the two main issues announced in the Chancellor's emergency Budget on 8 July 2015. The two issues are the Comprehensive Spending Review and Business Rates Review, the outcome of both of these reviews will not be known until December 2015. The Treasury have advised the Department for Communities and Local Government (DCLG) to prepare for two scenarios of either a **25%** or a **40%** reduction in its funding over the next five years. The Local Government Settlement for 2016/17 will contain the impact of any reductions on funding for Local Government and specifically what this means for Lichfield District Council. The Business Rates review will be fiscally neutral and how this will affect our Council will become clearer in 2016.
- 1.5 The Council Tax Collection Fund is projected to be in surplus by **£432,200** with this Council's share projected to be **£56,308**. The Business Rates Collection Fund is projected to be in deficit by **£1,463,340** with this Council's share projected to be **£585,336**. These balances will be accounted for in 2016/17.
- 1.6 The Capital Programme is projected to be below budget by **£2,206,000** in 2015/16 due to revised projections for projects such as Friarsgate being based on latest project plans. This will result in updates being made to the profiling of project spend to later financial years.
- 1.7 In terms of capital receipts the remaining sale of Bore Street Shops, Lichfield is proceeding.

2. Summary of Policy Development

Revenue Budget

- 2.1 As part of leading the organisation, managers have to account to Members for their management of financial resources and for performance of the organisation, against what the Council has agreed.

- 2.2 'A Plan for Lichfield District 2012-16' approved by Council in February 2012, sets out the ambition, focus and priorities for this period. This plan includes milestones for each year, so that we can bring appropriate focus to delivery.
- 2.3 Leadership Team, together with their Cabinet Members, are responsible for delivering against the milestones for the 'Plan for Lichfield District 2012-16' and are required to report progress on this to Cabinet, enabling Cabinet as a whole to review the performance of the organisation.
- 2.4 The MTFS (R&C) 2015-18 sets out the allocation of resources and the policies and parameters within which managers are required to operate. We are required by Law to set a three year balanced Budget. The MTFS covers revenue and capital expenditure for the three financial years 2015-18. It was approved by Council on 17 February 2015.
- 2.5 Aspects including Community Safety, Human Rights, Financial Implications, Sustainability Issues and Risk Management are all dealt with as part of this report, so have not been separately identified.
- 2.6 Since 2013/14 there have been significant changes in Local Government Finance, ranging from the Localisation of Council Tax Support, wider welfare reforms and local retention of an element of business rates. These changes introduced additional financial risks such as a major proportion (**19%**) of the Council's funding being dependent on the level of business rates growth or decline. Consequently, Council implemented plans and strategies to manage these financial risks. These risks, together with financial successes, challenges and future actions are shown in more detail at **APPENDIX A**.
- 2.7 Increasingly the Council is being funded by income generated locally through Council Tax, Local Business Rates, New Homes Bonus and fees and charges. Therefore, the management of debt is a key component of the Council's funding with a key summary below (further details are shown at **APPENDIX B**) :
- Collection performance for Council Tax has increased by **0.01%** and is therefore consistent with the same stage of the previous financial year. Council Tax arrears outstanding are **£225,444** or **14.20%** higher when compared with the same period for last year. The reason for this increase is the impact of welfare and Council Tax reforms together with the limited options available for recovering small scale debts.
 - Collection performance for Business Rates has decreased by **1.59%** although it is largely consistent with the same stage of the previous financial year. Business Rate arrears outstanding are **£202,201** or **35.70%** higher when compared with same period for last year. There are several reasons for the increase which include technical reasons such as new rating assessments and appeals together with a payment deferral as part of the Council's support for economic development in the District.
 - The total value of invoices outstanding has increased by **£32,792** or **2.15%**, with debt less than six months old reducing by **£15,808** or **1.64%** and debt more than six months old increasing by **£48,600** or **8.72%** compared to the same period last year. The increase in debts more than six months old is due to several large Housing Benefit overpayments.
- 2.8 During the scrutiny of the Money Matters Report at the Strategic (Overview and Scrutiny) Committee on 15 September 2015, the Committee recommended that the Cabinet Member for Finance and Democracy should be involved in the decision to write off debts below **£25,000**. These write offs are currently delegated under the Constitution to the Director of Finance, Revenues and Benefits. Any write offs above **£25,000** are a decision made by Cabinet.
- 2.9 The Cabinet Member for Finance and Democracy has discussed the delegation arrangements with the Director of Finance, Revenues and Benefits and has requested that the delegation is changed to the Cabinet Member for Finance and Democracy and the Leader of the Council. This change to the Constitution and Financial Procedure Rules will be reported to Council.

2.10 Approved Fit for the Future (F4F) and other savings are detailed in the table below and have been built into the Base Budget for 2016/17 onwards :

	Approved MTFS		
	2015/16 £	2016/17 £	2017/18 £
Sub-total Quarter One F4F Savings¹	(351,400)	(312,280)	(326,220)
Ongoing savings/additional income identified in 2014/15 ²	(92,660)	(92,660)	(92,660)
Quarter One 2015/16 performance	(156,490)	(84,400)	(84,400)
Quarter Two 2015/16 further performance	(424,410)	(77,720)	(77,720)
Total savings : F4F, 2014/15 and Quarters One and Two 2015/16	(1,024,960)	(567,060)	(581,000)
Approved MTFS savings target	0	(486,390)	(818,190)
General Reserves position - (Increase) / Decrease	(1,024,960)	(80,670)	N/A
Savings to be identified to achieve approved MTFS savings target	N/A	N/A	(£237,190)

2.11 In the table above at the end of Quarter Two, Council needs to identify savings of **£237,190** to achieve the approved MTFS savings target. However, there are two main issues that could potentially impact on the Council's budget. These are:

- Government's 2015 Spending Review which will conclude in the autumn. The Department for Communities and Local Government (DCLG) has been informed by the Treasury to prepare for two scenarios of either of a **25%** or a **40%** reduction in its funding over the next five years.
- Business Rates review by Government due for completion by the end of 2015.

2.12 How both of these will impact on the Council's finances will become clearer in 2016. As can be seen from the table above, a savings target was not set for 2015/16; the Approved MTFS (R&C) 2015-18 assumed a contribution from reserves of **£400,450** to balance the budget for 2015/16 only. The reason for this was that at the time Council approved the Budget, work was ongoing to find further savings as part of F4F reviews and efficiencies in service delivery.

2.13 Further F4F savings will be identified as service reviews, processes and initiatives continue over the medium term. When any reviews are approved by Council, relevant savings will be built into the MTFS (R&C) 2015-18 and beyond.

¹ The Housing Service Review figures including the release of £82,369 of housing reserves were reported to Cabinet on 6 October 2015 and will therefore appear in the eight months Money Matters Report due to be presented to Cabinet on 8 February 2015.

² This links to the figure of **£117,660** detailed in the 'Money Matters Report : 2014/15 Review of Financial Performance against the Financial Strategy' for Cabinet 8 September 2015. However, this figure needs to be reduced by **£25,000 to £92,660** as there is an element that has been reclassified 'F4F savings', as shown in the table above.

2.14 The financial performance covering the period April to September 2015 has been reviewed and below we report our six months projection for the full year against the Budget.

The Revenue Budget on a Net Direct Expenditure Basis

Area	2015/16					● = adverse ☑ = favourable
	Original Budget £	Approved Budget £	Year to Date Actual £	Projected Outturn £	Projected Variance £	
Chief Executive	889,230	776,830	311,347	766,830	(10,000)	☑
Finance, Revenues and Benefits	2,311,520	2,360,560	855,367	2,288,390	(72,170)	☑
Leisure and Parks	3,167,270	3,000,480	1,214,024	2,863,880	(136,600)	☑
Democratic, Development and Legal	1,097,170	700,850	198,874	571,170	(129,680)	☑
Community, Housing and Health	2,217,360	2,199,650	772,348	2,142,190	(57,460)	☑
Waste Collection	1,311,000	1,261,280	921,918	1,261,280	-	☑
Net Cost of Services	10,993,550	10,299,650	4,273,878	9,893,740	(405,910)	☑
Net Treasury Position	74,900	(11,000)	(55,013)	(29,500)	(18,500)	☑
Revenue Contributions to the Capital Programme	154,000	154,000	0	154,000	-	☑
Net Operating Cost	11,222,450	10,442,650	4,218,865	10,018,240	(424,410)	☑
Less: Transfer (from) / to General Reserve	(400,450)	181,100	0	605,510	424,410	☑
Add: Transfer to Earmarked Reserves	92,000	290,250	0	290,250	-	☑
Net Revenue Expenditure	10,914,000	10,914,000	4,218,865	10,914,000	0	☑
Financed by:						
Retained Business Rates	(2,105,000)	(2,105,000)	(925,571)	(2,105,000)	-	
Revenue Support Grant	(1,450,440)	(1,450,440)	(922,931)	(1,450,440)	-	
Returned New Homes Bonus	(16,000)	(16,000)	0	(16,000)	-	
Business Rates Cap	(29,000)	(29,000)	(13,466)	(29,000)	-	
Parish Local Council Tax Support	115,000	115,000	57,351	115,000	-	
New Homes Bonus	(1,539,000)	(1,539,000)	(775,672)	(1,539,000)	-	
Business Rates Collection Fund (Surplus)/Deficit	(131,000)	(131,000)	0	(131,000)	-	
Council Tax Collection Fund (Surplus)/Deficit	(138,000)	(138,000)	(65,558)	(138,000)	-	
Council Tax	(5,620,560)	(5,620,560)	(2,048,896)	(5,620,560)	-	

2.15 The Gross Income and Expenditure to support this table and the reconciliation of the Original Budget to the Current Approved Budget are shown at **APPENDIX C**. This gives Members more of an insight into the gross flows of Income and Expenditure expected to move through the Council within the year.

2.16 The Net Operating Cost projected outturn at 31 March 2016 is estimated to be better than the Approved Budget by **£424,410**. This has been generated by the following items :

Projected Variance £		Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(10,000)	Chief Executive	(7,800)	(2,200)	-	-
(72,170)	Finance, Revenues and Benefits	(10,660)	2,000	(43,510)	(20,000)
(136,600)	Leisure and Parks	(91,200)	(32,000)	(13,400)	-
(129,680)	Democratic, Development and Legal Services	(47,050)	31,450	(58,810)	(55,270)
(57,460)	Community, Housing and Health	(30,350)	(1,700)	(25,410)	-
-	Waste Collection Service	-	-	-	-
(18,500)	Net Treasury Position	(7,000)	-	(11,500)	-
(£424,410)	Net Operating Cost	(£194,060)	(£2,450)	(£152,630)	(£75,270)

Chief Executive (£10,000) favourable variance :

Projected Variance £	Directorate	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(2,000)	Transfer to IT Web Site Development		(2,000)		
(4,000)	Savings in Members Training	(4,000)			
(4,000)	Savings in Management Development and additional income	(3,800)	(200)		
(£10,000)	Total	(£7,800)	(£2,200)	-	-

Finance, Revenues & Benefits (£72,170) favourable variance :

Projected Variance £	Directorate	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
2,000	Transfer from IT Web Site Development		2,000		
(3,860)	Revenues & Benefits - employee costs due to vacant Property Inspector & Assessor	(3,860)			
(3,800)	Revenues & Benefits - transport costs due to vacant posts	(3,800)			
(3,000)	Revenues & Benefits - IT Licenses no longer required	(3,000)			
(20,000)	Revenues & Benefits - contribution to overheads relating to the transfer of Services				(20,000)
(17,710)	Revenues & Benefits - additional Council Tax Overpayments			(17,710)	
(5,000)	Revenues & Benefits - additional court fee income			(5,000)	
(20,800)	A total of a number of budgets that are not required			(20,800)	
(£72,170)	Total	(£10,660)	£2,000	(£43,510)	(£20,000)

Leisure and Parks (£136,600) favourable variance :

Projected Variance £	Directorate	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(30,000)	Corporate Director - employee costs due mainly to vacant post of Leisure Project Officer	(30,000)			
(2,500)	Corporate Director - transport costs due to vacant post of Leisure Project Officer	(2,500)			
(8,200)	Corporate Director - supplies and services (printing, courses, new equipment, etc)	(8,200)			
(33,000)	Burntwood Leisure Centre - employee costs as a result of vacant posts that are being back-filled with casual staff	(33,000)			
(21,000)	Burntwood Leisure Centre - Inspire Marketing savings from changes in working practices		(21,000)		
(3,000)	Burntwood Leisure Centre - utility costs based on usage budget can be reduced further		(3,000)		
6,500	Burntwood Leisure Centre - insurance claim pressure	6,500			
(12,000)	Friary Grange Leisure Centre - employee costs underspent due to vacancies that are backfilled by casual staff	(12,000)			
15,000	Friary Grange Leisure Centre - joint user payment to SCC higher than anticipated for 2014/15 creating a pressure for 2015/16	15,000			
(36,000)	Friary Grange Leisure Centre - income budgets over performing			(36,000)	
(27,000)	King Edward VI Leisure Centre - employee costs underspent due to vacancies that are being back filled by casuals	(27,000)			
(8,000)	King Edward VI Leisure Centre - utility costs further savings based on usage		(8,000)		
22,600	King Edward VI Leisure Centre - income is showing a forecast under performance			22,600	
(£136,600)	Total	(£91,200)	(£32,000)	(£13,400)	-

Note :

A number of savings and additional income identified at 30 September 2015 are currently shown as 'one off' in nature because the operations to which they relate are subject to the Leisure Services and Asset Management reviews.

A change to the way in which Inspire: Fitness memberships are marketed and sold has realised recurring revenue savings of £21,000 pa.

Democratic, Development and Legal Services (£129,680) favourable variance :

Projected Variance £	Directorate	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
9,970	Lichfield City Business Improvement District (Bid) Costs	2,390	7,580		
(27,120)	Savings in Employee costs re vacant posts and maternity leave	(26,150)	(970)		
(3,920)	Reduction in Street name plates repairs and maintenance and Public lighting Budget	(3,980)	60		
(3,980)	Savings in inflation allowance Subscription to outside bodies economic development	(3,980)			
(9,430)	Additional Income from Section 106 Legal agreements, service charge to neighbourhood plans, and local land charges fees	(2,760)		(6,670)	
(14,200)	Reduction in Car Parks Repairs and Maintenance budgets	(14,200)			
(48,820)	Increase in property rental income relating to the delay in the sale of Industrial Units and Bore Street and additional income from Sale of Freehold interests	1,580		(50,400)	
5,190	Additional Contribution Birmingham Road Multi Storey restricted earmarked reserve		5,190		
(9,260)	Reduction in Car Parks Energy Costs		(9,260)		
(66,120)	Increase in Car Parks Parking Fees			(1,740)	(64,380)
40,960	Increase in Parking Enforcement costs and reduction on Penalty Charge income		31,850		9,110
2,440	Additional cost relating to Lichfield University Car Parking Lease Agreement	2,440			
(5,390)	Savings in Members National Insurance costs and reduction in Car mileage allowance claims	(2,390)	(3,000)		
(£129,680)	Total	(£47,050)	£31,450	(£58,810)	(£55,270)

Community, Housing and Health (£57,460) favourable variance :

Projected Variance £	Directorate	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(4,870)	Budget for LDC contribution to Neighbourhood Watch of £4,870 per annum no longer required following redundancy of post at the end of 2015/15		(4,870)		
2,560	Pressure on Civil Contingencies Unit budget due to additional hours agreed for this year and for 2016/17		2,560		
(2,010)	Income received from SCC to contribute to the redundancy costs for the Family Intervention Programme Officer £2,210. This is no longer required as costs were paid out of 2014/15 underspends			(2,010)	
(8,900)	Pressure on Old Mining College for the year reported at Quarter 1 no longer required	(8,900)			
(11,450)	Reserve created to contribute to the redundancy costs for the Family Intervention Programme Officer is no longer required as costs were paid out of 2014/15 underspends	(11,450)			
(12,300)	Defra Grant received several years ago moved from receipts in advance to Housing in 2015/16. This is no longer needed			(12,300)	
(4,100)	Income from Stafford Borough Council for our support to their customer services system not budgeted for			(4,100)	
(7,000)	Income from SCC for services provided by LDC for bus passes and blue badges no budget for 2015/16			(7,000)	
3,950	Annual pressure on the Air Pollution budget for consultants and other fees		3,950		
(3,340)	Taxi Licensing employee costs recurring underspend on pension costs		(3,340)		
(10,000)	Earmarked Reserve for legal costs no longer required	(10,000)			
(£57,460)	Total	(£30,350)	(£1,700)	(£25,410)	-

Net Treasury Position (£18,500) favourable variance :

Projected Variance £	Directorate	Expenditure		Income	
		One Off £	Recurring £	One Off £	Recurring £
(11,500)	Additional investment income due to higher level of investment balances			(11,500)	
(7,000)	Lower external interest payment than projected.	(7,000)			
(£18,500)	Total	(£7,000)	-	(£11,500)	-

2.17 The overall projected variance of **£424,410** for 2015/16 will improve the Council's General Reserves position. The recurring expenditure and income savings amounting to **£77,720** will be built into the base Budget for 2016/17 onwards.

Council Tax (CT)

2.18 The detailed Collection Fund for 2015/16 is shown in detail at **APPENDIX D**. Latest projections indicate a surplus on the Collection Fund for CT of **£432,200**. The reason this surplus is projected is that we estimated a CT base of **36,264** and the projected CT base for 2015/16 is **36,492** this is an increase of **228**. This increase is due to a variety of reasons including changes to discounts and exemptions, new properties and the impact of the Local Council Tax Support Scheme. LDC's share of this projected surplus would be **£56,308** and this would be shown in the Budget in 2016/17.

Non-Domestic Rates (NDR)

- 2.19 LDC's Budget for its share of NDR is required under Statute to be based on the estimated income contained in the 2015/16 NNDR 1 form which is **£13,023,000**, not the projected level of income contained within the Collection Fund of **£13,144,000**. Any NDR growth or decline will be included in future financial years as part of the Collection Fund surplus or deficit. The NDR Collection Fund is projecting a deficit in 2015/16 of **£1,463,340**, LDC's share would be **£585,336** and this would be shown in the Budget in 2016/17.
- 2.20 The Council is a member of the Greater Birmingham and Solihull Business Rates Pool. Half of any retained Business Rates income in excess of the Government set baseline of **£1,937,216** is paid in levy to the Pool. Conversely, should retained Business Rate income fall below the Safety Net threshold of **£1,791,925** (92.5% of £1,937,000) then Safety Net up to this threshold would be receivable from the Pool.
- 2.21 Current projections are that levy of **£328,165** would be payable to the Pool in 2015/16 with **32.5%** or **£107,000** being received back from the Pool as part of the agreed three year distribution basis.
- 2.22 The monthly aggregate Rateable Value (RV), details of significant movements in RV and details of the high value RV properties in Lichfield District are also shown in **APPENDIX D**.

Capital Programme

Managing the Current Budget

- 2.23 Council approved an original Budget for 2015/16 of **£5,051,000** on 17 February 2015.
- 2.24 The Revised Budget presented in the quarter one report to Cabinet on 8 September 2015 was **£6,444,000**.
- 2.25 Council has subsequently approved the following changes to the 2015/16 budget:
- A report to Cabinet on 7 July 2015 approved an additional **£1,165,000** for Friarsgate.
 - The quarter one report to Cabinet on 8 September 2015 approved the inclusion of additional capital spend funded from earmarked reserves of **£115,810** and increased the vehicle replacement budget by **£965,000**. It also identified (**£1,138,000**) of slippage that has therefore been profiled for spend in later years.
- 2.26 In addition, there have been a number of other changes, such as the allocation of Section 106, and re-phasing of some project spend that total **£18,190** that has resulted in a current Budget of **£7,570,000**.
- 2.27 Below we look at spend by strategic priority for the 2015/16 financial year, focussing on the actual position for the year, compared with the Current Budget :

Priority	Original Budget £	Current Budget £	Year to Date Actual £	Projected Outturn £	Projected Variance £	
We'll support local people	1,544,000	1,247,000	228,840	885,000	(362,000)	●
We'll support local places	2,387,000	3,239,500	7,466	3,215,500	(24,000)	☑
We'll boost local businesses	585,000	2,425,500	151,829	605,500	(1,820,000)	●
How our core principles help us deliver	535,000	658,000	119,444	658,000	0	☑
Total Capital Expenditure	£5,051,000	£7,570,000	£507,579	£5,364,000	(£2,206,000)	

KEY : ☑ Projected actual within **£100,000** of our current budget

● Projected actual not within **£100,000** of our current budget

2.28 The reasons for the significant projected variances are detailed below:

We'll Support Local People

- **Burntwood Leisure Centre (£162,000)** - the projected spend is now based on the new sinking fund investment plan.
- **Disabled Facilities Grants (£200,000)** - the new arrangement with Revival HIA continues to present several challenges to service delivery, in particular completion of DFGs which will mean that an element of this year's budget will need to be transferred to later financial years. However, there continues to be very high demand for DFGs in the district with 109 cases currently pending where works have been determined as necessary for adaptations to be completed.

We'll Boost Local Businesses

- **Friarsgate (£1,810,000)** - the projected spend is now based on the latest project plan.

2.29 An important element of the Capital Programme relates to asset replacement. The renewals of vehicles, equipment and systems during 2015/16 is shown in detail at **APPENDIX E**.

Capital Receipts

2.30 The Council included in 2015/16, as part of the MTFs (R&C) 2015-18, **£2,516,000** of capital receipts from the disposal of three investment property assets. Two disposals have been completed and the current progress on the one remaining sale is detailed below :

- **Bore Street, Lichfield shops (Budget £1,469,000)**. Terms have been agreed for the grant of a new lease of 44 Bore Street, Lichfield following the previous tenants going into receivership. Solicitors are now drawing up the lease documents. With regard to the sale of the freehold of 36-44 Bore Street, Lichfield a definite purchaser is yet to be identified although there are a number of investors interested.

Capital Investment at Burntwood Leisure Centre - the Sinking Fund

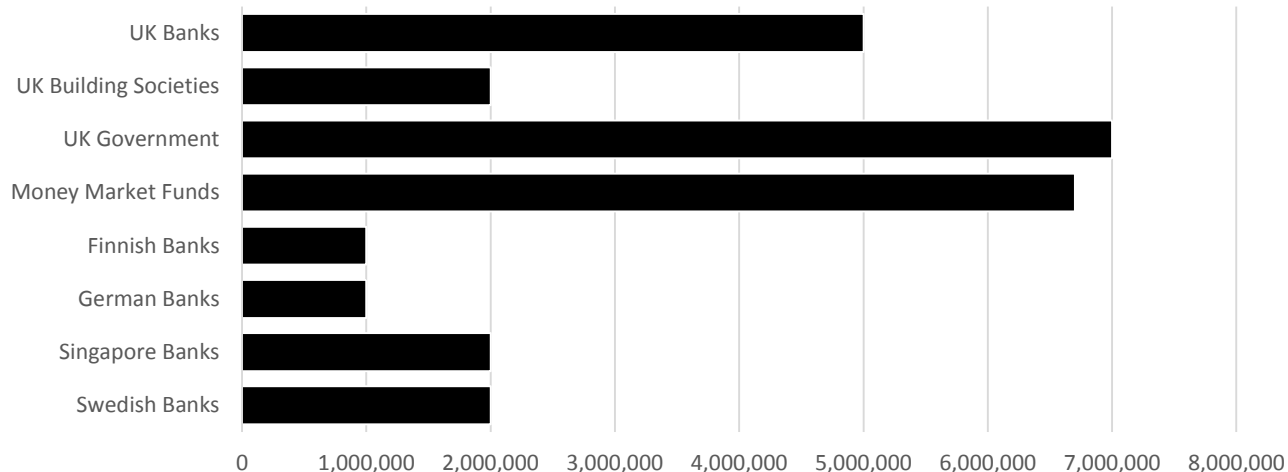
2.31 Under the terms of the funding agreement with the National Lottery in relation to Burntwood Leisure Centre (BLC), LDC is required to set aside resources to be used for the future repair and renewal of BLC in a 'Sinking Fund'. Both the level of investment and BLC in terms of LDC's leisure provision is significant, therefore, monitoring information is provided in the table below for all approved projects in 2015/16 :

Project Name	Annual Spend in 2015/16		
	Current Budget £	Projected Outturn £	Variance £
Planned maintenance	212,000	50,000	(162,000)
TOTAL	£212,000	£50,000	(£162,000)

Treasury Management

2.32 The performance of the Treasury Management function should be measured against the investment objectives of Security (the safe return of our monies), Liquidity (making sure we have sufficient money to pay for our services) and Yield (the return on our investments). Details are shown in **APPENDIX F** and the graph below summarises the investment position at 30 September 2015 :

Investment Distribution by Type/Country



Working Balance, Reserves and Provisions

2.33 The Approved MTFS (R&C) 2015-18 forecast **£400,450** utilisation of General Reserves in 2015/16. Quarter Two budget projections now show a contribution to General Reserves of **£605,510**, rather than the budgeted use of Reserves to balance the Budget. This means that there will be additional Reserves of **£1,005,960** available to the Council.

2.34 The projected General Reserves at the 31 March 2016 are shown below :

Detail	Approved £000s	Projected £000s	Variance £000s
General Reserves available as at 1 April	2,902	2,998	(96)
Less : Contribution from/(to) Revenue Budget	(400)	606	(1,006)
General Reserves balance as at 31 March	2,501	3,603	(1,102)
Minimum Reserves requirement policy	(1,200)	(1,200)	0
General Reserves available for use	£1,301	£2,403	(£1,102)

3. Community Benefits

3.1 The robust management of the Council's Budget is seen as a key priority for Council with a target of being within **£250,000** of the Approved Budget set.

4. Recommendations

- 4.1 To note the report and issues raised within.
- 4.2 To note that Leadership Team with Cabinet Members will continue to closely monitor and manage the Medium Term Financial Strategy (Revenue and Capital) 2015-18 (MTFS) (R&C) 2015-18).

5. Financial Implications

- 5.1 At this six months stage in the year, for the period up to September 2015, we forecast a contribution to General Reserves of **£605,510** will be made, against a budgeted contribution of **£400,450** from General Reserves.
- 5.2 Further detailed analysis on the Financial Performance up to September 2015 is shown in the attached Appendices.

6. Strategic Plan Implications

6.1 The MTFS underpins the delivery of the '*Plan for Lichfield District 2012-16*'.

7. Sustainability and Climate Change Issues

7.1 There are no Sustainability and Climate Change Issues.

8. Human Rights Issues

8.1 There are no Human Rights Issues.

9. Crime and Community Safety Issues

9.1 There are no additional Crime and Safety Issues.

10. Risk Management Issues

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
Management of the Council's Revenue and Capital budget is critical to the successful delivery of key Council's priorities, and control measures need to be in place to manage the re-scheduling or re-profiling of projects and to respond to the changing financial climate.	Medium/ High	Financial	Close monitoring of expenditure. Maximising the potential of efficiency gains. Early identification of any unexpected impact on costs, for example, central Government policy changes (including the stability budget in July 2015), movement in the markets, and changes in the economic climate. Prioritisation of capital expenditure. Project management of projects.	Management of the Council's Revenue and Capital budget is critical to the successful delivery of key Council's priorities, and control measures need to be in place to manage the re-scheduling or re-profiling of projects and to respond to the changing financial climate.
Counterparty default	Medium/ High	Financial	A new Annual Investment Strategy was approved by Cabinet on 7 April 2015. This new Strategy utilises more counterparties and financial instruments to diversify the portfolio and reduce this risk.	Counterparty default
The Performance of the Economy	High/ High	Financial/ Economic/ Environmental/ Social/Legal	Close monitoring of the higher risk key business areas and those areas affected by the downturn. Managers continuously gather and analyse information and are taking action where it is possible to do so.	The Performance of the Economy
Actual cash flows are different to those that are planned	Low/ High	Financial	The Council maintains a comprehensive cash flow model that is updated on a daily basis to reflect actual and planned cash flows. An element of the Council's investment portfolio will be invested in instant access accounts.	Actual cash flows are different to those that are planned
Planned capital receipts are not received	High/ High	Financial	The Council plans to dispose of a number of assets to fund capital investment including Industrial Units and Shops. Two of these sales have been completed and the	Planned capital receipts are not received

Risk	Likelihood/ Impact	Risk Category	Countermeasure	Responsibility
			remaining one is being monitored closely to ensure any subsequent financial implications are included in the MTFS.	
The level of cuts to Non "Ring fenced" Government Departments including Communities and Local Government exceeds the level already identified in the Council's approved MTFS	High/ High	Financial	To ensure the new MTFS incorporates the likely impact of the new Comprehensive Spending Review and the Local Government Finance Settlement.	The level of cuts to Non "Ring fenced" Government Departments including Communities and Local Government exceeds the level already identified in the Council's approved MTFS

Background Documents :

- CIPFA Code of Practice for Treasury Management in the Public Services.
- Award of Contract for the Processing of Dry Recyclate - 9 September 2014.
- Money Matters : Medium Term Financial Strategy (Revenue and Capital) 2015-18 Cabinet - 3 February 2015.
- Money Matters : 2015/16 Review of Financial Performance against the Financial Strategy Cabinet - 8 September 2015.
- Treasury Management Policy Statement and the Annual Investment Strategy 2015/16 Cabinet – 7 April 2015
- Procurement of Contract Hire Vehicles for the Joint Waste Service Cabinet - 7 April 2015.
- Friarsgate Report to Cabinet - 7 July 2015
- The Prudential Code for Capital Finance in Local Authorities.

Successes, Risks, Challenges and Future Actions

Financial Successes	Financial Risks
<p>The Leaders of the Greater Birmingham and Solihull Business Pool (GBSBP) have agreed a three year (2014/15, 2015/16 and 2016/17) distribution basis for retained levy. The levy will be distributed as follows:</p> <p>Economic Development 40% Safety Net 20% (up to a maximum of £2m) LDC and other tariff Authorities 32.5% Birmingham City Council 7.5%</p> <p>The Council externally borrowed £1,522,000 at 2.59% compared to the approved budget of £1,636,000 at 3.04%.</p>	<p>Government funding is in part replaced by the retention of Business Rates meaning we are more financially reliant on local economic growth. This represents a significant change to local Government funding.</p> <p>Car Parking Income potentially could be impacted by a number of external factors such as alternative forms of transport, internet shopping and alternative shopping centres and car parking.</p> <p>It was agreed at Cabinet on 9 September 2014 to award the new Dry Recycling contract to Biffa Waste Services Ltd. This contract is impacting on the level of expenditure and income. Further work has been undertaken in 2015/16 to fully understand the actual financial implications based on actual activity levels. This work will continue and the full impact will not be known until towards the end of the financial year.</p>
Financial Challenges	Finance Future Actions
<p>To ensure businesses claim their entitlements to Business Rate Reliefs.</p> <p>To ensure LDC's financial performance is within £250,000 of the Approved Revenue Budget.</p> <p>To monitor the impact of the Localisation of Business Rates on LDC's Budget.</p> <p>To monitor the impact of technical changes and LCTS on Collection Rates and the level of Income in the Collection Fund.</p> <p>The Government has announced a new Comprehensive Spending Review with non "ring fenced" Government Departments including Communities and Local Government being asked to model cuts to their budgets of 25% and 40% by 2019/20.</p> <p>The Local Government Association has indicated "A 25% real terms reduction to the local government finance settlement would mean a decrease of £4bn by 2020 while a 40% reduction would mean this rises to £7bn".</p> <p>The implementation of the National Living Wage</p>	<p>F4F is a programme of activities that will be delivered during the MTFS period. It brings together a series of projects that all aim to reduce the expenditure of LDC and also reshape and redesign LDC and its services into one that is fit for the future.</p> <p>To manage the exposure of Business Rate growth risk by liaising with our local authority partners in the GBSBP.</p> <p>To ensure we help our residents manage the financial impact of Welfare Reform.</p>

Council Tax and Business Rate Performance

	Council Tax				Non Domestic Rates			
	30Sept 2014	30 Sept 2015	Change		30Sept 2014	30Sept 2015	Change	
Net Collectable in year	£54,066,872	£55,441,705			£35,234,141	£36,418,771		
Amount Collected in year	£31,496,973	£32,305,419			£20,504,729	£20,617,500		
Amount Collected as a %	58.26%	58.27%	0.01%	☑	58.20%	56.61%	1.59%	●
In year arrears outstanding	£769,053	£847,396			£281,971	£470,683		
Previous years arrears	£815,854	£962,955			£283,362	£296,851		
Total arrears outstanding	£1,584,907	£1,810,351	14.20%	●	£565,333	£767,534	35.70%	●
Write offs	£23,024	£18,609			£27,609	£87,786		

Sundry Debtor Performance

Details	30Sept 2014 All Debts £	30Sept 2015 All Debts £	All Debts Change (%)	Variance
Value of sundry income raised	2,093,081	1,304,482	(37.68%)	●
Value of debts written off	13,227	-	(100.00%)	☑
Value of all invoices outstanding % of income raised in the year	1,523,957 72.81%	1,556,749 119.34%	2.15%	●
<u>Aged Debt Analysis</u>				
Less than 6 months	966,529	950,721	(1.64%)	☑
More than 6 months	557,428	606,028	8.72%	●

Property debts are no longer shown separately because these are managed by the Corporate Debt Team and therefore recovery procedures are undertaken using standardised procedures.

Variances

☑ = favourable.

● = adverse.

ORIGINAL AND CURRENT BUDGETED NET EXPENDITURE FOR 2015/2016

	Original Budget	Quarter 1 Projected Outturn	Technical Changes	Changes Reported to Cabinet 7 July 2015	Current Approved Budget
Chief Executive	889,230	777,930	(1,100)	0	776,830
Finance, Revenues and Benefits	2,311,520	2,387,290	(50,730)	24,000	2,360,560
Leisure and Parks	3,167,270	2,951,260	36,220	13,000	3,000,480
Democratic, Development and Legal	1,097,170	870,660	(13,560)	(156,250)	700,850
Community, Housing and Health	2,217,360	2,202,370	(2,720)	0	2,199,650
Waste Collection	1,311,000	1,274,390	(13,110)	0	1,261,280
Net Cost of Services	10,993,550	10,463,900	(45,000)	(119,250)	10,299,650
Net Treasury Position	74,900	4,000	(15,000)	0	(11,000)
Revenue Contributions to the Capital Programme	154,000	154,000	0	0	154,000
Net Operating Cost	11,222,450	10,621,900	(60,000)	(119,250)	10,442,650
Less : Transfer (from) / to General Reserve	(400,450)	200,100	0	(19,000)	181,100
Less : Transfer to Earmarked Reserves	92,000	92,000	60,000	138,250	290,250
Amount to be met from Government Grants and Local Taxpayers:	10,914,000	10,914,000	0	0	10,914,000
Revenue Support Grant	(1,450,440)	(1,450,440)			(1,450,440)
Business Rates	(2,105,000)	(2,105,000)			(2,105,000)
Returned New Homes Bonus	(16,000)	(16,000)			(16,000)
Business Rates Cap	(29,000)	(29,000)			(29,000)
Parish Local Council Tax Support	115,000	115,000			115,000
New Homes Bonus	(1,539,000)	(1,539,000)			(1,539,000)
Collection Fund (Surplus) or Deficit	(269,000)	(269,000)			(269,000)
Council Tax	(5,620,560)	(5,620,560)			(5,620,560)
Total	(10,914,000)	(10,914,000)	0	0	(10,914,000)

Technical changes in the main relate to changes to the accounting approach applied to grounds maintenance, car park permits and insurance premiums recharges.

Cabinet changes are related to the Reports on Friarsgate and the Lichfield City Business Improvement District.

ANALYSIS OF GROSS EXPENDITURE AND INCOME FOR 2015/16

	Gross Expenditure £	Gross Income £	Net Expenditure £	Projected Outturn £
Chief Executive	800,620	(23,790)	776,830	766,830
Finance, Revenues and Benefits	23,303,760	(20,943,200)	2,360,560	2,288,390
Leisure and Parks	5,873,940	(2,873,460)	3,000,480	2,863,880
Democratic, Development and Legal	4,873,880	(4,173,030)	700,850	571,170
Community, Health and Housing	2,441,730	(242,080)	2,199,650	2,142,190
Waste	5,070,350	(3,809,070)	1,261,280	1,261,280
Net Expenditure of Services	42,364,280	(32,064,630)	10,299,650	9,893,740
Net Treasury Position	118,500	(129,500)	(11,000)	(29,500)
Revenue Contributions to the Capital Programme	154,000	0	154,000	154,000
Net Operating Cost	42,636,780	(32,194,130)	10,442,650	10,018,240

The Collection Fund

Council Tax

	The Collection Fund in 2015/16			
	Budget £	30-Sep-15 £	Projected Outturn £	Projected Variance £
Total Number of Dwellings	43,727	43,921	43,863	136
Average Number of Band D Properties	36,264	36,486	36,492	228
Council Tax Liability	(64,153,919)	(64,208,940)	(64,164,870)	(10,951)
Exemptions	888,400	848,643	855,160	(33,240)
Discounts	4,723,930	4,611,518	4,538,330	(185,600)
Discount-Local Support for Council Tax	4,592,820	4,469,038	4,482,740	(110,080)
Council Tax Due	(53,948,769)	(54,279,742)	(54,288,640)	(339,871)
Add				
Collection Fund (Surplus)/Deficit Brought Forward	(1,005,460)	(1,139,792)	(1,139,790)	(134,330)
Less				
Impairment provision	0	16,857	42,001	42,001
Declared Council tax Surplus/(deficit)	1,005,460	1,005,460	1,005,460	0
Net Council Tax Due	(53,948,769)	(54,397,218)	(54,380,969)	(432,200)
Less Precept Demands				
Staffordshire County Council	37,978,528	37,978,528	37,978,528	0
Stoke-on-Trent and Staffordshire Fire and Rescue Authority	2,500,765	2,500,765	2,500,765	0
Office of the Police and Crime Commissioner Staffordshire	6,440,849	6,440,849	6,440,849	0
Lichfield District Council	5,620,560	5,620,560	5,620,560	0
Parish Precepts	1,408,067	1,408,067	1,408,067	0
Total Precept Demand	53,948,769	53,948,769	53,948,769	0
Council Tax Collection Fund (Surplus)/Deficit	(0)	(448,449)	(432,200)	(432,200)
Allocation of Council Tax Collection Fund (Surplus)/Deficit				
Staffordshire County Council		(315,696)	(304,258)	(304,258)
Stoke-on-Trent and Staffordshire Fire and Rescue Authority		(20,788)	(20,034)	(20,034)
Office of the Police and Crime Commissioner Staffordshire		(53,540)	(51,600)	(51,600)
Lichfield District Council		(58,425)	(56,308)	(56,308)
	0	(448,449)	(432,200)	(432,200)

LDC Projected Collection Fund Surplus in 2015/16 to be included in the 2016/17 budget	(£56,308)
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Business Rates

	The Collection Fund in 2015/16			
	Budget £	30 Sept 2015 £	Projected Outturn £	Projected Variance £
Aggregate Rateable Value	82,290,059	83,097,124	83,130,576	840,517
Gross Business Yield	(39,533,790)	(40,660,604)	(39,902,677)	(368,887)
Transitional Relief	0	7,377	7,377	7,377
Mandatory Reliefs	1,470,126	1,504,777	1,504,777	34,651
Discretionary Reliefs	81,340	74,326	81,340	0
Small Business Rates Relief (Section 31 Grant)	1,841,904	1,822,362	1,841,904	0
Unoccupied Property	1,916,447	1,372,432	2,220,011	303,564
Long Term Empty Properties (Section 31 Grant)	8,661	6,180	8,661	0
Retail relief (Section 31 Grant)	612,266	601,599	612,266	0
Estimated Losses on Collection	321,000	90,182	321,000	0
Business Rates appeals	600,270	578,880	320,174	(280,096)
Non-Domestic Rating income	(32,681,776)	(34,602,489)	(32,985,165)	(303,389)
Less Other Income-Cost of Collection Allowance	124,697	124,275	124,275	(422)
In Year Non Domestic Rating Income	(32,557,079)	(34,478,214)	(32,860,890)	(303,811)
Opening Deficit on the Collection Fund	0	1,422,853	1,422,853	1,422,853
Previous years declared surplus	0	344,298	344,298	344,298
Total Non-Domestic Rating Income	(32,557,079)	(32,711,063)	(31,093,739)	1,463,340
LDC's share of in-year NDR Income @ 40%	(£13,023,000)	(£13,791,000)	(£13,144,000)	(£121,525)

Lichfield District Council (40%)	13,022,938	13,022,938	13,022,938	0
Central Government (50%)	16,278,674	16,278,674	16,278,674	0
Staffordshire County Council (9%)	2,930,161	2,930,161	2,930,161	0
Staffordshire Fire and Rescue (1%)	325,573	325,573	325,573	0
Total Precept Demand	32,557,346	32,557,346	32,557,346	0
NDR Collection Fund (Surplus) / Deficit	267	(153,717)	1,463,607	1,463,340

Share of the (Surplus) or Deficit				
Lichfield District Council (40%)	107	(61,487)	585,443	585,336
Central Government (50%)	134	(76,859)	731,803	731,670
Staffordshire County Council (9%)	24	(13,835)	131,725	131,701
Staffordshire Fire and Rescue (1%)	3	(1,537)	14,636	14,633
	267	(153,717)	1,463,607	1,463,340

Lichfield District Council Projected Deficit in 2015/16 to be included in 2016/17 Budget	£585,336
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APPENDIX D (continued)

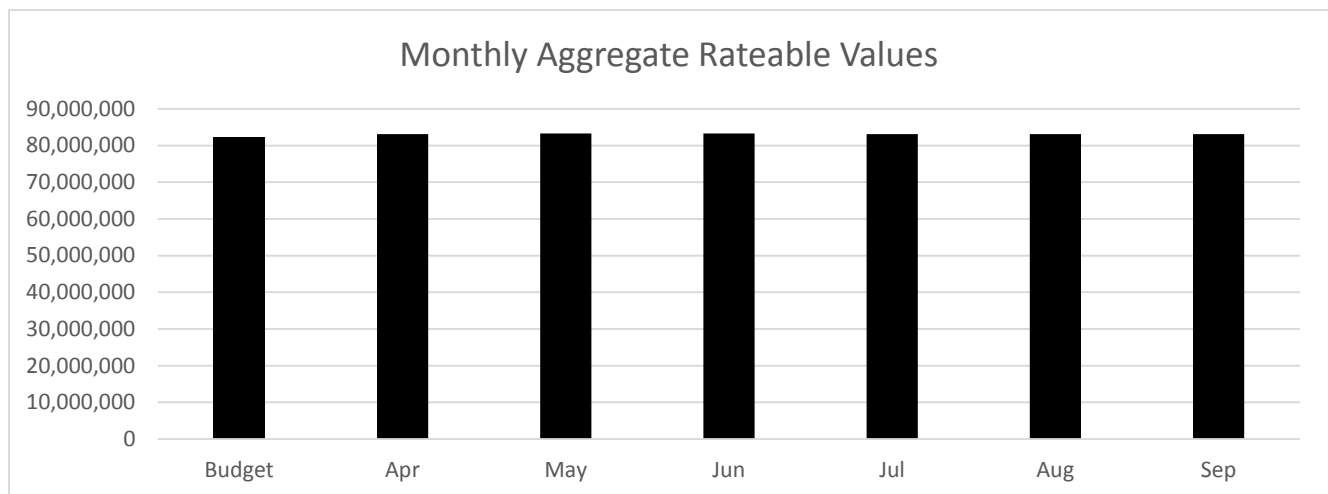
	Levy/Safety Net Calculation		
	Budget	30 Sept 2015	Projected Outturn
	£	£	£
Lichfield's Share of NDR Income @ 40% <u>Section 31 Grants (Lichfield's 40% Share)</u>	(13,023,000)	(13,791,000)	(13,144,000)
Small Business Rates Relief	(368,600)	(369,600)	(373,600)
New Empty Properties	0	0	0
Long Term Empty Properties	(3,200)	(2,400)	(3,200)
Retail Relief	(247,200)	(244,000)	(248,800)
Less : Tariff Payable	11,176,270	11,176,270	11,176,270
Retained Business Rates Prior to Levy and Safety Net	(2,465,730)	(3,230,730)	(2,593,330)
Business Rates Baseline	(1,921,000)	(1,937,000)	(1,937,000)

Growth or (Decline) from the Business Rates Baseline	(544,730)	(1,293,730)	(656,330)
Levy Payable @ 50%	272,000	646,865	328,165

The Council's Budget in 2015/16				
	Budget	30 Sept 2015	Projected Outturn	Projected Variance
	£	£	£	£
NDR Income based on NNDR 1	(13,023,000)	(13,023,000)	(13,023,000)	0
Contribution (from) or to Business Rates Reserve	177,130	(79,135)	146,165	(30,965)
<u>Section 31 Grants (Lichfield's 40% Share)</u>				
Small Business Rates Relief	(368,600)	(369,600)	(373,600)	(5,000)
New Empty Properties	0	0	0	0
Long Term Empty Properties	(3,200)	(2,400)	(3,200)	0
Retail Relief	(247,200)	(244,000)	(248,800)	(1,600)
Less : Tariff Payable	11,176,270	11,176,270	11,176,270	0
Less : Levy Payable @ 50%	272,000	646,865	328,165	56,165
Retained Business Rates prior to Levy Redistribution	(2,016,600)	(1,895,000)	(1,998,000)	18,600
Levy from the Business Rates Pool (32.5%)	(88,400)	(210,000)	(107,000)	(18,600)
Retained Business Rates	(£2,105,000)	(£2,105,000)	(£2,105,000)	£0

Rateable Value Analysis in 2015/16

The aggregate of Rateable Values in Lichfield District by month (including the Budgeted level included in the Medium Term Financial Strategy) are shown in the graph below :



The Medium Term Financial Strategy assumed an aggregate Rateable Value (RV) of **£82,290,000** for 2015/16 and the equivalent figure at the 30 September 2015 was **£83,097,000**, an increase of **£807,000**.

The actual RV for 30 April was **£83,114,000** and the 30 September figure was **£83,097,000** and is a decrease of **£17,000**.

The reasons for the decrease from April to September are detailed below:

- A prison and premises increased on 19 May 2015 from **£545,000 to £720,000**. The Council was notified on 20 May 2015 of the increase of **£175,000**.
- Other RV increases/decreases on various dates totalled **(£192,000)**.

The individual Rateable Values that were greater than **£1m** in Lichfield District in 2015/16 were:

- Tesco, Fradley **£2,730,000**
- Tesco, Lichfield **£2,130,000**
- Swish, Fradley **£1,660,000**
- Morrisons, Burntwood **£1,330,000**
- Drayton Manor, Fazeley **£1,315,000**
- Ideal Standard, Armitage **£1,070,000**

Vehicle Replacement Programme 2015/16

Area	Vehicle Type	Estimated Replacement Cost	Capital Programme	Progress on procurement during 2015/16
Joint Waste	New Arrangement	£3,065,000	£3,065,000	A report was presented to Cabinet on 8 April 2015.
Grounds Maintenance	Invest to Save	£0	£47,000	This budget is utilised to fund Invest to Save Business Cases.

APPENDIX F

Treasury Management

Security

Our aim for the risk status of our portfolio was **A-** using the lowest rating from the three credit rating agencies as the basis for assessing the risk status.

Investments outstanding at the 30 September 2015 had a risk status of **AA-** based on the length of the investment and **AA** based on the value of the investment, which has a more secure risk status, and this is both compliant with our aim and the recommendations from our Treasury Management advisors. The recent history of the security of our investments is shown in the table below:

Date	The Value of the Investment	The Maturity Date of the Investment
30 September 2014	AA-	A
30 November 2014	AA-	A+
31 March 2015	AA-	A+
30 June 2015	AA	A+
30 September 2015	AA	AA-

In addition, we are currently keeping the length of our investments relatively short term to ensure that we can react to changes in counterparty credit risk very easily. Our Treasury Management advisors recommend for each bank or building society the new investment time limit to manage counterparty credit risk.

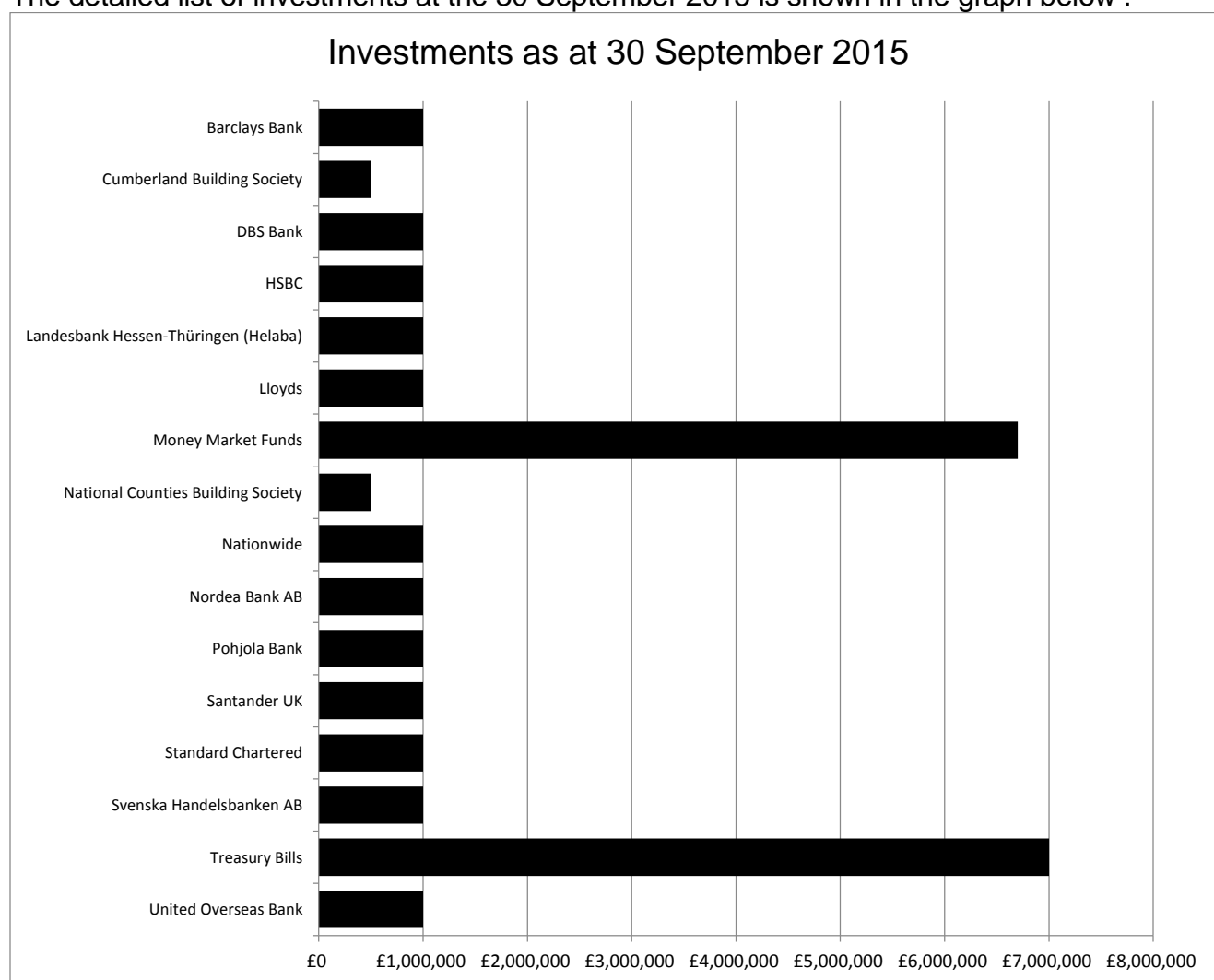
At 30 September 2015, the investment time limits were :

Bank or Building Society	Country	Recommended Time Limit
Bank of Scotland	United Kingdom	13 months
Barclays	United Kingdom	100 days
Close Bros	United Kingdom	6 months
Goldman Sachs International Bank	United Kingdom	100 days
HSBC	United Kingdom	13 months
Lloyds Bank plc	United Kingdom	13 months
National Westminster Bank plc	United Kingdom	35 days
Royal Bank of Scotland plc	United Kingdom	35 days
Santander (UK)	United Kingdom	6 months
Standard Chartered	United Kingdom	6 months
Coventry Building Society	United Kingdom	6 months
Cumberland Building Society	United Kingdom	100 days
Darlington Building Society	United Kingdom	100 days
Furness Building Society	United Kingdom	6 months
Harpenden Building Society	United Kingdom	100 days
Hinckley & Rugby Building Society	United Kingdom	6 months
Leeds Building Society	United Kingdom	100 days
Leek United Building Society	United Kingdom	6 months
Loughborough Building Society	United Kingdom	100 days
Mansfield Building Society	United Kingdom	6 months
Market Harborough Building Society	United Kingdom	6 months
Marsden Building Society	United Kingdom	6 months
Melton Mowbray Building Society	United Kingdom	6 months
National Counties Building Society	United Kingdom	6 months
Nationwide Building Society	United Kingdom	6 months
Newbury Building Society	United Kingdom	6 months
Scottish Building Society	United Kingdom	100 days
Stafford Railway Building Society	United Kingdom	6 months
Tipton & Coseley Building Society	United Kingdom	6 months
Vernon Building Society	United Kingdom	100 days
Australia & New Zealand Banking Group	Australia	6 months
Commonwealth Bank of Australia	Australia	6 months
National Australia Bank Ltd	Australia	6 months
Westpac Banking Group	Australia	6 months
Bank of Montreal	Canada	13 months
Bank of Nova Scotia	Canada	13 months
Canadian Imperial Bank of Commerce	Canada	13 months
Royal Bank of Canada	Canada	13 months
Toronto Dominion Bank	Canada	13 months
Danske Bank	Denmark	100 days
Pohjola Bank	Finland	6 months
Deutsche Bank AG	Germany	35 days

APPENDIX F (continued)

Bank or Building Society	Country	Recommended Time Limit
Bank Nederlandse Gemeenten	Netherlands	13 months
Rabobank	Netherlands	13 months
ING Bank N.V.	Netherlands	100 days
DBS Bank	Singapore	13 months
Oversea-Chinese Banking Corporation	Singapore	13 months
United Overseas Bank	Singapore	13 months
Nordea Bank AB	Sweden	13 months
Svenska Handelsbanken AB	Sweden	13 months
Credit Suisse AG	Switzerland	100 days
JP Morgan Chase Bank	United States	13 months

The detailed list of investments at the 30 September 2015 is shown in the graph below :



To manage the interest rate risk where possible, we are spreading investment maturities. The average length of investments we have made in 2015/16 is **95 days**.

Liquidity

Measuring the performance in relation to liquidity is a much more difficult task and the easiest way to assess performance is to see how frequently we needed to borrow on a temporary basis during the current financial year. In 2015/16 we have not needed to borrow temporarily. Currently, we use call accounts and Money Market Funds for short-term liquidity requirements that gives us same day access to funds if needed.

Yield

To date in 2015/16, we have achieved an average interest rate of **0.50%** and this compares to our performance indicator of the average 7-day London Inter-bank Bid (LIBID) rate that was **0.46%**. In addition, to compare performance with longer-term benchmarks, the average 1 month LIBID rate is **0.43%**, the average 3 month LIBID rate is **0.53%** and the average 6 month LIBID rate is **0.76%**.

The projected overall net Treasury position compared with the Budget is shown in the table below :

Details	2015/16 Approved Budget	2015/16 Projected Outturn	2015/16 Variance
Average amount we had available to invest (m)	22.98	27.33	4.35
Average Interest Rate (%)	0.49%	0.52%	0.03%
Interest Receipts	(128,500)	(140,000)	(11,500)
Car Loan Interest	(1,000)	(1,000)	0
Internal Interest Payments	8,000	8,000	0
Other Costs	500	500	0
External Borrowing Interest	46,000	39,000	(7,000)
Minimum Revenue Provision	64,000	64,000	0
Net Treasury Position	(£11,000)	(£29,500)	(£18,500)

SUBMISSION TO (STRATEGIC) OVERVIEW AND SCRUTINY COMMITTEE

Date: 17 November 2015

Agenda item: 5

Contact officer: R King

Telephone: 01543 308060

Local Ward Members: Not applicable

REPORT OF THE CABINET MEMBER FOR FINANCE AND DEMOCRACY

MID YEAR PERFORMANCE REPORT – ONE YEAR ACTION PLAN 15/16 FOR DEMOCRATIC AND LEGAL and FINANCE, REVENUES AND BENEFITS DIRECTORATES

1. PURPOSE OF THE REPORT

- 1.1 To advise Members of progress against the activities and projects set out in the Directorates One Year Action Plan for 15/16 as considered by this Committee in June 2015. Statistical information (key performance indicators) relating to activity during the first six months of the year is also included. Both the narrative report and the related statistics reflect performance as at 30th September 2015.
- 1.2 Members are invited to raise questions and comment.

2. BACKGROUND AND RATIONALE

- 2.1 During autumn 2014, Members and officers developed Service Plans setting out the priorities and budget allocations for the following financial year for each of the teams which make up the totality of Council services. Approximately 14 separate Service Plans were produced and they were all reviewed via the overview and scrutiny process. Members used this as an opportunity to influence the direction of travel for the coming year and in some cases used the result to influence the Work Programme of the Overview and Scrutiny Committees.
- 2.2 A 'Top 10' is developed for each Directorate as a result of this exercise and these were reported to and endorsed by the Strategic Overview and Scrutiny Committee in June 2015. The most significant and critical issues from the Directorate Top 10s are collated to form the Corporate Top 10 or Annual Action Plan which was approved by Full Council in February 2015.
- 2.3 The mid year performance against the One Year Action Plan 15/16 which relates to this Committee is attached at **Appendix A**. Some of the Actions set out were deemed to be so significant corporately that they were included in the Corporate Top 10 / Annual Action Plan for 15/16; these are indicated by the shaded rows. Progress on the corporate top ten actions will be reported to Cabinet in December 2015. The key performance indicators are attached at **Appendix B**.

3. PERFORMANCE HIGHLIGHTS

- 3.1 A copy of the six month performance report for the Democratic and Legal and Finance, Revenues and Benefits Directorates is attached at **Appendix A**. This Committee has contributed to several of the activities and projects which feature in the Corporate Top Ten including:
 - Operating within £250k of the approved budget
 - Money Matters, including Fit4Future savings
 - Maximising collection of income
 - Reviewing our approach to Overview and Scrutiny
 - Administering the Parliamentary, District and Parish elections
 - Providing Member induction and training

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 mid year performance report for 15/16 which is attached at **Appendix A** and the statistical analysis attached at **Appendix B**

5. FINANCIAL IMPLICATIONS

5.1 None arising directly from this report. A more detailed report on the Council’s performance against the financial strategy will be considered by Cabinet in December 2015 (the Money Matters report).

6. COMMUNITY BENEFITS

6.1 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.

7. EQUALITY & DIVERSITY IMPLICATIONS

7.1 Equality and diversity implications are considered during the planning and delivery of the day to day activities of the Directorate.

8. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS

8.1 The report identifies some of the key areas of achievement so far during 15 / 16.

8.2 Since April 2015, the Fit for the Future programme has impacted on the Democratic and Legal Directorate in the following ways:

- a review of asset management is underway
- we have disposed of our Industrial Units

8.3 In terms of the Finance, Revenues and Benefits Directorate

- Reviewing Revenues and Benefits services is in progress

9. CRIME AND COMMUNITY SAFETY ISSUES

9.1 None arising directly from this report.

10. RISK MANAGEMENT ISSUES

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

Democratic and Legal Services Directorate

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

Actions	Due Date	On Target?	Progress Update
To ensure the Directorate operates within approved budgets (Councillor Spruce)	31-Mar-16	✓	The Service is operating within approved budgets
Complete review of Assets (Councillor Spruce)	31-Dec-2015	✓	<p>Position at June – Minor changes made to asset management but further work is required. Thorough review of property portfolio completed and Industrial Units being disposed of. Marketing of Bore Street shops continuing. PSP engaged to look at asset opportunities.</p> <p>Position at September – Further to the June position, the lease of the Old Mining College has been transferred to Burntwood Town Council; and the industrial Units at both Lichfield and Burntwood have been disposed of. Review of asset management arrangements is underway.</p>

Deliver 2015 elections and facilitate a smooth transfer to the new Council

Actions	Due Date	On Target?	Progress Update
Administer the Parliamentary, District and Parish Elections (Councillor Spruce)	7-May-15	✓	<p>Position at June The elections were administered on 7th May 2015, with verification and counts being completed on Friday 8th May and all results declared.</p> <p>Action completed</p>
Provide comprehensive induction pack and training for Members (Councillor Spruce)	31-May-15	✓	<p>Position at June – An induction was prepared in advance of the election and provided to all elected Members and some positive feedback has been received. An induction programme is underway and has already covered a range of key topics including planning, regulatory and licensing functions and equality and diversity</p> <p>Position at September – During the last quarter, Member training took place on Planning, Equality and Diversity and a tour for Members of leisure facilities took place</p>

Classification: UNCLASSIFIED

Implement Individual Electoral Registration

Actions	Due Date	On Target?	Progress Update
Organise the first full household canvass under Individual Registration and publish a register of electors on 1 December 2015 (Councillor Spruce)	1-Dec-15	✓	The canvass is underway, with the house-to-house enquiries stage (following up remaining 25% of non-responding households) due to commence on Friday 9th October.

Implement the Parliamentary Order regarding new Ward Boundaries

Actions	Due Date	On Target?	Progress Update
Order to be implemented for May 2015 elections (Councillor Spruce)	7-May-15	✓	The boundary changes were implemented and the electoral register updated prior to the administration of the District and Parish elections.

Seek to dispose of Bore Street Shops and Industrial Units if reasonable offers are received

Actions	Due Date	On Target?	Progress Update
Complete legal documentation giving effect to the transfer of the total assets (Councillor Spruce)	31-Jun-2015	X	The Industrial Units have all been sold. Whilst the Bore Street shops are on the market and several expressions of interest have been received a sale is yet to be agreed.

Progress Partnership Agreement to maximise the return on the Council's property portfolio

Actions	Due Date	On Target?	Progress Update
Enter into Partnership Agreement as appropriate (Councillor Spruce)	31-Mar-16	✓	An initial report has been received from Public Sector Plc (PSP) and that is currently being considered.
Report progress and options to Overview & Scrutiny Committee (Councillor Spruce)	31-Jun-16	✓	Report to be submitted once options have been identified.

Complete Section 106 Agreements

Actions	Due Date	On Target?	Progress Update
Complete a minimum of 10 Section 106 Agreements (Councillor Spruce)	31-Mar-16	✓	8 completed this quarter

Classification: UNCLASSIFIED

Consider and where appropriate implement the findings of the Peer Review

Actions	Due Date	On Target?	Progress Update
Review purpose, structure and approach to Overview & Scrutiny (Councillor Spruce)	31-Oct-2015	✓	<p>Position at June – Following on from the Peer Review, a development session took place in May (post election) facilitated by the Office for Public Scrutiny in order to explore what the Council might need to do to further develop its approach to scrutiny. This event resulted in some proposed actions such as Triangulation Meetings between O&S Chair and Vice Chairs and Cabinet Members, fewer items on O&S Committee agendas with greater use of briefing papers that are to be considered by the Overview and Scrutiny Co-ordinating Group on 8 July 2015. O & S training took place-for all Members on 27 May and was well attended</p> <p>Position at September – A number of initiatives have been commenced including fewer report to O & S Committees, more briefing papers and Triangulation meetings have taken place. A Task Group has been established to monitor progress of the Overview and Scrutiny review</p>
Implement changes (Councillor Spruce)	31-Mar-16	=	Changes being implemented and Task Group monitoring it.

Review Statement of Licensing Policy and Statement of Principles

Actions	Due Date	On Target?	Progress Update
Review Statement of Licensing Policy and Statement of Principles (Councillor Spruce)	31-Dec-15	✓	Draft licensing policy out for consultation with closing date for comments on 18th October. Draft gambling policy (statement of principles) out for consultation with a closing date of 29th October for any comments. Relevant feedback will be incorporated into each policy and the final drafts presented at Regulatory & Licensing committee on 25th November, with a view for Members to recommend ratification at the Full Council meeting on 8th December.

Implement proposed changes to Licensing Act

Actions	Due Date	On Target?	Progress Update
Determine Licenses in accordance with the revised Licensing Act requirements (Councillor Spruce)	31-Mar-2016	✓	Changes to late night refreshment brought about by the Deregulation Act 2015 came into effect on 1st October 2015. Still awaiting changes to Community and Ancillary sellers Notices (CANs) and expect guidance towards end of 2015 from the Home Office if this is to take effect April 2016.

2015/16 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)
- 28 October (July–Sept)
- 21 January (Oct–Dec)
- 15 April (Jan–March 2015)

✓	On Target
=	In Progress
X	Behind Target

Balancing the Medium Term Financial Strategy (Revenue and Capital) 2014-17

Actions	Due Date	On Target?	Progress Update
Council to operate within +/- £250k of the approved budget (Councillor Spruce)	31-Mar-16	✓	Position at June – The first quarter Money Matters report to Cabinet on 8 September 2015 and Strategic Overview and Scrutiny Committee on 9 September 2015, identified a favourable projected variance of £156,490 for 2015/16. Position at September – The second quarter Money Matters report due to be reported to Cabinet on 1 December 2015 and Strategic Overview and Scrutiny Committee on 17 November 2015 identified a further favourable projected variance of £424,410 for 2015/16.
Quarterly production of Money Matters Report accounting for financial performance of Council for revenue and capital (Councillor Spruce)	31-Mar-16	✓	Position at June – The first quarter Money Matters report went to Cabinet on 8 September 2015 and Strategic Overview and Scrutiny Committee on 9 September 2015. Position at September – The second quarter Money Matters report will be presented to Cabinet on 1 December 2015 and Strategic Overview and Scrutiny Committee on 17 November 2015.
Deliver approved Fit for Future savings and increased income (Councillor Spruce)	31-Mar-16	✓	Position at September – Fit for the Future savings identified in the Development Services and Parks, Grounds Maintenance and Countryside Reviews have been incorporated into the Medium Term Financial Strategy and are identified in the first and second quarter's Money Matters reports. The results of the Housing Services Review approved by Cabinet on 6 October 2015 will appear in the eight months Money Matters report due to be presented to Cabinet on 8 February 2015.
Maximise external funding (Councillor Spruce)	31-Mar-16	✓	Position at September – Retained Business Rates (£2.105m), New Homes Bonus (£1.539m) and Council Tax (£5.621m) now funds 85% of the Council's Budgeted Net Revenue expenditure (£10.914) in 2015/16.

Classification: UNCLASSIFIED

Unqualified Auditor Opinion on Statement of Accounts 2014/15

Actions	Due Date	On Target?	Progress Update
Completion of draft unaudited Statement of Accounts 2014/15 (Councillor Spruce)	30-Jun-15	✓	Position at June – The draft unaudited Statement of Accounts 2014/15 was signed by the Director of Finance, Revenues and Benefits on 19 June 2015.
Report to Council on Audited Statement of Accounts by External Auditor (Councillor Spruce)	29-Sep-15	✓	Position at September – The Audit Findings Report was presented to Strategic (Overview and Scrutiny) Committee on 9 September 2015. The Statement of Accounts was approved by Council on 29 September 2015 and the External Auditor signed off the Accounts on the 30 September 2015 with an unqualified opinion.
The Annual Audit Letter for Lichfield District Council presented to Audit Committee (Councillor Spruce)	31-Jan-16	=	Position at September – The Audit Letter will be presented to the Audit Committee following the conclusion of the Audit of Accounts for 2014/15.

Improving Corporate Procurement

Actions	Due Date	On Target?	Progress Update
Revised financial regulations approved by Council (Councillor Spruce)	31-Mar-16	✓	Position at September – The new Financial Procedure Rules were approved by Council on 14 July 2015.
Managers trained on new financial regulations (Councillor Spruce)	31-Mar-16	=	Position at September – Leadership Team received training at their meeting on 2 September 2015. Training to be provided to nominated Officers during November 2015.

Review Local Council Tax Support Scheme (LCTS)

Actions	Due Date	On Target?	Progress Update
LCTS does not have to be changed annually unless required. There is no immediate requirement to change. (Councillor Spruce)	31-Mar-16	✓	Position at September – Staffordshire LA's jointly devised a framework for the scheme, with regional variations. Representatives from the LA's met in June 2015 to consider if there was any requirement to change either the framework or conditions within individual schemes and concluded no changes were necessary.

Maximise take up of Discretionary Housing Payments (DHPs)

Classification: UNCLASSIFIED

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
Working with partners to identify those in difficulty/need in managing their finances six months from the start of Universal Credit (Councillor Spruce)	31-Mar-16	=	Position at September – Procedures are in place to give money advice to all UC claimants who require it, in accordance with the Delivery Partnership Agreement (DPA). UC introduced in Lichfield District on 23 March 2015 for single claimants only. To date there has only been 26 claimants of UC in Lichfield District.
Contact all those HB 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 by the end of January 2015. With respect to new HB claims we will write to claimants advising those eligible to apply for a DHP. (Councillor Spruce)	31-Mar-16	✓	Position at September – 389 cases were identified as being affected by the spare room subsidy. Of these 207 had reference to DHP in their records having requested a form. Officers wrote to the remaining 182 people and up to 31 March 2015 received 42 responses. Fifteen people were granted a DHP; 6 people were asked for further information but failed to provide it and 21 people did not qualify under the current scheme.

Monitor Impact of Universal Credit (UC)

Actions	Due Date	On Target?	Progress Update
In February 2015, Central Government was intending that UC would be available to all single people and possibly couples without children, irrespective of what benefit they will be applying for. (Councillor Spruce)	March 2015	✓	Position at September – In March 2015, Lichfield District Council was part of the first tranche of local authorities to deliver support for single people claiming UC in accordance with the DPA. Government's intention is to roll out UC to single people across the country throughout 2016. Once this is complete, the roll out will continue to couples and families with an anticipated completion date of 2017.
We will monitor the impact of this on the workload of the Benefits Team and ensure that they have adequate training to give advice to customers. It is not anticipated that it will have a significant effect as the bulk of the work currently undertaken by the team is from applications for Local Council Tax Support, either as owner occupiers or from tenants of rented accommodation (Councillor Spruce)	Ongoing	=	Position at September – To date there has only been 26 UC claimants and as such has not had any significant impact on the workload of the Benefits Team.

Classification: UNCLASSIFIED

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
There is no firm date as yet for the migration of existing claims for HB into UC (Councillor Spruce)	To be confirmed	=	Position at September – UC is continuing to roll out across the Country. In a paper published by the DWP in February 2016, it was anticipated that by Spring 2016 every job centre in the country will be dealing with UC. Full roll out to all customers, and as a consequence the end of Housing Benefit for the eligible working people, will be in place at the end of 2017.

Achievement of targets for Council Tax and Non Domestic

Actions	Due Date	On Target?	Progress Update
Monitor and improve the performance of the Revenues Team (Councillor Spruce)	31-Mar-16		Position at September – The collection rate for Council Tax compared with the end of Quarter 2 for 2014/15 is the same. There is a slight decrease of 1.5% in the collection of Non Domestic Rates in comparison with Quarter 2 for 2014/15. The reasons for this are – agreed deferral, suspension on recovery whilst outstanding appeal is resolved, several accounts with a large rateable value have been created in this quarter and the outstanding NDR will be collected within the financial year. It is anticipated that the outcome of the service review will bring improvements to the service. All members of the team have been set individual performance targets in their performance and development reviews.

Revenues and Benefits Service Review as part of Fit for the Future programme

Actions	Due Date	On Target?	Progress Update
Full implementation of the review (Councillor Spruce)	31-Mar-16	=	Position at September – Feedback from the consultants has been provided to Leadership Team. As a consequence further work is needed to develop the future options and improvements for the service.

Completion of ICT upgrade project

Actions	Due Date	On Target?	Progress Update
Complete phase 1 and initiate phase 2 of the upgrade project (Councillor Pullen)	4-Dec-15	=	Position at September – With the majority of the project completed, the critical timescales around maintaining Public Sector Network (PSN) compliance and moving to new systems will largely be completed. The conversion of some systems may slightly overrun due to the availability of suppliers to undertake the work.

Classification: UNCLASSIFIED

Classification: UNCLASSIFIED

Actions	Due Date	On Target?	Progress Update
100% of devices converted to the new IT platform (Councillor Pullen)	4-Dec-15	✓	Position at September – 82% of devices have been converted and work is ongoing to complete for the remaining 18%.
Achieve compliance with Government Security requirements (Public Sector Network) (PSN) achieved and maintained (Councillor Pullen)	5-Jan-16	=	Position at September – Most systems will be upgraded to enable us to maintain compliance, some mitigation will be required as suppliers such as Civica will not have completed their upgrades by this time.

Monitor performance of ICT contract

Actions	Due Date	On Target?	Progress Update
Monthly service reviews and reporting on contract performance indicators (Councillor Eadie)	31-Mar-16	✓	Position at September – Monthly monitoring of the contract and the performance indicators is being carried out.

Democratic & Legal Services Performance and Activity Indicators 2015/16

	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Value	Value	Value			Value
Occupancy (percentage) of District Council owned shops	100%	100%	100%	100%	100%	100%
Percentage of occupancy of District Council House by external organisations by m ²	Not previously recorded	Not previously recorded	Not previously recorded	2%	2%	2%
Percentage of Council property data recorded electronically	Not previously recorded	Not previously recorded	Not previously recorded	90%	95%	95%
Percentage of Health and Safety required works to District Council House completed	Not previously recorded	Not previously recorded	Not previously recorded		Currently being assessed in the light of the IT Server Room incident on 22 nd September 2015	Currently being assessed in the light of the IT Server Room incident on 22 nd September 2015
Savings achieved as a result of energy efficiency measures undertaken	Not previously recorded	Not previously recorded	Not previously recorded	Figures not available until base line figures are known	Figures not available until base line figures are known	Figures not available until base line figures are known
The percentage of people on Electoral Register before IER that have transferred to the new Register	N/A	91.5%	98.3%	98.5%	99.1%	99.1%
Percentage of completed Section 106 Agreements (some of which are Unilateral Undertakings) achieved within required timeframe	65%	65%	65%	70%	70%	70%
Percentage of Committee papers dispatched 5 working days in advance of the meeting	100%	100%	100%	100%	100%	100%

Finance, Revenues and Benefits and ICT Performance and Activity Indicators

PI Code & Short Name	Q1 2014/15	Q2 2014/15	2014/15	Q1 2015/16	Q2 2015/16	2015/16
	Value	Value	Annual Achievement	Value	Value	Achieved to date to 30 September 2015
Revenue spend as a percentage (%) of net revenue budget	N/a	N/a	+/- £56,320 or +/- 2.47%	-£36,000 (-1.56%)	-£18,000 (-0.79%)	-£18,000 (-0.79%)
Quarterly Production of Money Matters Reports for Financial Performance of Council for revenue and capital	Cabinet 09.09.14 Strategic O&S Committee 23.09.14	Cabinet 13.1.15	Cabinet 08.09.15 Strategic O&S Committee 09.09.15	Cabinet 08.09.15 Strategic O&S Committee 09.09.15	Cabinet 03.11.15 Strategic O&S Committee 17.11.15	The latest financial performance for the first 6 months of the financial year will be reported to Cabinet 03.11.15 and Strategic O&S Committee 17.11.15
Financial support - % of those orders placed in advance of the invoice date	41.89%	43.98%	42.99%	40.55%	44.93%	42.74%
Invoice payment in 30 days.	83.53%	84.07%	100%	79.38%	79.14%	79.26%
Processing time for new Housing Benefit (HB) claims and Local Council Tax Support (LCTS) applications.	HB 18 days LCTS 20 days	HB 19 days LCTS 21 days	HB 19 days LCTS 22 days	HB 22 days LCTS 19 days	HB 21 days LCTS 19 days	HB 22 days LCTS 19 days
Processing time for changes in circumstances for HB claims and LCTS applications.	HB 9 days LCTS 8 days	HB 9 days LCTS 8 days	HB & LCTS 7 days	HB & LCTS 8 days	HB 7 days LCTS 6 days	HB 8 days LCTS 7 days
Council Tax (CT) Collection Rate and Non Domestic Rate (NDR) Collection Rate.	CT 30.1% NDR 28.7%	CT 58.3% NDR 58.2%	CT 98.83% NDR 98.4%	CT 29.0% NDR 29.6%	CT 58.3% NDR 56.7%	CT 58.3% NDR 56.7%
ICT - % of time key IT systems are available.	99.78%	99.98%	99.91%	99.35%	99.09%	99.22%

* 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.

SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 17 November 2015

Agenda Item: 6

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 - UPDATE

1. Purpose of Report

- 1.1 To advise Members on progress made in developing a new Strategic Plan for the Council and the next steps in the process
- 1.2 To share the emerging draft Plan attached at **APPENDIX A** and seek comments and suggestions on it.
- 1.3 Members are asked to note that all aspects of the Plan are continuing to evolve as evidence and feedback is taken into account; the Plan will remain in draft until it is approved by Council in February 2016 and it is likely that changes will be made to the content during the intervening period including taking account of the feedback from this Committee. Strategic Overview and Scrutiny Committee will have a further opportunity to make any final comments at their next meeting in February 2016.

2. Background

- 2.1 At their meeting in July, this Committee received a report describing the steps to be taken in order to develop a new Strategic Plan for the District Council. In developing the new Plan we will aim to:
 - Balance evidence of need with the manifesto of the controlling Group and the available resources whilst also ensuring that sufficient emphasis is given to delivering the many services that our communities take for granted.
 - Set a clear vision of what we want for our communities and what type of council we want to be
 - Describe clear outcomes against articulated priorities
 - Be aspirational but achievable
 - Be grounded in reality of what we can actually deliver as a Council and with partners and the wider community.
- 2.2 Considerable progress has taken place since the summer and this is set out below.

The Evidence Base

- 2.3 The Staffordshire Intelligence Hub was commissioned in order to develop an evidence base for the new Plan. They considered a range of domains including demography, business / employment / prosperity, education / skills, housing, health, crime / anti social behaviour, environment and leisure and recreation. The key findings arising from this exercise are attached at **APPENDIX B** and the full report is available at <https://www.lichfielddc.gov.uk/Council/Performance/Downloads/Focus-on-Lichfield-evidence-base.PDF>. Key issues arising from the evidence base are

included in the draft of the new Plan and have also been used in discussions with elected Members and in consultation with local residents.

Manifesto Commitments

- 2.4 The new administration made a range of commitments in their spring 2015 Manifesto which summarise their priorities for the District over the coming four years – the Headlines are attached at **APPENDIX C**. Some of these commitments are within the control of the District Council, others can be influenced by the Council in discussions with partners, developers etc. Many of these feature in the draft Plan.

Emerging Vision and Priorities

- 2.5 Having regard to the evidence and Manifesto, four strategic priorities have been identified. Many councils will have similar priorities as essentially we all want the same outcomes for our communities and indeed ourselves – to have a home, a job/income, a pleasant and safe place in which to live and opportunities to stay active and healthy. These are all factors that determine the levels of demand and need for public services. It is proposed therefore that our strategic priorities are:
- Vibrant and prosperous local economy
 - Healthy and safe communities
 - Clean, green and welcoming District
 - Being a strong and adaptive Council
- 2.6 And these contribute to an overall vision:

To be a strong, adaptive Council that delivers good value, quality services and helps to create a vibrant and prosperous economy, healthy and safe communities and clean, green and welcoming places

- 2.7 Within the draft Plan, for each priority we will set out:
- What the Council will deliver itself
 - What the Council will influence and encourage
 - What we expect others will do for themselves and how we think the community, voluntary and business sectors can contribute
- 2.8 Within the context of current financial pressures (and future uncertainties) it is essential there is clarity within the Plan to inform public expectations and indeed make clear the District Council's expectation that local residents will contribute even more to achieve a good quality of life for themselves, their families and neighbourhoods. There needs to be a redefinition of the relationship between the citizen and the state ie. a change in expectation about what the District Council (and other parts of the public sector) can and will deliver. We are likely to be asking our residents increasingly to self-serve and use online tools for contacting and engaging with us. Community action and self-responsibility will also be important for residents working to overcome local challenges. It is anticipated that ward councillors will have an important role in supporting and encouraging this activity.

The Way We Work and Our Values

- 2.9 The development of a new Strategic Plan provides us with an opportunity to begin to re-define the type of Council we want to be, what our organisational values are and how we will operate and relate to partners and our communities.

- 2.10 The employee survey 2015 was the starting point for identifying organisational values and work has recently been completed on a series of focus groups for a more in depth discussion with staff about what our values should be. These sessions have been used to consider how the values should be promoted and how we express what they mean so there is a common 'one council' understanding of the expected behaviours which are consistent with the values.
- 2.11 We have also been developing a Customer Promise in order to make clear the corporate standards that customers can expect in our dealings with them and equally how customers should treat our staff. It is proposed that the Customer Promise is adopted and rolled out across the organisation to accompany the new Strategic Plan. The Customer Promise takes on board input from staff across the council given as part of the 2015 staff survey, where good customer service was identified as one of the council's key corporate values. The standards have been designed to provide a good level of customer service to our residents and businesses, but also aim to be realistic and reflect the fact we have smaller teams and need to be honest about the level of service we can deliver and maintain.
- 2.12 The draft Promise also sets out the behaviours we expect from our customers and aims to encourage a positive two way relationship. In creating the Customer Promise we researched the approach taken by a number of other councils and developed what we felt fitted well for our organisation. The draft Promise is attached at **APPENDIX D**

Further information on our values and the way we work is set out in the draft Plan.

Consultation and engagement

- 2.13 As reported to this Committee in June, one of the desired outcomes was to be able to evidence Member, staff, partner and resident input to the Plan. We have implemented a programme of engagement during the autumn and this will be continued via an article in the autumn / winter edition of Intouch (inviting residents to submit their comments) and further discussion with managers and staff. The draft Strategic Plan has been produced following a Cabinet discussion in October and the emerging priorities and deliverables have been tested out as follows:
- Elected member Focus Group on 19th October (13 attended)
 - Residents' Focus Group on 22nd October (29 attended)
- 2.14 A summary of feedback from these Groups is attached at **APPENDIX E**. As will be noted, the summary sets out an extensive list of issues (wants / needs) expressed by residents and clearly it will not be possible for all of these to be included within the final Strategic Plan. However, they do provide a useful indication of issues that are important to local people.
- 2.15 Key themes from these consultation events include:
- More activities and facilities which are attractive and accessible to young people
 - Better information about and promotion of local activities / opportunities
 - More affordable housing
 - Action to deal with empty shops and encourage specialist and niche shops in city centre
 - Parking strategies to attract footfall and generate income for local business
 - Promotion of the District as a tourist destination (including rural areas)
 - A distinctive 'offer' for Burntwood

- Highways issues including maintenance, traffic speeds, connectivity and access from rural areas
- 2.16 Officers have also attended a Young People’s event (Your thoughts matter so let’s talk) organised by Staffordshire Council of Voluntary Youth Services on 6th October which was an opportunity to listen to the views of young people and those working with them and supporting them.
- 2.17 The results of the District Services Your View consultation conducted during summer 2014 will also be taken into account within the Plan

Implementation and Delivery

- 2.18 The Strategic Plan is by its nature ‘high level’ and contains long term aspirations and goals. It will be supported by Annual Action Plans which are approved by Full Council each spring; these Plans are more specific about the tasks to be achieved during a financial year in order to make progress towards the strategic priorities. The Annual Plans cascade down into Service Plans for teams and individual performance targets for staff. Further work will also be undertaken to develop a set of performance indicators which will help Members to track progress against the activities listed in the Plan.

3. Recommendation

- 3.1 Members are asked to consider the following questions and provide feedback:
- Do the proposed priorities appear relevant for Lichfield?
 - Are the suggested operating principles and values appropriate?
 - Are the standards set out in the Customer Promise acceptable?

4. Financial Implications

- 4.1 There are no financial implications arising directly from this report. However, subject to sufficient funding being available within the Medium Term Financial Plan, the following have been identified as possible areas for further investment in support of the strategic priorities above:
- Resource for supporting economic development including programme and project management of city centre strategy / tourism and development schemes, signposting, business relationship management; resource to kick start initiatives such as BIDs elsewhere
 - Resource to facilitate community involvement in initiatives - to encourage healthy lifestyle, start up groups and clubs
 - Support for healthy ageing / healthy lifestyle initiatives
 - Capital investment to kick start development e.g. Burntwood Town Centre, affordable housing, if the business case works
- 4.2 There may be other growth which is needed which may be recoverable from government eg. to support asylum seekers. There may also be opportunities to share costs with other local authorities

5. Plan for Lichfield District Implications
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- 5.1 The *Strategic Plan 2016-20 for Lichfield District Council* will replace the Plan for Lichfield District and will be the new focus for Annual Action Plans and Service Plans for teams.

6. Community Benefits

- 6.1 The draft Strategic Plan sets out the outcomes that the Council intends to achieve over the next four years to improve the District and safeguard the well being of its residents. The priorities identified are based on research and evidence and take account of consultation feedback to ensure they are in line with the benefits that the community expects.

7. Equality and Diversity Implications

- 7.1 Although further work is required before we complete the final Plan, the evidence and consultation feedback to date suggests that the Council should place greater priority on its younger and older residents. Age is a protected characteristic under the equality legislation and therefore the emerging Plan would have a positive impact.

8. Human Rights Issues

- 8.1 None arising directly from this report

9. Crime and Safety Issues

- 9.1 The evidence base reflects the importance people place on community safety in making the District a nice place to live. Healthy and safe communities is a priority within the draft Plan and will be underpinned through the Community Safety Delivery 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

Risk description	Likelihood/ impact	Risk category	Countermeasure	Responsibility
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 considered at June 2015 Strategic O&S Committee - Strategic Plan 2016-20

Report checked and approved:

Strategic/Corporate Director

Our strategic plan 2016 – 2020

Draft Strategic Plan

V1: Version to Cabinet, 5/11/2015

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Foreword

Draft holding text: **Welcome from Councillor Mike Wilcox, Leader of Lichfield District Council and Diane Tilley, Chief Executive of Lichfield District Council**

We are delighted to present our new Strategic Plan for 2016 – 2020.

Our plan has been developed with the input of local people, councillors, partners and our council team. It balances the evidence base of need and the political commitments of the administration with the available resources. It will also ensure we continue to deliver good quality services that are needed by our community.

Our priorities are both aspirational and achievable, grounded in the reality of what we can deliver directly ourselves, what we can deliver with our partners or influence our partners to achieve themselves, and what we can realistically rely on the community to do without needing to use public funds.

For each priority we set out:

- What we will do
- What we will influence and encourage
- What others will do

Within the context of our financial pressures and future uncertainties, it is essential our plan provides clarity to inform public expectations and make clear the expectation that local residents will contribute even more to achieve a good quality of life for themselves, their families and neighbourhoods.

As part of this, we will be asking our residents to self-serve and use online tools for contacting and engaging with us.

And we know we can't do everything alone - community action and self-responsibility led by residents will be vital to help overcome local challenges. Ward councillors will have an important role in supporting and encouraging this activity.

We hope you enjoy reading our plan and if you would like to contact us to give any feedback please email feedback@lichfielddc.gov.uk

Councillor Mike Wilcox, Leader of Lichfield District Council
Diane Tilley, Chief Executive of Lichfield District Council

Our vision

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

Our values

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

Good customer service We are passionate about our customers and our corporate value is to deliver good customer service.

Mutual respect We believe in mutual respect, whether that's between our staff and customers, or our staff and members. By working together in a respectful way, we believe we can achieve more.

Continuous improvement We are always striving for continuous improvement, whether that's in what we all achieve on a daily basis, or in the services we deliver to our customers.

Please note these values are holding values, and further input from the staff sessions will be fed into the above over the coming weeks.

>> Find out on pages 6 – 11 how our vision shapes our priorities

Insert a snapshot of our services

Draft Strategic Plan

Vibrant & prosperous economy

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

What we know

These are a snapshot of some of the key issues facing our local communities:

- Communities recognise that both our major retail centres, Lichfield City and Sankeys Corner in Burntwood, need a new destination led shopping and leisure offer.
- In general residents' salaries are higher than the national average (£29,276 compared to £27,195 nationally). However, 4% of the population (3,800 people) live in areas of relative deprivation (Chadsmead and Curborough wards).
- Relatively few people claim Job Seekers Allowance. However, unemployment is above the national average in Chadsmead, Chasetown and Curborough.
- 11.5% children live in income deprived households.
- The number of adults with higher-level skills (NVQ3 / 4 and above) is at or below the national average.
- High numbers of young people leave the district for education and employment.
- Half of our residents work in the district and half commute to places, including Birmingham, Walsall and North Warwickshire, for work.

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

Our services

We deliver a range of services, which we adapt, develop and review to meet local need, opportunities and our funding situation. Current services (as at 2016) we deliver that support a vibrant and prosperous economy include: **licensing • food safety inspections • business support • economic regeneration • CCTV • car parks • parking enforcement • business waste recycling • tourist information • tourism development • business rates and relief • planning • building control • asset management**

What we will do

Between 2016 and 2020 we will place particular importance on

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

We will influence and encourage

We also work with a range of partners across the district – from schools and community groups, through to the county council, police, fire and local businesses. We recognise we cannot deliver everything in the district and will work with our partners to lobby for, shape and help to deliver the following between 2016 and 2020:

- Help to deliver Friarsgate, a mixed use retail, leisure and housing development in Lichfield city centre, and ensure it meets the needs of our community, particularly young people.
- Help to support the delivery of an improved retail experience in Burntwood.
- Work with our two Local Enterprise Partnerships to attract growth funding into the district, bringing more jobs into the area.
- Encourage more visitors to our district by enhancing the marketing of, and facilities within, Lichfield City in partnership with the Lichfield BID and Lichfield City Centre Development Partnership.
- Foster and encourage other BIDs in key areas.
- Work with partners, including Staffordshire County Council and developers, to deliver infrastructure improvements in line with the Local Plan.
- Encourage apprenticeships and other youth based work schemes.
- Encourage improved broadband services, particularly in our rural areas.

How the business community can help

- Provide mutual support, networking and learning.
- Actively support Business Improvement Districts (BIDs).
- Become ambassadors and champions for the district both at home, regionally, nationally and overseas.

Healthy & safe communities

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

What we know

These are a snapshot of some of the key issues facing our local communities:

- Our population will increase by 5% to 107,400 by 2024.
- We have an ageing population – 23% of our residents are over 65, 9.5% are over 75, 2.7% are over 85.
- We predict a 62% increase in residents aged over 75 by 2024.
- The risk of social isolation and loneliness is high, with a reducing occupancy per house.
- We have a greater number of lone pensioners living with limiting long-term illnesses in and around Burntwood.
- The number of dementia patients is lower than the national average.
- One quarter of people living here consider themselves inactive (24,400 residents).
- Two thirds of adults are overweight and a quarter are obese.
- A relatively high number of households live in temporary accommodation.
- We provide 150 people with homelessness prevention advice every year.
- People are worried about crime, yet actual crime figures are low
- Lots of people volunteer for good causes – more than the county and national average.

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

Our services

We deliver a range of services, which we adapt, develop and review to meet local need, opportunities and our funding situation. Current services (as at 2016) we deliver that support a healthy and safe communities include: [homelessness prevention](#) • [housing options](#) • [housing adaptations](#) • [community funding and grants](#) • [community safety](#) • [CCTV](#) • [building control](#) • [licensing](#) • [food safety inspections](#) • [leisure services](#) • [parks and open spaces](#) • [countryside maintenance](#) • [events and festivals](#) • [promotion of local events and groups](#)

What we will do

Between 2016 and 2020 we will place particular importance on:

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

We will influence and encourage

We also work with a range of partners across the district – from schools and community groups, through to the county council, police, fire and local businesses. We recognise we cannot deliver everything in the district and will work with our partners to lobby for, shape and help to deliver the following between 2016 and 2020:

- Joined up and cohesive funding decisions across all partners, for example through locality commissioning
- We will work with the Staffordshire Health and Well Being Board to encourage the prioritisation of preventative health and social activities.
- We will lobby NHS England and Staffordshire County Council to ensure a new health centre is delivered in Burntwood.
- We will see to influence partners to deliver a coordinated approach to Prevent (anti-terrorism) duty, child sexual exploitation, anti-social behaviour and other linked issues.
- Reduce the fear of crime by promoting and communicating successes in community safety and crime statistics.
- Encouraging volunteering and recruitment opportunities, particularly for older people.
- Encourage cycle route improvements, improved public transport and better walking routes.

How the community, voluntary and business sectors can help

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

Clean, green & welcoming places

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

What we know

These are a snapshot of some of the key issues facing our local communities:

- It's more expensive to privately rent in our district than anywhere else in Staffordshire.
- We don't have enough affordable homes, especially for young people, which is putting pressure on social rented housing.
- Over 1,400 people seek housing advice every year and around 3,000 people are registered with the social housing register.
- Over 300 people are on the top priority need band for social rented housing.
- It's estimated that a third of private homes need repairs, maintenance or improved insulation to meet national standards.
- One in ten households are in fuel poverty and spend more than ten percent of their household income on keeping warm.
- We have a large rural population - 29% of people live in rural areas, compared 17% national average.
- Our heritage and our rural landscape are important to our residents.

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

Our services

We deliver a range of services, which we adapt, develop and review to meet local need, opportunities and our funding situation. Current services (as at 2016) we deliver that help to create clean, green and welcoming spaces include: street cleaning • waste collection and recycling • parks and open spaces • the local plan • housing benefits • council tax support • public toilets • countryside maintenance • events and festivals • promotion of local events and groups • housing strategy • landlord support and enforcement • removal of abandoned cars and fly-tipping • council tax collection • asset management

What we will do

Between 2016 and 2020 we will place particular importance on:

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

We will influence and encourage

We also work with a range of partners across the district – from schools and community groups, through to the county council, police, fire and local businesses. We recognise we cannot deliver everything in the district and will work with our partners to lobby for, shape and help to deliver the following between 2016 and 2020:

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

How our communities can contribute

- Parish councils can develop Neighbourhood Plans for their areas.
- Help to keep the local environment clean and tidy through community gardens and volunteer clean-ups.
- Local groups can take on the responsibility for the management of open spaces and other assets.

A strong and adaptive council

We want to be a strong, listening and adaptive council, in tune with our customers and able to tailor our services to best suit local needs. We want to operate as 'one council' that doesn't see divisions between services and works across all teams in a unified way to deliver the best outcomes. Making sound and transparent decisions based on evidence and affordability is a cornerstone of our organisation.

How we resource our priorities

Draft text: Sound financial management is crucial and helps us to invest money in the right areas, attract external funding, and improve our efficiency. We are supported by external auditors who consistently deliver sound judgements on our financial performance, which demonstrates we manage our finances well and deliver good value for money.

Our medium term financial strategy ensures we are mapping our resources against our activity and targeting our resources towards our priority areas and will support our four-year ambitions set out in this plan.

We are among the lowest charging district councils in the country and, on average, charge £14 less a year than other district councils. On average residents pay £155 a year towards the services we provide - such as emptying bins, cleaning streets and parks, and running leisure centres. Council tax funds only 9.1% of the services we deliver. The balance is funded through government grants and income.

We are in a challenging situation in regards to local government funding, with ongoing cuts in central government funding forecast over the coming years. We have introduced a transformation programme called Fit for the Future which has placed us in a good position to meet the challenges we're facing. In the last six years, we've reduced our budget by nearly £xx million as well as made services more efficient, responsive and streamlined.

We will work hard to put our customers' needs first in future decisions relating to any budgetary reductions. We will also continue to reengineer the way we deliver services to cut out any unnecessary costs and deliver the best possible services and customer experience.

Find out more at www.lichfielddc.gov.uk/finances

Being accountable

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

Being fair and equal

Draft text: We want all our services to be as accessible as possible to people living, working in and visiting our district, while we accept that not everyone will benefit in the same way or at the same time.

We publish an equalities statement every year. This sets out what we have done to make our services more accessible, as well as what we plan to do.

Find out more at www.lichfielddc.gov.uk/equalities

Listening to you

Draft text: We handle more than 135,000 customer enquiries ever year through our Lichfield Connects customer services team, as well as thousands of direct calls, emails and web transactions.

We are committed to improving and modernising the services we deliver to our customers and have developed a customer promise that reflects our wish to provide efficient and courteous services – from how quickly we respond to letters and emails, through to how we handles complaints.

As part of our customer promise we are committed to listening to your feedback, whether that's through a formal consultation exercise, or when you tell us you can't find the information you are looking for on our website. We use your feedback to improve our services and address any issues.

Find out more at www.lichfielddc.gov.uk/customerpromise and www.lichfielddc.gov.uk/voicelit

Measuring our outcomes

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

The action plans also cross reference the strategies we have in place that support what we do, the governance arrangements that keep things on track, and our service plans that show how each of our service areas and teams contribute to our overall ambitions.

The way we work

We value the contribution made by all our employees and involve our team members in the development of our corporate values and ambitions. Our work ethos, which is shared by teams across the council, is designed to support our organisational values and underpins the type of council we aim to be:

1. We put customers and our community first in our planning, decision making, how we use our resources, and how we deliver our services.
2. We listen to and involve our communities in our decision making.
3. We focus our work where it's most needed and use sound evidence to direct our decisions.
4. We communicate clearly, honestly and simply.
5. We seek to make a positive difference to people's quality of life, accepting that not everyone will benefit in the same way at the same time.
6. We work in partnership to achieve best value for money and pool our resources to deliver shared goals.
7. We aim to innovate and improve what we do by finding new ways to deliver services.
8. We use all our resources to their optimum.

How it all fits together



Feedback

Draft text: We hope you have found our strategic plan easy to read and that it clearly outlines what we are working to achieve over the next four years. If you would like to feedback on our plan, please email feedback@lichfielddc.gov.uk

We've tried to squeeze in as much as possible, but of course it's not been possible to fit everything in, so we'll add more to our annual action plans at www.lichfielddc.gov.uk/actionplans

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

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

Handy references and web links:

- Staffordshire Intelligence Hub 'Focus on Lichfield' Report www.lichfielddc.gov.uk/focusonlichfield
- Residents Survey 2014 www.lichfielddc.gov.uk/residentsurvey
- Residents Focus Group Report www.lichfielddc.gov.uk/focusgroup

Our plan at a glance

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

How we create vibrant and prosperous economy

How we create healthy and safe communities

How we create clean, green and welcoming places

What we will do

Between 2016 and 2020 we will place particular importance on:

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Promoting Lichfield District as a good place to invest in through the roll out of the Local Plan. • Ensuring our district is 'open for business' by welcoming and nurturing new enterprises to start up and succeed in our key business centres and rural areas. • Delivering support, signposting and networking opportunities to existing businesses to help them thrive. • Making it easy for businesses to interact with us, particularly on statutory issues. • Understanding, monitoring and adapting to business needs and issues across the district. • Encouraging increased visitors to our district, increased spend in the local economy and to increase the average length of stay, boosting overnight visitors. • Delivering good quality and safe car parking in our key retail areas. | <ul style="list-style-type: none"> • Creating policies and events that promote healthy and active lifestyles for all, including young people – from cycle and safe walking routes, through to events, community activities and more. • Providing support to help those with disabilities and older people to stay healthy and active. • Creating opportunities to increase the number of residents who are physically active, especially in hard to reach groups. • Supporting and encouraging the development of clubs and other organisations to increase the quantity and quality of leisure and cultural opportunities across the district. • Delivering a programme of disabled facilities grants to help people remain living safely at home • Providing help and advice to prevent homelessness. | <ul style="list-style-type: none"> • Implementing our Local Plan which will ensure a controlled and balanced growth of the district. • Developing supplementary planning guidance which will help to preserve our historic environment and ensure the district continues to be an attractive place. • Maintaining our parks and open spaces which encourage residents to enjoy the outdoors. • Restoring the historic features of Stowe Pool and Fields. • Pursuing opportunities to transfer some open spaces to local organisations who can look after them for the enjoyment of all (e.g. playing fields). |
|---|---|--|

Our services

We deliver a range of services, which we adapt, develop and review to meet local need, opportunities and our funding situation. Current services (as at 2016) we deliver include:

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • licensing • food safety inspections • business support • economic regeneration • CCTV • car parks • parking enforcement • business waste recycling • tourist information • tourism development • business rates and relief • planning • building control • asset management | <ul style="list-style-type: none"> • homelessness prevention • housing options • housing adaptations • community funding and grants • community safety • CCTV • building control • licensing • food safety inspections • leisure services • parks and open spaces • countryside maintenance • events and festivals • promotion of local events and groups | <ul style="list-style-type: none"> • street cleaning • waste collection and recycling • parks and open spaces • local plans • housing benefits • council tax support • public toilets • countryside maintenance • events and festivals • promotion of local events and groups • housing strategy • landlord support and enforcement • removal of abandoned cars and fly-tipping • council tax collection • asset management |
|--|---|--|

Our performance

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



A FOCUS ON LICHFIELD 2015 – EMERGING FINDINGS

Demography

- The overall population for Lichfield is projected to increase by 5% between 2014 and 2024.
- Significant growth in people aged 65 and over (23%, 5,300 people) and in particular those aged 85 and over (74%, 1,900 people).
- There was a net outflow of 15-19s of 410 in 2014 but an inflow of 20-44s (420) and of those aged 65+ (140).
- Lower deprivation than England but higher in Chadsmead and Curborough
- The average number of people per house is decreasing.

Business, Employment and prosperity

- Highest median salary in Staffordshire
- Unemployment levels are better than average.
 - Issues of worklessness in Chadsmead (14%), Chasetown (12%) and Curborough (13%). All three significantly higher than the national average (9.4%).
- High level of business start-ups; survival rates suggest that those created in Lichfield are more likely to survive than other areas in England but recent decrease.
- Employment shifting away from traditional engineering industries towards administration and professional services
- Half of the Lichfield's working age residents live and work in Lichfield
- Most common workplace destinations for residents working outside Lichfield and the wider LEP are Birmingham, Walsall and North Warwickshire.
- Most residents, no matter where they work, travel to work by car.

Education and Skills

- The proportion of children (64%) in Lichfield who had reached a good level of development at age five is higher than average (60%) – variation by ward
- GCSE attainment for Lichfield pupils (63%) is also higher than the England average (55%) – variation by ward
- High levels of NEETs in two wards
- Apprenticeship success rates in Lichfield (71%) are comparatively high although they have decreased recently
- Higher level adults skills:
 - 58% of working age population are qualified to minimum of NVQ Level 3 or above (national average 57%)
 - 31% have NVQ Level 4 or above (national average 36%)

Housing

- The median house price in 2014 was £192k
- Lower quartile house price is 7.1 times the lowest quartile income which is higher than Staffordshire (6.1), West Midlands (5.4) and England (6.5).
- One in four Lichfield respondents in the latest Feel the Difference Survey (FDS) said affordable housing was one of the top ten factors that influence a good place to live and that most needed improving in the area.

- Private sector rents in 2014 the highest in Staffordshire (£595)
- A third of private dwellings in Lichfield estimated to be non-decent. Considerable variation at ward level.
- Overcrowding an issue in Chadsmead (6%) and Curborough (5%); former is significantly higher than the England average.
- Over three in five falls that resulted in a hospital admission occurred in the home in Lichfield.
- High percentage of Excess Winter Deaths (EWD) amongst older people aged 85+; rising from 39% of all EWD in 2006/07 to 85% in 2012/13.
 - Particular issue for in Bourne Vale, Fazeley and Boney Hay.
- Around one in ten households in Lichfield are living in fuel poverty
 - four wards are significantly higher than England (Chadsmead, Chase Terrace, Curborough and Longdon)
- During 2013/14 Lichfield had the highest number of households (21) in temporary accommodation across Staffordshire; Staffordshire Moorlands had the second highest use (15).

Health

- Around 50 teenage pregnancies in Lichfield (2013)
- Teenage pregnancy rates are not falling as fast as the national rate: between 1998 and 2013, rates only reduced by 11% compared with 48% in England. Rates overall remain similar to the national average they do fall within the worst quartile nationally.
 - Rates are higher than average in Chadsmead (72 per 1,000), Curborough (68 per 1,000) and Summerfield (84 per 1,000) .
- Around 19% of Lichfield residents die from causes that are largely thought to be preventable, equating to around 190 deaths every year with overall rates being similar to the national average.
 - The rate of preventable mortality in Fazeley is higher than England.
- Rates of people dying early as a result of liver disease have increased by 45% between 2001-2003 (25 deaths) and 2011-2013 (41 deaths).
- Around two-thirds of Lichfield adults have excess weight and about one in four are obese.
- Over a quarter of Lichfield adults are inactive and this equates to 24,400 residents.
- The proportion of people who have a limiting long-term illness (LLTI) in Lichfield increases with age; around 48% of people 65 and over and 67% of people aged 75 and over have a LLTI.
- Prevalence of LTC is projected to increase given the ageing population; implications of this is an increased burden on future health and social care resources.
- Dementia rates are lower than England but diagnosis rates are also lower than England

Community Safety and Anti Social Behaviour

- Lichfield residents live in relative security with crime rates in the district being lower than the national average.
 - Variation at ward level, notably Chasetown and Stowe.
- Disparity between resident's perception of being a victim of crime and the reality of experiencing it either as a victim or witness.
- Around two thirds of respondents in the FDS identified level of crime as one of the top five factors that influences a good place to live.
- Nearly one in four respondents identified level of crime as one of the top five factors that most needs improving.

Environment

- Around 4% of Lichfield's population (3,800 people) live in the most deprived fifth of areas nationally:

- these areas fell within Chadsmead and Curborough.
- More of Lichfield's population live in rural area (29%) compared with the national average (17%).
- 89% of residents are satisfied with local area as a place to live but this is decreasing. It is the lowest satisfaction rating across Staffordshire, and also lower than the county average overall (93%).
- Some survey data around older people and concerns going out (after dark) and also that they feel the area needs better meeting places, lighting, public seating and so on.

Leisure and Recreation

- In their recent Sport Profiles (2014), Sport England reported 63.6% satisfaction with sporting provision in the area compared to 60.3% nationally.
- Using Sport England's Market Segmentation Tool there is an interest in (or demand for) keep fit/gym and swimming. Other popular activities included cycling, golf, football, tennis and badminton.
- Findings from a recent consultation suggested that the majority of respondents (96%) have used at least one leisure service or amenity service within the district. However, regular usage (monthly or more) of leisure centres in Chasetown and Burntwood was relatively low.
- Just under half of Lichfield respondents in the FDS identified facilities and activities for young people as one of the top five factors that influence a good place to live. One in three respondents identified parks and open spaces.

The next 4 years (2015 to 2019) - Headlines:

People

- Ensuring adequate future health provision in Burntwood, working with partners for a GP surgery at Greenwood House,
- Working with the county council to create a Dementia Centre of Excellence in the District,
- Further improving the quality of life with the council's excellent joint efforts on anti-social behaviour with the Police & Crime Commissioner

Place

- Local Plan to be finalised and Green Belt protected from unwanted development,
- Campaigning and supporting others to mitigate against the negative effects of the route of High Speed Rail (HS2),
- Friarsgate Centre with cinema, retail and housing: plans finalised in 2015 – construction completed over 4 years.
- Working with the Cathedral, St.Mary's Centre and tourism agencies to develop a recognisable Cathedral Quarter in the city,
- Burntwood Town Centre – working with local Trader's Partnership to create a stronger town centre.
- Working with parish councils to deliver neighbourhood plans for local communities.
- Continuing to promote leisure, health and well being for access by all residents.

The Economy & Efficiency

- Continued low Council Tax charging (lower than Staffordshire Authorities and English Shire District average levels).
- Pursuing the growth deal secured on Lichfield Park through that will deliver employment centre opportunities,
- Delivering the Lichfield Southern bypass supported by the Stoke and Staffs. Local Enterprise Partnership,
- Driving forward Network Rail on its planned development of Trent Valley station

Our customer promise



We're working to put our customers at the heart of everything we do

We are committed to improving and modernising the services we deliver and one of our top corporate values is to provide good customer services to the people who live, work in and visit Lichfield District.

Our customer promise has been developed by our employees and reflects our wish to provide customers with efficient and courteous services. It was launched in autumn 2015 and will be/is to be widely adopted and embraced by teams across the council. We are working to embed our customer promise in every area of the council and to become a truly customer focused organisation.

Setting standards within our customer promise means we can measure how much we are improving through customer feedback, mystery shops and our compliments, complaints and suggestions process.

What you can expect from us

We will always:

- treat you politely and with respect
- listen to you and take your views, wishes and needs seriously
- make sure our staff are trained to give you the help and advice that you need
- use plain language not jargon
- be aware of your needs and not discriminate against you
- provide information in other languages or large print if needed

When answering the telephone, we will:

- aim to answer your call within 30 seconds
- greet you politely and clearly
- tell you who you are speaking to and the name of the service or place you are calling
- deal with your request the first time you contact us, or as soon as we can
- put your calls through to the right place first time
- take a message or give you the correct number to phone if we cannot transfer your call
- return your messages as soon as possible and within a maximum of three working days

When dealing with your letters and faxes, we will:

- aim to respond to your enquiry in full within five¹ working days
- if we cannot respond to your enquiry in full within five days, we will write to you to explain why this is not possible and let you know who is dealing with your enquiry
- Where issues take longer to deal with, we will keep you updated every ten working days

¹ This does not apply to Freedom of Information Requests which will be responded to in line with the accepted statutory timeframe (within 20 working days).

When dealing with your emails, text or other electronic communications, we will:

- aim to respond to your enquiry in full within five¹ working days
- if we cannot respond to your enquiry in full within five days, we will email you to explain why this is not possible and let you know who is dealing with your enquiry
- where issues take longer to deal with, we will keep you updated every ten working days
- work to move as many services as possible online so you have a range of ways you can contact and request services from us when it best suits you

When you visit our buildings, we will:

- provide an accessible environment that is welcoming, safe and friendly
- provide clear signs in reception areas
- provide self-service facilities where appropriate
- make sure you are greeted within five minutes of arriving

When you arrange to meet us face-to-face, we will:

- be on time
- wear name badges or carry our official staff photo passes, so you can identify us
- arrange a time and place for you to discuss issues in private if required
- where appropriate, make other arrangements to see you if you cannot visit us

Dealing with complaints, comments and compliments, we will:

- provide you with information about how to report a complaint, comment or compliment
- record complaints, comments and compliments and use them to review and improve our services
- acknowledge all complaints within three working days
- provide a full response within 20 working days, or let you know why it is not possible to achieve this together with a new target date
- treat complaints confidentially, while making sure we are fair to everyone concerned²
- let you know how to take your complaint further if you are not satisfied with our response
- say sorry when we are at fault and do our very best to put things right
- To find out more, read our 'how to make a complaint, suggestion or give us a compliment' leaflet online at www.lichfielddc.gov.uk/complaints

We will keep customers informed and involved by:

- producing information about the council and our services that is accurate, useful and up to date on our website
- responding positively to customer requests for information in other languages or large print and making this accessible to people who need it
- monitoring and letting you know whether we are meeting our customer standards on a regular basis
- reviewing our customer standards every year
- using your feedback to help us make decisions and improve our processes and services

² The information you provide is protected under the [Data Protection Act 1998](#). In order to process this information your details may need to be passed to a relevant third party (the identity of a person making a complaint will only be made known to those who consider the complaint and not revealed to any other person or made public by the Council), if you do not want this information passing on, please let us know. Anonymous complaints will be investigated as far as possible in accordance with the set procedure.

In return, we ask you to

Treat us politely and with respect and:

- allow us to work in a safe environment free from aggressive, abusive or threatening language and behavior
- give us all the information we need to help you
- be patient when you contact us at busy times
- let us know if you have any special needs
- ask us to explain anything you are not sure of
- give us your feedback so we can learn from your experience

Help us to help you by letting us know:

- in good time if you need to cancel or rearrange an appointment
- if you are unhappy with the service you have received straight away
- if you are pleased with the service you have received

DRAFT

CONSULTATION ON THE DRAFT STRATEGIC PLAN - FEEDBACK FROM FOCUS GROUPS

Young People's event (Your thoughts matter so let's talk)

Insufficient activities for young people

Cost of transport restricts access to activities

Would like a cinema

Few shops that provide clothes for teenagers so Tamworth is a preferred option

Elected Member Focus Group

Need to redefine the relationship between the citizen and the state to reduce the demand and dependency on public services; the state cannot continue to perform the same role as in the past, individuals will need to take on more responsibility for themselves and their communities

There should be a focus on reducing discretionary services and not services we are statutorily required to deliver

Providing support for young people and their development in the District should be given greater priority

Need more housing which local people, especially young people, can afford to buy or rent

In order for Burntwood to thrive, it would be necessary to develop the town as a 'destination' not just provide a better retail offer. More regeneration and physical development is required. Proportionate investment

Need to be clearer about the role of LDC in delivering Infrastructure improvements; some of the outcomes can only be influenced by LDC as no funding or responsibility to deliver directly. Need to be clearer on which are the essential schemes.

There is an appetite for a more radical approach to the future role and function of LDC; there is a perception there have been incremental cuts (salami slicing) to manage the budget savings required but the essence of the Council has remained unchanged. Commission more, directly provide less? Concentrate on the statutory services which the Council is required to deliver

Rethink the delivery of leisure services; KEVI LC felt to be in decline and other options should be explored. Consider investing in other ways to get people active and not just invest in leisure centres

More agile working?

Residents' Focus Group

- **Healthy and Safe Communities**

More activities for young people; ask them what they want, need a place of their own, need to help them get involved in the community

Better information and signposting for residents about local opportunities to keep active and interact with others; produce a monthly e newsletter?

Develop mechanisms for GPs to 'refer' patients to physical activities

Better promotion of leisure centres eg. help schools to make better use of leisure centres eg. using mailshots

Consider new models of ownership for leisure centres eg. Community Interest Company

Charges for leisure activities are a barrier for some; look at discount schemes and money off vouchers (linking with promoting local businesses)

Mental health as well as physical health is important

Continue investment in voluntary and community sector but ensure that impact is monitored

Control / reduce fast food outlets

Better provision for cyclists, enforcement on cycle routes eg. where cars are parked; more secure places to park bikes

Some footpaths and adjacent vegetation needs better maintenance to encourage use; parks and green spaces much loved and enjoyed

Highways issues including driving speeds, the desire for more speed restrictions (including in town centres + pedestrianisation), more mobile speed signs, disregard for weight limits, using villages as a cut through, parking near schools, request for traffic calming and enforcement measures, narrow roads and pavements a problem, visibility issues, access to A38 at Fradley, pot holes

Better lighting, turning lights off at certain times

Better feedback / publicity on crimes / ASB resolved; raise the profile of OWL messaging

Elderly most afraid; Age UK walks after dark? Education or social groups to promote feelings of security?

More 'no cold calling' schemes requested

Encourage volunteering including young and old

- **Vibrant and prosperous local economy**

Improvements needed to public transport and connectivity between trains and buses; support for train line from Lichfield to Burton with stop at NMA and from Lichfield to Walsall; small but frequent buses in rural areas; better facilities at bus and train stations. Better parking at Shenstone station

Promote car share scheme

More charging points for electric cars

Cheaper / free car parking; reduced fees for businesses; free parking would reduce day time parking in residential streets

Minimise business rates and have discounts for start ups

Work with landlords to reduce empty shops; reduced rents for start ups? Use them to advertise services and facilities

Discourage charity shops, encourage more niche stores, Lichfield City to be a destination for specialist shops

Local shops are more expensive but provide a good customer service

Better signage in business parks / industrial estates eg. Shenstone

Better and more consistent promotion of Lichfield as a tourist destination

Deliver more Festivals to attract tourists; better promotion of 'Festival Season'

Impact of Friarsgate on existing shops?

Cinema needed

More facilities for young people aged 13-16 eg. internet cafe

Pedestrianisation of Market Square and better maintenance of pavements and roads

Distinctive 'offer' needed in Burntwood, not just retail, something for families with associated café / restaurant eg. bowling alley

Better promotion for Burntwood including Chasewater

Develop a BID for Burntwood

Libraries contribute to vibrancy of a place

- **Clean, green and welcoming District**

More affordable, accessible activities for teenagers

Deliver more activities in rural areas which will be attractive to visitors and tourists (Hawkesyard, Spode, canals, Wall); exploit and market heritage and unique offer of the District more proactively + better signage for visitors

Better use of market square in city centre; resolve paving issues

Address empty shops and longstanding eyesores eg Kwiksave, city arcade; improve lighting

Consider impact of Friarsgate on existing retail streets

More affordable housing + tackle empty properties

Better management of private landlords / private rented property

Promote environmentally friendly initiatives eg. bike hire, cycle paths and measure to make cycling safer, solar power to be promoted, more electric charging points

Highways issues including driving speeds in town centres, introduce pedestrianisation

Parking issues including businesses to subsidize parking charges, introduce park and ride scheme, pay on exit, first hour free or generally cheaper charges, introduce charges for blue badge holders, better parking needed at Chasewater and Armitage

More toilets to be made available; explore the possibility of using commercial premises for this purpose as an alternative to council facilities, increasing footfall at the same time

Transfer open spaces to charities where possible

Offer bin cleaning service, bigger bins

Test value for money of in house services e.g. grounds maintenance, park security, street cleaning etc.

- **Customer Promise**

Plain language should be used in the Charter; keep it simple

Learn from best practice elsewhere regarding on line services and apps; move as many services as possible on line, concentrating on those where the number of interactions is the highest

On line forms are useful

Website needs to be reliable and work effectively if more services are to be accessed this way; search facility needs improving

Keep an alternative route of communication and service delivery for those who don't have access to the internet especially older people

Engage more with younger people

Improve promotion of the role of the Council eg. roadshows at supermarket, council information point in town / city centres,

Improve communication on key issues of general interest and concern eg. paving in market square

Reduce the number of intouch magazines produced

SUBMISSION TO STRATEGIC (OVERVIEW AND SCRUTINY) COMMITTEE

Date: 17th November 2015

Agenda Item: 7

Contact Officer: Diane Tilley

Telephone: 308001

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

SUBMISSION BY LEADER OF THE COUNCIL

FIT FOR THE FUTURE (F4F) PROGRAMME: CREATING A CORPORATE COUNCIL

1. Purpose of Report

- 1.1 To provide an update on the activity delivered and planned as part of the Fit for the Future: Creating a Corporate Council project.

2. Background and Context

- 2.1 The 'Fit for the Future Programme' (F4F) is the Council's transformation programme. It was launched in May 2013 to help make the organisation financially and functionally fit for the challenges ahead. The Programme has delivered significant financial savings to date and continues to include a range of service reviews and projects aimed at delivering further financial savings, service improvements and organisational development. One of those key projects is 'Creating a Corporate Council', the Project Initiation Document (PID) for which was considered and endorsed by this Committee on 9th June 2015.
- 2.2 'Creating a Corporate Council' comprises various work streams and initiatives that support the organisational development needed to create a council which operates in a more consistent manner, is 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. The project is also helping the Council to respond to some of the areas for improvement identified by the Local Government Association (LGA) Corporate Peer Challenge (September 2014), including reviewing the way that Overview and Scrutiny operates.
- 2.3 The current 'Creating a Corporate Council' strands of work include:
- Formulation of a new Strategic Plan 2016-20
 - Developing the role of Overview and Scrutiny
 - Reviewing employee terms and conditions
 - Strengthening corporate policy and information
 - Reviewing management & leadership structures

3. Recommendations

- 3.1 That members note the progress of the Fit for the Future: Creating a Corporate Council project and suggest any further actions they consider necessary.

4. Progress to date

- 4.1 Significant progress has been made with all five of the work streams since the Project Initiation Document (PID) was considered and endorsed by this Committee in June 2015. Overall the project remains on target to report its recommendations to Cabinet in March 2016.

Formulation of a new Strategic Plan 2016-20

- 4.2 Members will note there is a separate report providing a comprehensive update on the development of the Council's Strategic Plan for 2016-20. That report summarises the progress to date and sets out the next steps in the process.

Developing the role of Overview and Scrutiny

- 4.3 This work stream has been member-led with the objective of reviewing the way Overview and Scrutiny operates including consideration of what topics Committees investigate and review - and how, why and when that is done - so they can make a more timely, proportionate and effective contribution to key decisions and strategic policy development.
- 4.4 At an Overview & Scrutiny Co-ordinating Group held on 8th July 2015 members agreed the principle of reducing the number of reports considered by each Overview and Scrutiny Committee as a way of enabling a more in-depth scrutiny of fewer specific items. Two specific changes to practice have recently been introduced to support this:
- Only reports relating to significant matters are now being routed routinely through the relevant Committee prior to Cabinet consideration. Items that are simply 'for information' will be sent to members using other channels (such as briefing papers).
 - The introduction of 'triangulation meetings' between Overview and Scrutiny Chairs, Vice Chairs and the relevant Cabinet member(s) to provide an opportunity for members to discuss forthcoming areas of work and consider if, how, and when the involvement of Overview and Scrutiny is helpful.
- 4.5 A member Task Group has been established consisting of the Overview and Scrutiny Chairs and Leader of the Opposition to review progress and consider other initiatives such as visiting other councils who are considered exemplars of best practice in Overview and Scrutiny. The first meeting of that Task Group is due to take place in November 2015.

Reviewing Employee Terms & Conditions

- 4.6 The Local Government Association (LGA) Workforce Team have been commissioned to undertake a review of the current employee terms and conditions – including overtime and bank holiday payments, flexi time, car user allowances, redundancy, and staff car parking. The review has been driven by the desire to ensure consistency across the organisation and support culture change and new ways of working, not simply to achieve financial savings - albeit there may be some opportunities to reduce costs to the Council. The focus of review to date has been on benchmarking the Council's current terms and conditions against common and good practice in the wider local government sector to identify any areas where the Council might be significantly out of kilter.
- 4.7 The review will provide an evidence-base (informed by recent LGA national surveys and knowledge of practice in the sector) that can inform any decisions about whether or not to make changes to the current employee terms and conditions. The work being undertaken by the LGA Workforce Team is currently ongoing and initial feedback is due to be considered by the officer Leadership Team in November 2015. Any proposed changes to current terms and conditions will be subject to the necessary engagement with trade union representatives and staff, and ultimately will need to be approved by the Employment Committee.

Strengthening corporate policy and information

- 4.8 To date work has focussed on reviewing and refreshing HR policies. A new draft Employee Code of Conduct is being developed that will set the principles, behaviours and

standards expected of employees in a single document (currently these are embedded in several different policy documents and the Disciplinary Procedure). The draft Code has been informed by engagement with Leadership Team, and input from officers responsible for HR, Legal and Health & Safety, plus comments from the Employee Liaison Group (ELG). The Code will be approved through the formal decision-making process, which will include both Employment Committee and Council, in February/March 2016.

- 4.9 The Local Government Association (LGA) Workforce Team is currently working with the Council to review and refresh key policies that support the new Code and/or haven't been reviewed for a significant period of time. An initial desktop review has identified that policies relating to discipline, grievance, attendance and performance/capability need to be the initial focus. These are now being reviewed and revised policies will be developed over the next few weeks. Any policy changes will be taken through Employment Committee as appropriate.

Reviewing management & leadership structures

- 4.10 The Council appointed West Midlands Employers (WME) in June to undertake a review of the current management structures. The work focussed on providing an analysis of current strengths and weaknesses, and comparing the structures at Lichfield with other councils. The initial feedback indicates strong support for change in order to address the issues of corporate capacity and to make our structures resilient to the future challenges in local government. The review has benefited from the input of Directors, Service Managers and members through workshops facilitated by West Midlands Employers.
- 4.11 The review is now focussing on our future aspirations and the external context local government will be operating in over the next few years. This will help ensure that any new management structure is informed both by what needs to improve and develop in terms of the current structures and likely future requirements. Members will appreciate there are elements of the Fit for the Future Programme which may have an impact on how we choose to structure our management and leadership capacity in the future – not least the development of a new Strategic Plan and new strategic priorities for 2016-20, and the major service reviews currently in progress.
- 4.12 The interim recommendations from West Midlands Employers are now being collated and costed. Informal discussion with staff and Cabinet will take place in November, with any formal recommendations on options for consultation coming forward in January 2016.

5. Financial Implications

- 5.1 There are no significant financial implications directly arising from this report. However, some of the work streams will develop proposals and recommendations for change that will have a financial implication – both in terms of achieving savings, but also potentially where further investment is considered necessary to enable improvement. Proposals from reviews will be presented to members for their consideration and approval in line with the agreed governance and decision-making arrangements.

6. Plan for Lichfield District Implications

- 6.1 The new Strategic Plan 2016-20 is currently being developed, and the work being undertaken by the other elements of the Creating a Corporate Council project is being planned and progressed to take account of the emerging strategic outcomes and priorities.

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 main risks identified are:

Risk	Countermeasures
Complex and ambitious project, and may not succeed in co-ordinating and linking all the interdependencies.	<p>An project team has been established comprising a range of officers covering HR, legal, communications, finance, internal audit, democratic services.</p> <p>The Leadership Team continues to operate as the F4F Programme Board and regularly considers the progress of all reviews and the interdependencies between them.</p>
Managers, staff and unions may not fully buy-in to the review of management structures and T&Cs.	<p>There have been all staff briefings informing staff about the different strands of work being undertaken as part of the Creating a Corporate Council work.</p> <p>The work to date has focussed on establishing the evidence base on which any decisions and proposals for change can be informed and developed. Any proposed changes will be subject to engagement with managers, staff and unions.</p>

Background Documents:

Strategic Overview and Scrutiny Committee Report, 9th June 2015 – 'Fit for the Future Programme'

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

Report checked and approved:

Strategic/Corporate Director

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

Item	9 June 2015	15 Sept 2015	17 Nov 2015	2 Feb 2016	Details/Reasons	Link to 2015/16 One Year Action Plan	Officer	Member Lead
Policy Development								
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 To report findings and recommendations of the Civic Function Task Group		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 2015	17 Nov 2015	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/JK	
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 2015	17 Nov 2015	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 2015	17 Nov 2015	2 Feb 2016	Details/Reasons	Link to 2015/16 One Year Action Plan	Officer	Member Lead
Briefing Papers								

LICHFIELD DISTRICT COUNCIL

FORWARD PLAN

Updated: 06.11.2015

Effective for the Period 01.12.2015 – 31.03.2016

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) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Leisure Fees & Charges	Yes	To approve fees & charges for core leisure activities for 2016	Cabinet Member for Leisure & Parks	With customers, staff and Leisure & Parks (Overview & Scrutiny) Committee	Report to Cabinet Member	OFFICER: Mr N Turner (01543) 308761 CABINET MEMBER: Councillor A Smith (01543) 410685

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Approval of CIL charging schedule for submission for examination	No	Approval for submission to examination	Cabinet 03/11/2015			OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732
*Adoption of Council Policy to ensure delivery of Affordable Homes	No	Endorse proposed policy on affordable housing delivery for adoption by Full Council.	Cabinet 03/11/2015	Consultation has already been undertaken through the examination in public of the (adopted) Local Plan Strategy and the need to adopt Council Policy will be considered by Overview and Scrutiny (Economic Growth, Environment and Development) on 23 September 2015.	As listed in the background documents to the O&S report of 23 September 2015	OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732

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MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
*Sustainable Design Supplementary Planning Document	No	Approve modifications to the draft SPD and approve and adopt the SPD	Cabinet 03/11/2015	Consultation has taken place with the public and EGED (Overview and Scrutiny) Committee has considered reports.	Draft SPD and proposed modifications	OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732
*Rural Development Supplementary Planning Document	No	Approve modifications to the draft SPD and approve and adopt the SPD	Cabinet 03/11/2015	Consultation has taken place with the public and EGED (Overview and Scrutiny) Committee has considered reports.	Draft SPD and proposed modifications	OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732
*Historic Environment Supplementary Planning Document	No	Approve modifications to the draft SPD and approve and adopt the SPD	Cabinet 03/11/2015	Consultation has taken place with the public and EGED (Overview and Scrutiny) Committee has considered reports.	Draft SPD and proposed modifications	OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732

* DENOTES KEY DECISION

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Neighbourhood Plans – Stonnall, Alrewas and Little Aston	No	Approve modifications to the respective Neighbourhood Plans for Stonnall, Alrewas and Little Aston and send the modified Plans for referendum	Cabinet 03/11/2015	The EGED (Overview and Scrutiny) Committee have been kept up to date with regard to the progress on Neighbourhood Plans across the District, including the examinations of the Plans relating to Little Aston, Alrewas and Stonnall	Examiners Reports, Proposed Modifications and formal decision in response to the Examiner's recommendations.	OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732
*Affordable Housing Policy in respect of residential sites outside of Lichfield and Burntwood	No	Agree policy on affordable housing requirements in respect of small residential sites outside of Lichfield and Burntwood.	Cabinet 03/11/2015	A report on the matter was considered by the EGED (Overview and Scrutiny) Committee on 23 September 2015	Proposed Policy and supporting text	OFFICER: Mr C Jordan (01543) 308202 CABINET MEMBER: Councillor I Pritchard (01543) 472732

* DENOTES KEY DECISION

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Mid Year Performance Report – one year action plan 2015/16	No	To note the report	Cabinet 01/12/2015	Mid year performance reports of the Directorate Top Tens (x40 will be considered by each O&S Committee)	Performance Report	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen (078177 105542)
The Civic Function – proposals for change 2016/17	No	Proposals for changes to how the Civic Function is undertaken; events attended and held and transport provided to ensure it proactively supports the delivery of the strategic priorities of the Council. To be implemented in Civic year 2016/17	Cabinet 01/12/2015	Strategic Overview and Scrutiny Task Group reported to Committee on 9 th September 2015	Strategic Overview and Scrutiny Committee report dated 9 th September 2015	OFFICER: Ms D. Tilley and Mrs J. Jones (01543 308001/3) CABINET MEMBER: Councillor M. J. Wilcox (01283) 791761

* DENOTES KEY DECISION

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*Safeguarding Policy	No	Approval of updated Policy	Cabinet 01/12/2015	Briefing note circulated to CHH (O&S) 07/09/2015	Report to CHH O&S	OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor D Pullen 07817 105542
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	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07817 105542
*Money Matters 2015/16: Review of Financial Performance against the Financial Strategy – April to September 2015	No		Cabinet 01/12/2015	Strategic (O&S) Committee 17/11/2015		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

* DENOTES KEY DECISION

MATTER FOR CABINET DECISION (PLEASE MARK KEY DECISIONS WITH AN ASTERIX) ^{(1) (*)}	CONFIDENTIAL YES/NO ⁽⁸⁾	DECISION EXPECTED TO UNDERTAKE ⁽²⁾	DECISION TO BE TAKEN BY AND DATE ⁽³⁾⁽⁶⁾	CONSULTATION ⁽⁴⁾ INCLUDING CONSULTATION WITH OVERVIEW & SCRUTINY (If no consultation has been undertaken please briefly explain why)	DOCUMENTS AVAILABLE ⁽⁵⁾	CONTACT OFFICER/CABINET MEMBER ⁽⁷⁾
Jigsaw Community Hub	No	Agree to new Service Level Agreement with Fusion Credit Union	Cabinet 01/12/2015			OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor D Pullen 07817 105542
*City Centre Development Partnership, Strategy & Action Plan	No	Acceptance of strategy, membership of partnership and agreement to provide a formal response to the strategy/action plan	Cabinet 01/12/2015	The report has not been presented to Overview & Scrutiny due to timescales of meetings, however the report has been shared with the chairs/vice chairs of Environment & Development O&S.	Report and appendices	OFFICER: Ms E Thatcher (01543) 308781 CABINET MEMBERS: Councillor Mrs H Fisher (01543) 305070 Councillor I M Pritchard (01543) 472732

* DENOTES KEY DECISION

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Amendments to the Constitution regarding the dismissal of Statutory Officers	No		Council 08/12/2015	Full Council		OFFICER: Mr R King (01543) 308060 CABINET MEMBER: Councillor C J Spruce (01543) 258120
*Money Matters: Calculation of Business Rates: Non Domestic Rates 2016/17, together with Collection Fund Surplus (Deficit) for 2015/16	No	To report the calculation of Business Rates – NDR1 2016/17 and Council Tax Base 2016/17, together with Collection Fund Surplus (Deficit) for 2015/16	Cabinet 12/01/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*Re procurement of Planning , Building Control, Licensing , Gazetteer Management and Street Naming and Numbering software suite	No	To approve the decision of software provider for the re-procurement of Planning , Building Control, Licensing, Gazetteer Management and	Cabinet 12/01/2016	Evaluation of tender responses	ITT and Tender documents	OFFICERS: Mr G Thomas (01543) 308131 Mr K Sleeman (01543) 308120 CABINET MEMBER: Councillor D Pullen

* DENOTES KEY DECISION

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		Street Naming and Numbering applications				(01543) 300075
*Disposal of property acquired through compulsory Purchase	No	Agree to and method of disposal of the Property	Cabinet 12/01/2016			OFFICER: Mr C Gibbins (01543) 308702 CABINET MEMBER: Councillor C. Greatorex (01543) 416677
Risk Management Update	No		Audit Committee 26/01/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

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*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	OFFICER: Mrs H Titterton (01543) 308700 CABINET MEMBER: Councillor D Pullen 07817 105542
*Money Matters Reports: Review of Financial Performance against the Financial Strategy – April to November 2015	No		Cabinet 09/02/2016	Strategic (O&S) Committee 02/02/2016		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*Medium Term Strategy (Revenue and Capital 2016-19 (MTFS) (R&C) 2016-19	No		Cabinet 09/02/2016	Strategic (O&S) Committee 02/02/2016		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

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*Money Matters Reports: Medium Term Financial Strategy (Revenue and Capital) 2016-19 (MTFS) R&C) 2016-19	No		Council 23/02/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*Council Tax Resolution	No		Council 23/02/2016			OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120
*Non Domestic Rates – Discretionary rate relief	No	To approve changes to the existing policy	Cabinet 05/04/2016 Council 19/04/2016	This relief is at the discretion of Cabinet/Council and all Members will consider at its meetings.		OFFICER: Mrs J Kitchen (01543) 308770 CABINET MEMBER: Councillor C Spruce (01543) 258120

* 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 Economic Growth, Development and Environment

Cabinet Member for Leisure and Parks

Cabinet Member for Housing & Health

Cabinet Member for Waste Management

Cabinet Member for Finance and Democracy

Cabinet Member for Tourism and Communications

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, 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**